Governance culture impact wheel

The *Governance culture impact wheel* illustrates the ways that culture impacts your governance. Culture matters because it influences everything, such as how tough decisions are handled, people are engaged, board agendas are framed, and how equity work is done.

The governance culture, which is shaped by the board and staff leadership's values and mindsets, can be intentional and principle-driven or unacknowledged, sometimes left to unspoken assumptions, old habits, and strong personalities.

The *Wheel* can be used by the board and staff leadership to:

- Personally reflect on their own values, mindsets, and behaviours.

- Better understand how culture impacts governance relationships, decisions, and practices.

- Envision how the governance culture could be enhanced.

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Examples of how it manifests

LEADERSHIP & RELATIONSHIPS

- How people behave and work together (**board/staff partnership; power dynamics; how equity is interpreted and acted on**)

- What leadership skills and attributes are important (**definition of a 'good' leader'; recruitment strategies; tolerance for diversity**)

- Whether the organization is inward or outward-facing (**focused on own interests or highly collaborative**)

- How risk is handled (**tolerance level; comfort with innovation**)

- How accountability is interpreted and fulfilled (**to whom the board is accountable and for what**)

DECISION-MAKING

- Who has a voice in shaping and making strategic choices (**hierarchical or broadly shared**)

- How tough and complex issues are handled (**comfort with debate and conflicting views**)

- What choices are made (**what's considered the right directions, priorities, solutions**)

- How resources are allocated (**value placed on decent work, acceptable ratio of administration to program costs**)

PROCESSES & PRACTICES

- How structures like committees and task forces are designed (**how formal and centralized, or adaptive and decentralized**)

- How protocols and policies are designed (**what's required to safeguard assets; how integrity is understood; degree of prescriptiveness**)

- How board agendas are set (**who determines what's important; how and what information is shared**)

- What gets evaluated (**how program success is defined; what measurement indicators matter**)