



Corporate Boards: New Strategies for Adding Value at the Top

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

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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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