



## Corporate Boards: New Strategies for Adding Value at the Top

By Jay A. Conger, Edward E. Lawler III, David Finegold, III, Edward E. Lawler

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This outstanding work reveals how boards governing 21st-century organizations can change their practices and align their principles to successfully govern the organization of the new economy. The authors propose that judging a board's effectiveness should be done not in a "shareholder" context but in a "stakeholder" context instead. They couch their reforms in a framework that focuses on what determines effective governance behavior: information, knowledge, power, and rewards. They argue it is behavior, not practices that count, and look at boards from a group and an organizational perspective.

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## **Editorial Review**

From Publishers Weekly

Increased shareholder activism and the celebrity status of individuals like Jack Welch and Bill Gates are placing corporate boards under the microscope. *Corporate Boards: New Strategies for Adding Value at the Top* is an outgrowth of a provocative article published in the *Harvard Business Review* in 1999 by Jay A. Conger, Edward E. Lawler III and David L. Finegold, all colleagues at the University of Southern California's Center for Effective Organizations. They argue that, with technology at the heart of 21st-century business, corporate directors need to recognize the value of knowledge as a strategic asset, putting their focus on meeting not only the demands of shareholders but also those of stakeholders, including employees and the no-longer-neatly-defined global communities in which they operate.

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### **Review**

"The most comprehensive analysis of board practices available. Research results and real world examples that will help CEOs and directors build the corporate boards of the future. Effectively combines thoughtful analysis with action steps that make governance practices come alive." --Rich Teerlink, chairman and CEO (retired), Harley Davidson

"This lastest book by the team of Conger, Lawler, and Finegold-which draws from Korn/Ferry's ongoing research on the policies and practices of corporate America's largest boards-is a comprehensive, thoughtful examination of the challenges faced by boards today, and what they can do to become more effective in meeting the needs of their diverse stakeholders. This is a valuable tool for anyone who now serves on a board-or is interested in learning more about the responsibilities inherent in assuming a directorship role." --Richard M. Ferry, chair, Korn/Ferry International

"A defining piece of work in the emerging field of corporate governance. Based on solid and comprehensive research, the authors have provided a balanced and thoughtful road map for enhancing board effectiveness. Every CEO in the country should read this book and keep it on his or her desk." --David A. Nadler, chairman, Mercer Delta Consulting

"The single best, data-based book on corporate goverance. Should be required reading for every senior executive and board member." --Warren Bennis, Distinguished Professor of Business Administration University, of Southern California, and author of *Managing the Dream*

### **From the Inside Flap**

Corporate boards are under fire. Investors, government agencies, communities, and employees are scrutinizing boards' performance and challenging their decisions like never before-and it is likely this attention will only increase. How will the boards governing organizations in the twenty-first century change their practices and align their principles to satisfy those to whom they are accountable? The answer--say leadership and corporate governance experts Jay Conger, Edward Lawler, and David Finegold--lies in a dynamic and comprehensive set of practices and behaviors that make a board effective as a group. In *Corporate Boards*, the authors explore the roles that corporate governance will play in the twenty-first-century organization and identify the key practices that make a board effective. Questioning the long-held

assumption that boards are solely responsible to shareholders, the authors propose that the focus of judging a board's success should move from a shareholder to a stakeholder point of view. The authors then go well beyond the issue of board accountability; they examine boards from a group and organizational effectiveness perspective and propose a framework that centers on what really influences effective governance behavior-information, knowledge, power, rewards, and opportunity. *Corporate Boards* is filled with helpful lists of best practices and sample evaluation forms for CEOs and board members, and the book draws on extensive survey data from more than one thousand directors of publicly traded Fortune 1000 firms. This comprehensive analysis provides a unique mix of tools, best practices, applied theory, and research that boards can use to benchmark their progress. The Authors Jay A. Conger is professor of organizational behavior at the London Business School and senior research scientist at the University of Southern California's (USC) Center for Effective Organizations. He is the author or coauthor of nine books, including *Building Leaders* (1999) and *The Leader's Change Handbook* (1998), both from Jossey-Bass. Edward E. Lawler III is director of the Center for Effective Organizations at USC and professor of management and organization in the USC Marshall School of Business. He has been named one of the country's leading management experts by *Business Week* magazine. David L. Finegold is associate research professor at the Center for Effective Organizations. His research focusing on the impact of the Internet on firms and their relationship with employees will be featured in *Net-Enabled*, a forthcoming book with Jossey-Bass.

## **Users Review**

### **From reader reviews:**

#### **Vicki Shah:**

This *Corporate Boards: New Strategies for Adding Value at the Top* tend to be reliable for you who want to certainly be a successful person, why. The reason why of this *Corporate Boards: New Strategies for Adding Value at the Top* can be one of the great books you must have is definitely giving you more than just simple reading food but feed anyone with information that perhaps will shock your before knowledge. This book is usually handy, you can bring it all over the place and whenever your conditions throughout the e-book and printed kinds. Beside that this *Corporate Boards: New Strategies for Adding Value at the Top* giving you an enormous of experience for example rich vocabulary, giving you demo of critical thinking that we realize it useful in your day exercise. So , let's have it and enjoy reading.

#### **Karon Hall:**

A lot of people always spent their very own free time to vacation or maybe go to the outside with them family members or their friend. Are you aware? Many a lot of people spent that they free time just watching TV, as well as playing video games all day long. If you want to try to find a new activity honestly, that is look different you can read a book. It is really fun for you. If you enjoy the book which you read you can spent the whole day to reading a reserve. The book *Corporate Boards: New Strategies for Adding Value at the Top* it doesn't matter what good to read. There are a lot of people who recommended this book. These were enjoying reading this book. In the event you did not have enough space to deliver this book you can buy often the e-book. You can m0ore simply to read this book from the smart phone. The price is not to cover but this book provides high quality.

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**Aaron Eldred:**

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