

BUILD THE FOUNDATIONS OF GOOD GOVERNANCE

The way your organization defines what it means by governance shapes how it works in practice. Yet, many organizations dig into the specifics of governance, like designing decision-making processes, assigning authority, and creating committees, without first establishing the foundations.

This tool helps organizations explore the foundations by articulating the five components of a governance framework – what is the goal and role of governance, who participates, and what are the accountabilities and the principles that drive it. Capturing this information concisely in a living document ensures they're consistently and clearly understood by all those who participate in governance.



At a glance: What this tool makes possible

Brings your framework of governance into clear focus.

Helps your organization to be responsive to the complex environment.



You may find it helpful to start with this [Innovation readiness pulse-check](#).



HOW IT WORKS

This tool will help your organization develop or refine its governance framework by reflecting on a series of questions and capturing the responses in a formal, living document. This document will inform the design of your governance processes, practices, and structures, and be used in leadership orientations.

The amount of time to complete the tool varies depending on whether you're starting fresh or refining what's in place. Allow for about two hours for the session.

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GOVERNANCE FRAMEWORK COMPONENTS	HOW IT TRANSLATES INTO PROCESSES, PRACTICES AND STRUCTURES
Ultimate PURPOSE of governance	How governance enables the achievement of meaningful impacts.
ROLE governance plays	What responsibilities are fulfilled, who is responsible for what, and the required leadership competencies.
ACCOUNTABILITES	Mechanisms for delivering on accountabilities.
WHO does decision-making	How governance decisions are made and who participates in them.
PRINCIPLES driving governance	Governance values, mindsets and ways of interacting.



DEEPER DIVE: WHAT THIS TOOL MAKES POSSIBLE

- **Brings your framework of governance into clear focus.** All organizations have some governance processes, practices, and structures in place, but for many there's a fuzzy or inconsistent understanding about the more fundamental framework that drives them. As a result, it's open to multiple interpretations, often fragmented by personal experiences, knowledge, and perspectives, or rests on outdated or inaccurate assumptions. This can perpetuate the status quo. Generating an explicit and consistent framework will create firm foundations for refining how you do governance.

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- **Helps your organization be responsive to the complex environment.** Some organizations might have a governance model that no longer makes sense due to changed circumstances. For instance, there may have been a shift in mission, a change in lifecycle stage or funding model(s), or a significant turnover in leadership. Other organizations might have accumulated governance processes based on practices borrowed from other organizations. There are also significant shifts occurring in the broader environment, such as the need for equity and the demand to work in close collaboration with other organizations. Reflecting on fundamentals enables organizations' governance to remain relevant and dynamic.



ACCESS DETAILED PROCESS STEPS:

- 1 [Host a reflective conversation to develop or refresh your governance culture](#) by answering five questions that help your organization to articulate the components of its governance framework.
- 2 [Draw from the conversations to capture your governance framework](#) in a formal, living document.

This tool is part of the Reimagining Governance Lab, a virtual hub for governance innovation full of resources, tools, and stories. [Visit the Lab.](#)

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