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Consulting

Boardroom Consulting & Governance Advisory Playbook

Advising boards effectively requires a different posture than advising management

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- 4 minute(s)

Overview

A framework for consulting engagements that involve the board directly — recognizing how board dynamics, fiduciary considerations, and governance norms differ from management consulting, and adapting advisory approach accordingly.

How is advising a board different from advising the executive team?

Boards operate under fiduciary duty, meet far less frequently, and typically have less day-to-day context than management — advisory approach needs to account for compressed time, higher-level framing, and genuine independence from management's own narrative.

Can the same consultant advise both management and the board on the

same engagement? Sometimes, but it requires explicit clarity about the relationship and potential conflicts — a consultant seen as "management's consultant" may struggle to be perceived as providing independent board-level advice on the same topic.

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