

HBR's 10 Must-Reads on Boards: A Comprehensive Guide to Effective Governance

The board of directors is a critical component of any successful organization. It is responsible for overseeing the company's strategy, risk management, and financial performance. In recent years, there has been a growing focus on the importance of effective board governance.



HBR's 10 Must Reads on Boards (with bonus article "What Makes Great Boards Great" by Jeffrey A.

Sonnenfeld) (HBR's 10 Must Reads) by Harvard Business Review

★★★★☆ 4.6 out of 5

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Harvard Business Review (HBR) has published a number of articles on boards that provide valuable insights and best practices for effective corporate governance. This article provides a comprehensive overview of HBR's 10 must-read articles on boards. It also includes a bonus article exploring the key characteristics that define great boards.

1. The Board of Directors: The Irreplaceable Core

This article argues that the board of directors is the most important part of any company. It provides a framework for evaluating board effectiveness and offers recommendations for how to improve board performance.

2. The Golden Age of Boards

This article examines the changing role of boards in the 21st century. It argues that boards are becoming more important and that there is a need for a new generation of directors who are more diverse and have a broader range of skills.

3. The Board That Almost Blew Up the Company

This article tells the story of a board that almost made a disastrous decision that would have destroyed the company. It provides a cautionary tale about the importance of board independence and the dangers of groupthink.

4. The Board as the Guardians of the Company's Culture

This article argues that the board of directors is responsible for setting and maintaining the company's culture. It provides a framework for assessing board culture and offers recommendations for how to improve board culture.

5. What Makes a Good Board Member?

This article identifies the key characteristics of effective board members. It provides a checklist of qualities to look for when recruiting new board members and offers advice on how to develop board members.

6. How to Be a More Effective Board Member

This article provides practical advice on how to be a more effective board member. It covers topics such as preparing for board meetings, asking the right questions, and communicating with management.

7. The Five Types of Board Members You Need

This article identifies the five types of board members that every company needs. It provides a description of each type of board member and offers advice on how to recruit and develop them.

8. Making the Board More Strategic

This article argues that the board of directors needs to play a more strategic role in the company. It provides a framework for developing a board strategy and offers recommendations for how to implement it.

9. The Board of Directors in the Digital Age

This article examines the challenges and opportunities facing boards in the digital age. It provides advice on how to prepare for the digital age and how to leverage technology to improve board performance.

10. Why Boards Fail

This article identifies the common reasons why boards fail. It provides a framework for assessing board effectiveness and offers recommendations for how to avoid board failure.

Bonus Article: What Makes Great Boards Great

This article explores the key characteristics that define great boards. It provides a framework for assessing board effectiveness and offers recommendations for how to create a great board.

- **Clarity of purpose:** Great boards have a clear understanding of their role and responsibilities.
- **Diversity of perspectives:** Great boards are composed of directors who have a wide range of backgrounds, skills, and experiences.
- **Independence and objectivity:** Great boards are able to make decisions independently of management and without bias.
- **Engagement and involvement:** Great boards are actively engaged in the company's affairs and regularly review and discuss management's performance.
- **Accountability:** Great boards hold management accountable for the company's performance and take appropriate action when necessary.

By following these recommendations, organizations can create boards that are more effective and better able to guide the company to success.



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