

RESPONSIBLE BOARD  
LEADERSHIP IN A  
DIGITAL AGE

Daniel Malan  
Editor

International Board Foundation, St.Gallen

Haupt Verlag

# TABLE OF CONTENTS

|  |     |
|--|-----|
| About the editor   | iv  |
| About the authors  | v   |
| 1. Introduction  |     |
| - <i>Martin Hilb &amp; Daniel Malan</i>                                | I   |
| 2. The Responsible Board Leadership Cockpit                            |     |
| - <i>Colina Frisch</i>   | 4   |
| 3. The Value of Business   |     |
| - <i>Thomas Donaldson &amp; James Walsh</i>                            | 27  |
| 4. The Four Levels of Board Maturity                                   |     |
| - <i>Bob Garratt</i>   | 41  |
| 5. Responsible board leadership - The potential value of coaching      |     |
| - <i>Ronell van Rensburg &amp; Daniel Malan</i>                        | 52  |
| 6. How digitization transforms organizational communication            |     |
| - <i>Andreas Hesse &amp; Marjo-Riitta Diehl</i>                        | 84  |
| 7. Cybersecurity Guidance for Enhanced Corporate Governance            |     |
| - <i>Hugh Grove, Mac Clouse &amp; Laura Georg Schaffner</i>            | 105 |
| 8. Impacts of Digitalization on Leadership: A Grounded Theory Approach |     |
| - <i>Andreas Hesse</i>   | 125 |
| 9. New thinking on board leadership in a digital age                   |     |
| - <i>Julie Streicher &amp; Daniel Malan</i>                            | 156 |