

GOVERNANCE, LEADERSHIP & MANAGEMENT

Though there is not a bright red line absolutely demarcating all the interactions between the key roles of Governance, Leadership, and Management in organizations, optimizing clarity and synergy while minimizing overlap is absolutely a clear organizational success factor. *Stephen L. Mansfield, Ph.D., FACHE*

ORGANIZATIONAL GOVERNANCE – The framework of rules and practices by which a board of directors guides and oversees mission success through accountability, fairness, and transparency in an organization’s relationships with all its stakeholders (community, customers, financiers, government, physicians, management, employees, and other entities to which members owe a duty of care, loyalty, and obedience. *Business Dictionary*

ORGANIZATIONAL LEADERSHIP – A process whereby an individual (principally the CEO) influences an array of followers to achieve common organizational goals. *Peter Northouse*

ORGANIZATIONAL MANAGEMENT – The act of getting people together to accomplish desired goals and objectives comprising planning, organizing, staffing, directing, facilitating, and controlling people and processes for the purpose of accomplishing goals. By its nature it is a dyadic authority relationship between a manager and their subordinates who interact to produce and sell goods/services.

GOVERNANCE	LEADERSHIP	MANAGEMENT
Chairperson and Board Members	CEO and Top Executives	Mid-level Executives, Directors, and Front-line Managers
Hires/Fires CEO, Evaluates CEO, Implements through the CEO	Insures the Organization Optimizes Its Management Structure	Insures the Organization Optimizes Its Human Capital Investment in Employees
Guides and Oversees the Organization	Leads Implementation of Board Guidance	Achieves Desired Results Associated with Board Guidance Conveyed through the CEO’s Leadership
Establishing What Is Right	Doing Right Things	Doing Things Right
Organizationally Ideological	Transformational & Aspirational	Transactional
Overseeing	Influencing & Inspiring	Directing & Administering
Mission Enhancers	People Enhancers	Process and People Enhancers
Mission/Vision/Values	Vision, Inspiration, Influence, and Motivation	Planning, Organizing, Controlling, Coordinating, and Directing
What/Why/Where?	Who/What?	How & When?
Omni-directionally Focus	Horizon Focus	Bottom-line Focus
Efficacy Focus	Effectiveness Focus	Efficiency Focus
Establish the Evolving “Quo”	Challenge the Status Quo	Enforce the Status Quo
Guide	Develop & Encourage	Implement & Execute
Establish Organizational Guardrails	Produce Change & Movement	Ensure Consistency & Order
Emphasis on Oversight	Emphasis on Influence	Emphasis on Authority
Duties of Care, Loyalty & Obedience	Duty to Successfully Implement Guidance and Oversight of the Board	Duty to Manage Their Part(s) of the Organization Consistent with Outcome Expectations of the CEO & Top Executives
Implement through Their CEO	Have Followers	Have Subordinates
Optimizing Their and the CEO’s Performance	Pulling Followers Along	Pushing Processes Along
Owner’s Representatives	Board Representative to Management and the Organization	CEO and Top Executive Representatives to the Organization
Speaks for the Board	Speaks for the Organization	Spokespersons for Their Components of the Organization

Northouse, P. (2004). *Leadership: Theory and Practice* (3rd ed.). Thousand Oaks, CA: Sage.

Business Dictionary (2018). *What is Organizational Governance?* Retrieved July 16, 2018 from <http://www.businessdictionary.com/definition/corporate-governance.html>