

KELLY SANNES EXPLAINS HOW EMERGENT STRATEGY IS HELPING COMMUNITY FOUNDATIONS OF CANADA REIMAGINE GOVERNANCE

Kelly Sannes (she/her) believes that applying the principles of **emergent strategy** to governance can offer inroads to different ways of thinking, ultimately challenging some governance orthodoxies.



When we start to challenge governance as being just a function of a board of directors or committees, we get a much more holistic appreciation for all of the perspectives that come into play for those decisions.

- Kelly Sannes

In this short video, Kelly explores how Community Foundations of Canada has been applying emergent strategy to their own governance work, and shares a specific example rooted in strategic planning.

She also emphasizes that challenging governance as just a function of a board or committees, allows it to be seen as a much more expansive, nuanced ecosystem.



VIDEO

Transcript



Governance isn't held by one person, it's not held by a board or a senior leadership team. It's embodied and practiced.

- Kelly Sannes



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