

## **Boards, strategy and business performance: observations from inside boardrooms**

### **Abstract**

The topic of corporate governance has attracted considerable attention amongst researchers and practitioners, as the search for business performance has moved from the chief executive to the previously ignored boardroom. Reports of incompetence, fraud and excess in the boardroom have heightened the awareness. However, boards have proven to be difficult to study and conclusive results and robust theories remain elusive: that we cannot explain how boards influence business performance is a significant blind spot. Yet, the board is ultimately responsible for business performance, in accordance with the wishes of shareholders. The board's involvement with certain strategic management practices may be important to the achievement of this responsibility. The aim of this empirical paper is to describe the findings of a recent critical realist-inspired longitudinal case study designed to explore board involvement in strategy. Preliminary insights, informed by the analysis of data from first-hand observations inside boardrooms and other sources, are discussed.