

Board Leadership in Times of Change

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Conference & Expo

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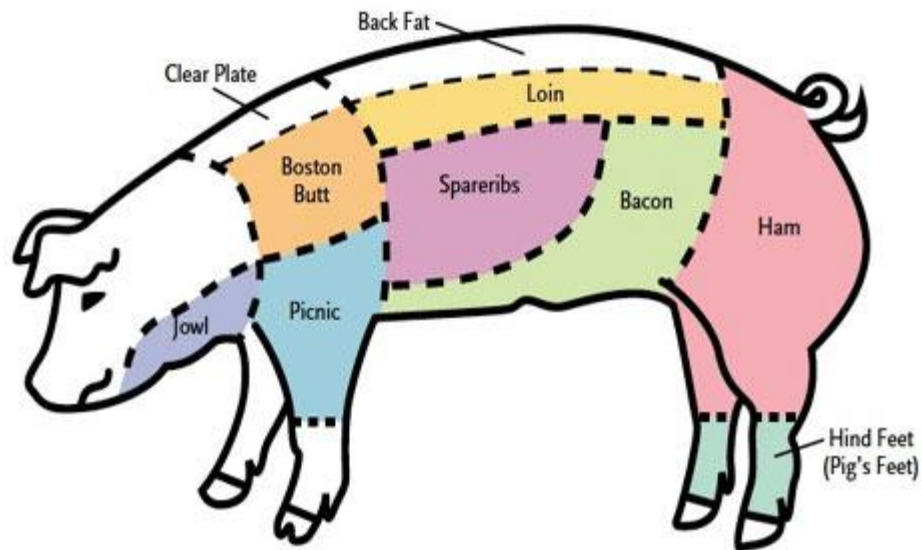
Basics of Board Leadership

- The Board functions as a team
- Individuals as members of the team
 - Knowledgeable
 - Enthusiastic/Interested/Committed
 - Responsible/Diligent/Realistic
 - Accountable

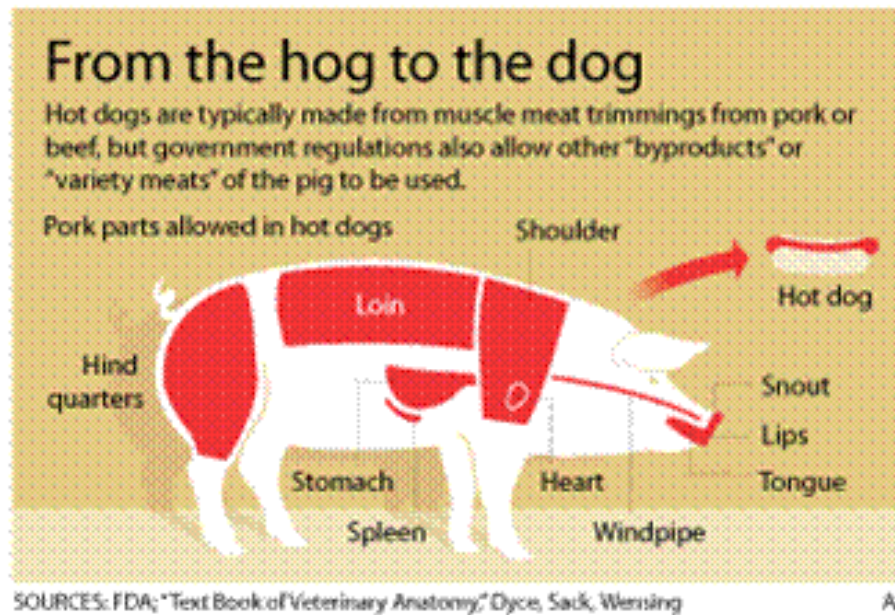
Good Governance

- Facilitate diversity and unity simultaneously
- Promote efficiency, productivity and effectiveness
- Balance over-control/under-control

Change



Change



USF & ICC Reform Order

- Overriding goals
 - Preserve and enhance universal availability of voice service
 - Support universal availability of *fixed and mobile voice and broadband* networks
 - Ensure reasonably comparable rates
 - Minimize USF burden on consumers

USF & ICC Reform Order

- Guiding principles
 - Modernize USF & ICC for broadband (4 mbps download/1 mbps upload)
 - Encourage fiscal responsibility
 - Establish accountability for recipients and regulators
 - Incentivize efficiency

USF & ICC Reform Order

- Support (revenues) subject to caps, phase downs, phase outs, reverse auctions
- Incentives for companies to operate efficiently and invest prudently

Change to Core Strategies

- Efficiencies in capex and opex
 - Emphasis on productivity and efficiency
- Expanding revenue opportunities
 - Emphasis on “good fit” strategically and financially
- Strategies need to be realistic/achievable

Organizational Leadership

- In times of change, organizational leadership will require more focus on ***Vision and Values*** and less focus on ***Review and Approval***

Leadership/Vision

- Company Vision: A picture of what success will be at a particular time in the future
- Do you have a vision of where your company will be in 3 years? In 5? In 10?

Leadership/Values

- Company Values: The values that guide your business and your brand
- Values remain constant as your business changes and your company evolves
- Real company values versus good sounding values

Vision/Values/Plan

- Company vision describes where the company is going
- Strategic plan spells out how the company will get there
- Company values serve as a compass

Success

Success =
[Insert Vision Here]

Success (for example)

Success =
Continuous growth in
revenue, profits & reputation

Success (for example)

Success =

Achieving sustainable, quality growth

What's next?

- Is your company prepared to change?
- What is your company's vision of success over the next 3, 5 and 10 years?
- What are the most challenging obstacles to effective board leadership at your company?

Thank you

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