
PART 3

Integrated Board Management Dimension

Keep it integrated

Since 1993, I have hosted an annual seminar for doctoral students on corporate governance at the University of St. Gallen in Switzerland. Based on analyzes of board practices carried out by the doctoral students, the following weaknesses have been found in the majority of the companies assessed:

1. insufficient board attention given to strategic direction
2. a lack of professionalism in selection, feedback, remuneration and development of board members and top management
3. and limited or irregular review of the performance of the board, coupled with insufficient strategic control and risk management by the board.

In order to address these weaknesses, I propose an integrated board management concept (illustrated in Fig. 3-1).

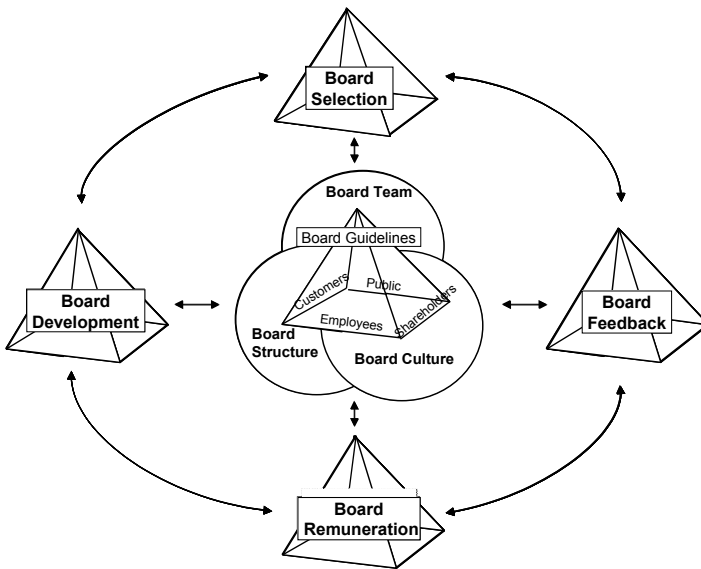


Fig. 3-1. Integrated board management

This concept comprises three dimensions:

1. The strategic elements that are the focus of attention (as discussed in Part 2), remain: