



Details on selected activities (all others are self-explanatory, as labeled)

Fiduciary

- 1 Annual accounts
- 2 Annual budget directives
- 3 Next year's budget
- 4 Auditors' report
- 5 Audit-planning approach
- 6 Audit-committee reviews

Strategy

- 7 Set framework for the year
- 8 Define broad options
- 9 Outline/select options
- 10 Approve final strategy approach
- 11 Review strategic and competitive position, key performance indicators

Investment

- 12 Engage in ongoing review of investment proposals

Talent

- 13 Set talent-review objectives for the year
- 14 Review top 30-50 people

Risk

- 15 Determine risk-review objectives for the year
- 16 Conduct annual risk review, including mitigation approaches

Board reinvention

- 17 Conduct board 360° evaluation
- 18 Determine approach for board-process enhancement

Decisions

- 19 Engage in decision making—eg, on budgets, investments, M&A, and key nominations

Board education

- 20 Travel with sales staff, customer visits
- 21 Visit R&D facilities
- 22 Visit new geographies
- 23 Inspect production sites
- 24 Attend customer conference