

### **Best Practice: Generative Conversations to Design the Future**

In this session, Karen Osborne and Cathy Trower joined Habib Gorgi, Board Clerk, and Matt Glendinning, Head of School, from Moses Brown School in Providence, RI to discuss a real life case study of leveraging good governance to create a culture of innovation in order to design the future of one of the nation's oldest schools.

As discussed in our session, often, after the strategic plan is in place, boards do one of two things – breathe a sigh of relief and say, “What’s next?” or meddle in details of implementation that belong to the administration. Neither of these paths is fruitful. So, what is the role of the board after the strategic plan is up and running?

The role of the board is to continue to think critically and ask a different set of questions such as these provided by Cathy Trower:

- What changes in the environment have occurred? How do they affect the plan as it unfolds?
- Have there been changes in the assumptions that supported the plan? What and how affect?
- What’s working well and according to plan?
- What’s not working well or falling short of plan?
- What course-corrections might be considered?
- How the board can add value as thought partners NOT as technicians?
- What is the board’s role vis-à-vis the plan’s goals?
- Have we allowed “enough” time? What’s “enough?” When to shift?
- What most concerns us about sticking to the timetable laid out in the plan? What most concerns us about not?
- Are there opportunities present in the threats (if we looked at things differently)?