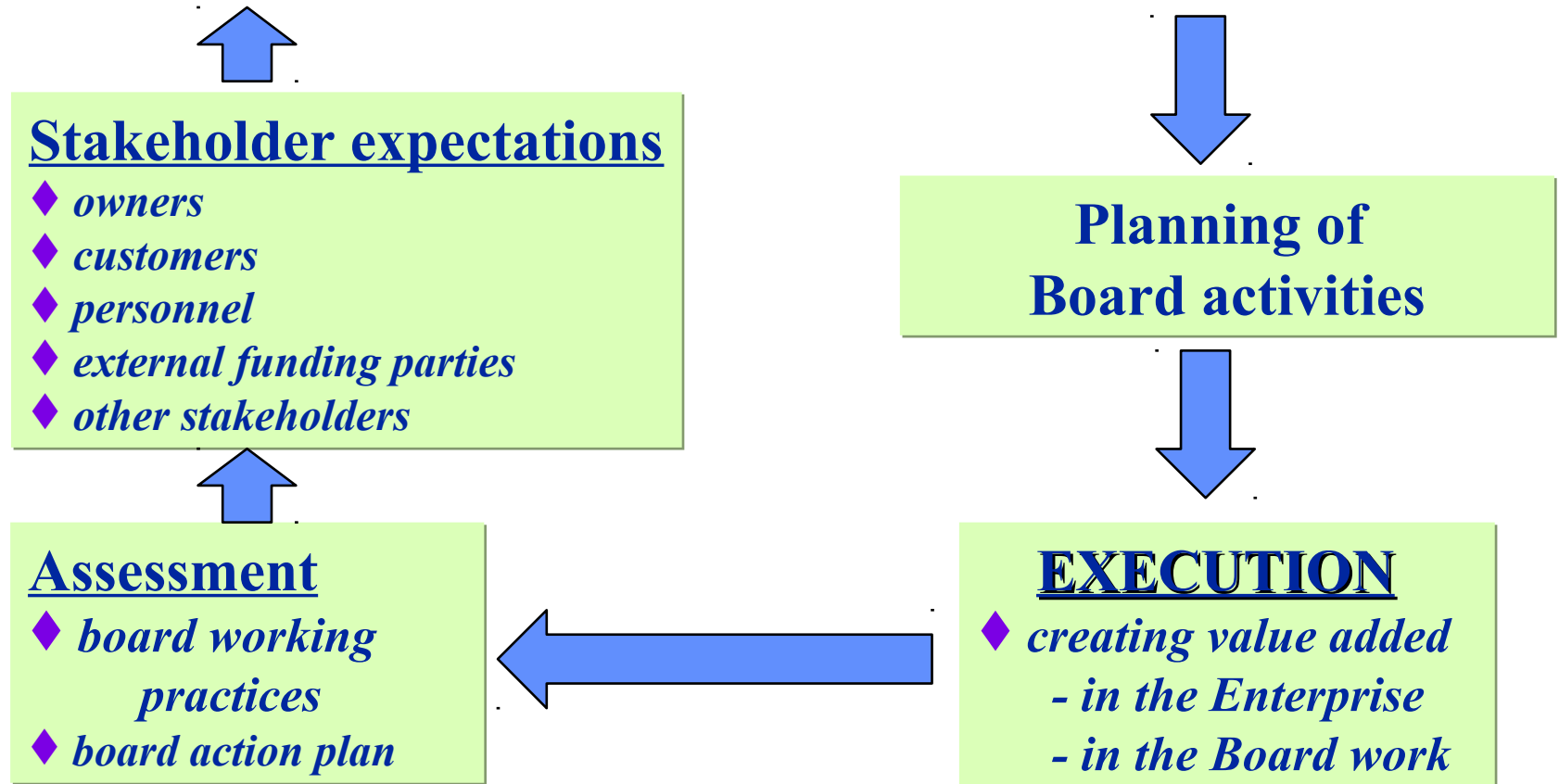


The Key Task for the Board

- ◆ **To develop sustainable value-added, securing the competitiveness of the Business**
- ◆ **Manage a controllable risk-taking and securing the development of new profitable business opportunities**
- ◆ **Securing that leadership-, control- and compensation systems further ownership and key stakeholders interests**
- ◆ **Assessing that the leaderships and key resources competence and abilities fulfilling the requirements needed for success**

The key tasks & working principles of the Board



A diverse team is challenging to lead, but can produce superior performance

Board as “Working Group”	Board as “Team”
<ul style="list-style-type: none">• focused manager managing board strongly• focus on individual accountability• board’s purpose is the same as the broader organizational mission• discusses, decides, and delegates• runs efficient meetings (administrative)• measures its effectiveness indirectly by its influence on others	<ul style="list-style-type: none">• shared leadership roles all members having key roles• focus on individual and mutual accountability• specific purpose for board, creating the core results expected• discusses, decides, and acts• encourages open-ended discussion and active problem-solving meetings• measures performance directly by assessing collective work products