

Table II:9 – Examples of Management Systems for Specific Functions

Management System for Board of Directors					
Inputs	Processes				Outputs
	Planning	Developing	Operating	Evaluating	
<ul style="list-style-type: none"> ▪ Past evaluation results of Board ▪ Annual calendar ▪ Mission, vision, values, goals ▪ Business plans ▪ Stockholders ▪ Laws and regulations on governance ▪ Employees ▪ Best practices on Boards 	<ul style="list-style-type: none"> ▪ Board policies and procedures ▪ Job descriptions ▪ Board organization chart ▪ Board Committee work plans 	<ul style="list-style-type: none"> ▪ Form Board Develop. Committee ▪ Recruit members ▪ Provide Board Manual ▪ Train members about Boards ▪ Orient members about the organization ▪ Organize members into committees 	<ul style="list-style-type: none"> ▪ Attend meetings ▪ Research, discussions, debates ▪ Motions, decisions ▪ Strategic planning ▪ Supervise CEO ▪ Conduct public relations ▪ Review financials ▪ Declare stock equity and dividends 	<ul style="list-style-type: none"> ▪ Meeting evaluations ▪ Quality of attendance, participation, teamwork, strategic decisions? ▪ Board self-evaluation annually ▪ Board Develop. Plan to address results of evaluations 	<ul style="list-style-type: none"> ▪ Board minutes with decisions ▪ Directions to CEO ▪ Public speeches ▪ Financial reviews ▪ Board Develop. Plan ▪ Updated Board policies and procedures

Management System for Strategic Planning					
Inputs	Processes				Outputs
	Planning	Developing	Operating	Evaluating	
<ul style="list-style-type: none"> ▪ Past results of types of evaluations ▪ Past Strategic Plan ▪ Business plans ▪ Board and employees ▪ Researchers and experts on trends, industries, product and services ▪ Best practices on planning 	<ul style="list-style-type: none"> ▪ Clarify purposes of planning ▪ Decide time span of Strategic Plan ▪ Select planning model ▪ Select participants ▪ Identify needed outside help ▪ Identify needed materials 	<ul style="list-style-type: none"> ▪ Form Planning Committee ▪ Hire, orient facilitator ▪ Announce planning process ▪ Train on strategic planning ▪ Orient experts the organization ▪ Design research plans ▪ Schedule sessions 	<ul style="list-style-type: none"> ▪ Develop/review mission, vision, values ▪ External analysis ▪ Internal analysis ▪ Establish strategic goals ▪ Develop action plans ▪ Develop Operating Plan ▪ Develop Budget 	<ul style="list-style-type: none"> ▪ Provide clear mission, goals, actions, budget? ▪ Satisfaction checks during planning ▪ Plan being implemented? ▪ Implementation on schedule? 	<ul style="list-style-type: none"> ▪ Strategic Plan ▪ SWOT information ▪ New/updated mission, vision, values, goals ▪ Action plans ▪ Operating Plan ▪ Budget ▪ Performance goals for Board members and employees