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# Interpretations as Strategic Choices

**Board Policies:**

**Internal Factors**  
Advantage  
Resources  
Strengths

**Strategic Vision  
and Key Outputs**

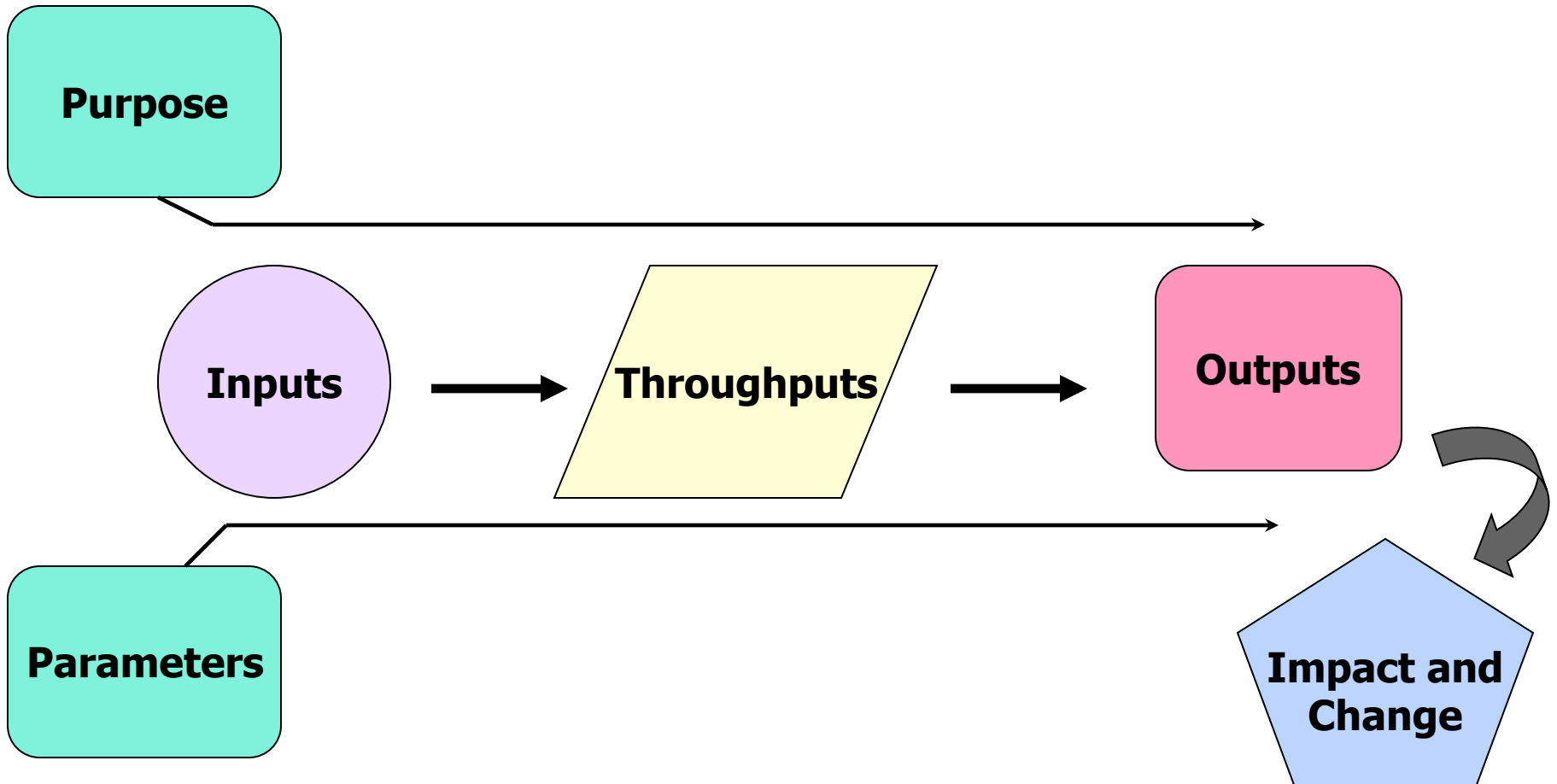
**External Factors**  
Competition  
Industry  
Demographics

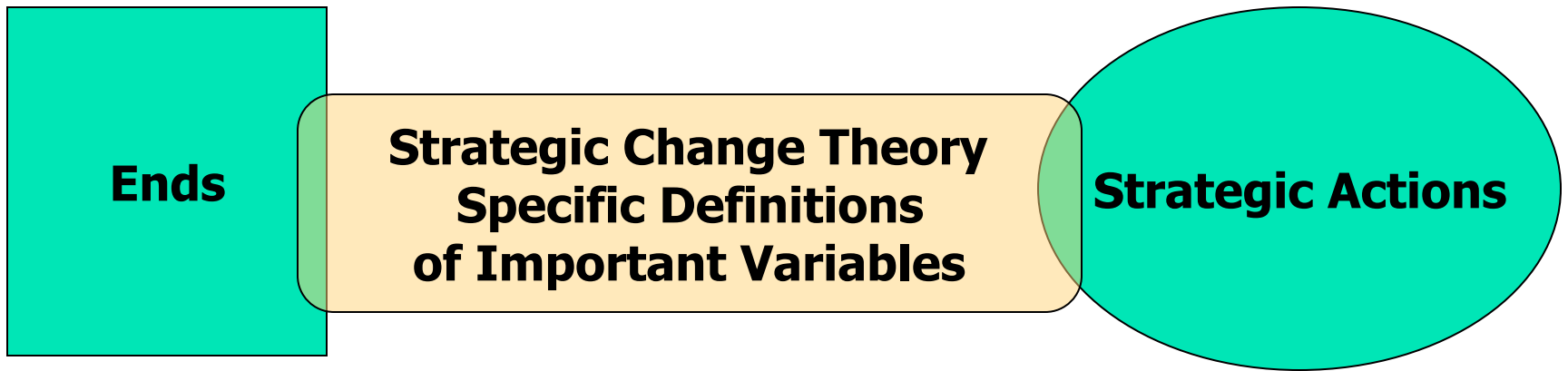
**Strategic Choices**  
Specific choices  
How they are integrated  
How they are measured



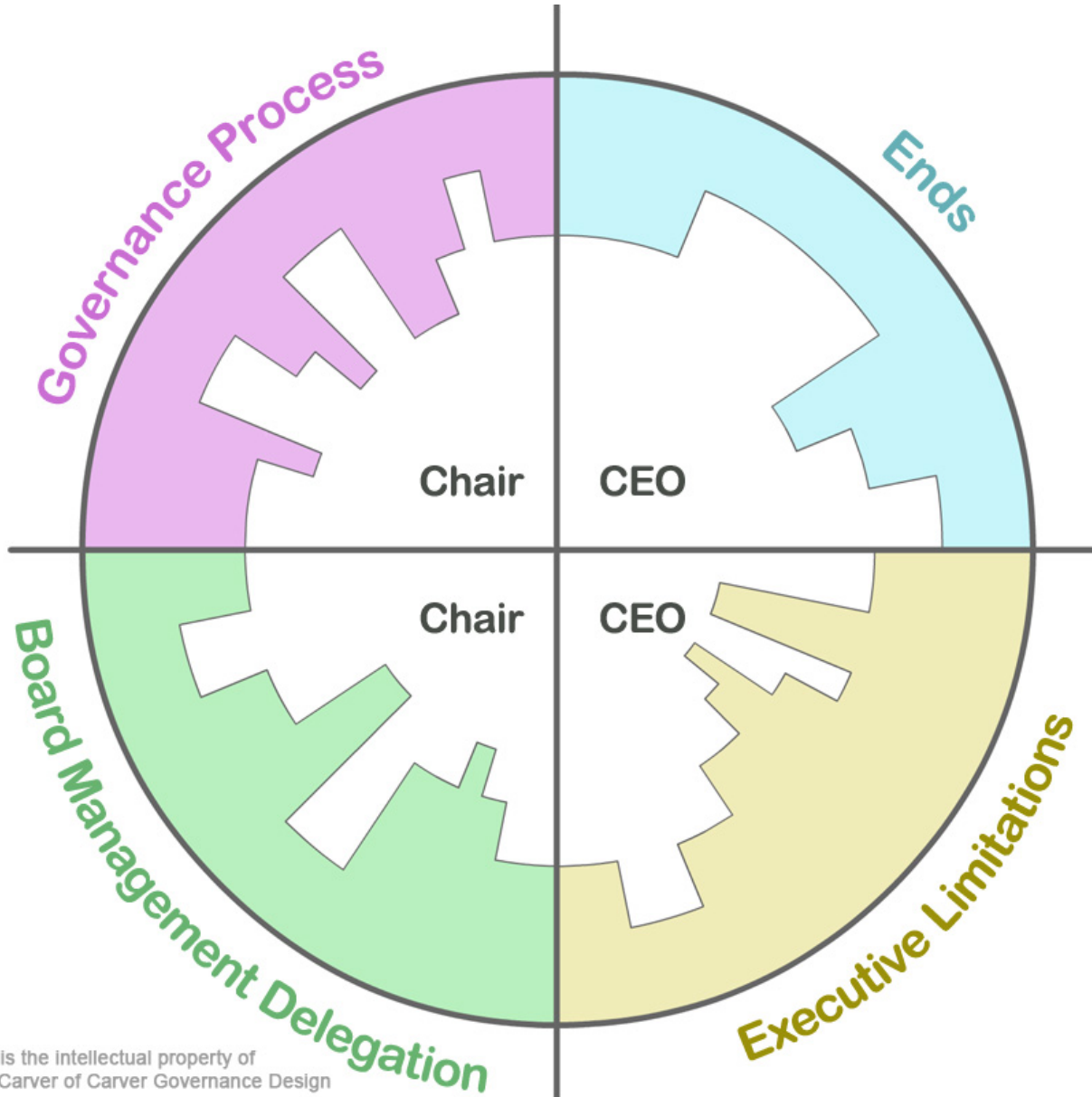
# Systems Flow Connection PG

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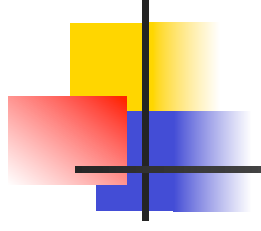


# Conceptualization of a Policy Governance Policy System



The Policy Circle is the intellectual property of John and Miriam Carver of Carver Governance Design

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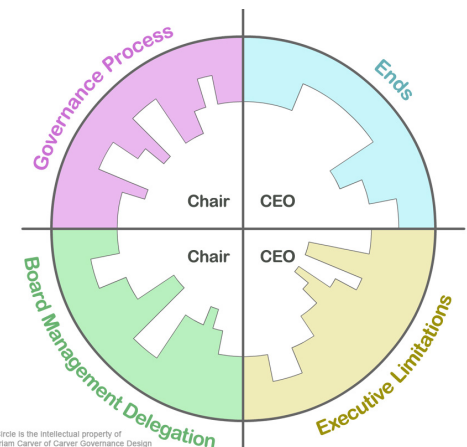


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# Assessment

# Any Reasonable Interpretation

- A fair representation of the policy as written
- Broad enough to encompass the statement
- Specific enough to affect strategic choices and actions



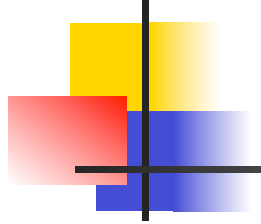


# Seeking and Finding

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- Is the interpretation reasonable?
- Does the data incorporate a measurement system that fits the interpretation, does the data show achievement of the interpretation?
- Determine status and identify any need for correction.





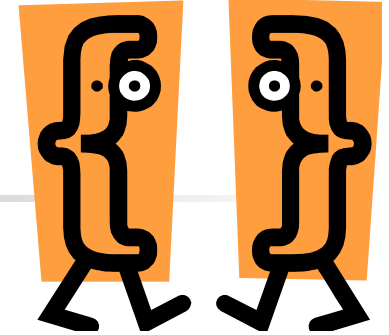
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# Learning and Growing



# Mutual Understanding

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- What is the Board' s finding?
  - Why the interpretation is or is not seen as reasonable?
  - Why or why not did the data show achievement of the interpretation.
- What was the CEO' s reasoning?
  - Why did the CEO think it was a reasonable interpretation?
  - Why did the CEO think the data showed achievement of the interpretation?



# Mutual Learning

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- What worked or didn't?
- What impact did the just used process have on all participants?
- Was the impact desirable or undesirable?
  - If desirable, how can it be improved?
  - If undesirable, how can it be changed?

