

Four reasons that policy-focused leadership is a hallmark of governance:

1. **Leverage and efficiency:** By grasping the most fundamental elements of an organization, the board can affect many issues with less effort.
2. **Expertise:** Board members do not ordinarily have all the skills required to operate their organization. Governing by policies requires none of the expertise of management.
3. **Fundamentals:** When a board sifts through and sorts all the material it might deal with, the real heart of the matter is the body of politics those materials represent. Boards that govern by attending directly to policies are more certain to address that which has enduring importance. Dealing so directly with fundamentals has a compelling legitimacy.
4. **Vision and inspiration:** Dreaming is not only permissible for leaders—it is obligatory. Dealing meticulously with the trees rather than the forest can be satisfying, but it neither fuels vision nor inspires.