Building Highly Effective Boards

15 November 2022
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ASAP II, IntraHealth International
Objectives of the workshop

To:

• Explore some big themes on factors that create and sustain high performing board leadership

• Create a safe space to reflect on our own practices and perspectives as leaders of teams

• Acquire some new board leadership frameworks and tools to use

• Identify personal and collective board leadership actions that you may want to take
What is Board Governance

- the leadership of decision making, culture, controls and accountability from the boardroom and throughout the organization....to achieve consistently great outcomes.

- In reality governance is really about happy, capable people delivering great outcomes and making the world a better place
Purpose of Governance

to provide confident and strong strategic leadership which leads to robust accountability, oversight and assurance for excellent organizational and financial performance.
There are many models and approaches for thinking and guiding high performing boards

What is a governance framework: Diligent.com
THE ICEBERG MODEL

EVENTS
What is happening?

PATTERNS OF BEHAVIOR
What trends are there over time?

SYSTEMS STRUCTURE
How are the parts related? What influences the patterns?

MENTAL MODELS
What values, assumptions, and beliefs shape the system?

Use this tool to help you think more systemically!

Academy for Systems Change
Agenda

08.00  Welcome and aims for the workshop
NUPAS Assessments
Board Governance Challenges:
How our mindset affects the way we lead teams
Q&A

10.00  Coffee Break

10.30  Building effective board teams
- Building a sense of belonging
- Creating shared purpose
- Enabling psychological safety
- Igniting energy for board change
- Reflection, commitments and action planning

11.30  Q&A
ASAP NUPAS Plus Assessments for Local Partners

Board governance areas

- Legal Requirements – compliance with legal requirements, licences, laws
- Organizational Structure: Constitution, Charter
- Governance – emphasis on governance
- Control environment – adequate safeguards
- Organizational Sustainability
ASAP NUPAS Plus Assessments for Local Partners
Board governance areas

- Governance Board
- Board Constitution
- Board structure and committees
- Board member declaration of conflict of interest
- Organogram
- Board Schedule/Minutes of meetings
- Strategic plan with clear roadmap
- Financial Management System
- Risk Management: Internal Control Systems
- Board and management succession planning
NUPAS Plus Assessments

Key highlights on governance and leadership

- The people who set up the organization maintain disproportionate power and influence
- Token board presence
- Centralization of power no delegation and management support
- Senior management struggle to find the right balance and this affects performance
- Poor people participation by important people
- Organizations running in permanent crisis mode etc
Board issues with setting direction

- Board does not put purpose first
- Organizational direction is unclear
- Board and Executive Director not aligned
- Executive director has more power than the board
- One or two members dominate the board
- Wrong people at the board table
- Board not measuring what it does
- Meetings do not add no value
- No celebration of what is working
Board culture problems

- Chair too dominant and too much influence on decisions
- Contributions stifled
- Chair/some members have too much influence on decisions
- Board members
  - feel dismissed and abandon their responsibilities
  - lack commitment
  - not valued for the expertise they bring to the board
- No information sharing
- Founder/Executive Director – power base
Characteristics of a Bad Governance Board

- A non-independent chair;
- Most of the board of directors are not independent;
- Presence of considerable conflicts of interest
- Most members are all pals or old school friends;
- No ED key performance indicators
- No formal ED annual review process;
- Board spends more time on operations than on strategic thinking and development;
- No agreement between the board and management on the organisation’s risk appetite;
## There are two types of board teams

<table>
<thead>
<tr>
<th>Board one mind set</th>
<th>Board two mindset</th>
</tr>
</thead>
<tbody>
<tr>
<td>Is engaging and positive .</td>
<td>Disinterested or dysfunctional</td>
</tr>
<tr>
<td>Has a leadership presence</td>
<td>Distorted power dynamics – e.g founder and friends are in charge</td>
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<tr>
<td>Helps set the expectations and roadmap upfront</td>
<td>Direction of the organization is fuzzy</td>
</tr>
<tr>
<td>Has a clear focus</td>
<td>Eye not always on resources: human, financial etc</td>
</tr>
<tr>
<td>Demonstrable values of success</td>
<td>Approaches do not fully reflect the needs and solutions that the organization needs</td>
</tr>
</tbody>
</table>
Building belonging: a critical task for leaders of teams

How are you creating a sense of belonging so that everyone is seen and valued for their own unique and authentic selves?

Belonging counts more than diversity (the facts) or inclusion (a choice)

When we feel we belong, we thrive, and so do the people around us.

Belonging

A **feeling** of being accepted, included, respected, listened to and fully involved by those around you: in the board team, organization and any improvement initiative.
How do we build belonging as a board?

Climate
• Welcoming uniqueness
• Openness
• Fairness
• What unites us (not what divides us)

Leadership
• Giving perspective
• Mentorship
• Inclusion
• Kindness and civility

Practices
• Listening and feedback
• Building agency
• Collaboration
• Power with, not power over

Based on Why belonging is such a big issue in business today (2020) Josh Bersin
Board questioning and reflecting on

- To what extent are we **engaging** and allowing the board members, executive director and senior management to speak up and **participate** fully in decisions?

- Are we making the space to use the talent of each board member to support e.g. management, HR?

- Are we asking people if they **feel** they are included, **feel** they have power over the committee roles they are allocated, **feel** they are in the know, and **feel** that their ideas are valued?

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**Climate**
- Welcoming uniqueness
- Openness
- Fairness
- What unites us (not what divides us)

**Leadership**
- Giving perspective
- Mentorship
- Inclusion
- Kindness and civility

**Practices**
- Listening and feedback
- Building agency
- Collaboration
- Power with, not power over

Recruiting people you feel comfortable with creates a “sameness” culture without realizing it.
Board Effectiveness: is about adding value

- By being lean, transparent and ethical
- Focuses on tackling operational challenges complete the
- Does it is in ways that complement the big picture vision
- Always seeks the best outcomes for stakeholders
Starts with having a terrific Board Chair

Sets the boardroom tone....

- Integrity
- Ability to influence others, without dominating
- Personal Strength
- Clear vision and passion for board work
- Intellect and experience
- Decisiveness
- Ability to chair meetings
- Coaching skills
- Emotional Intelligence
Chair and leadership combined even better!

Creates a sense of **belonging** so that everyone is seen and valued for their own **unique and authentic selves**

When we **feel** we belong, we thrive, and so do the people around us.

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Sharpening your governance

- Bringing in **quality** board members
- Having the **right** conversations
- Doing the right **thinking**
- Focusing on the right **issues**
- Making difficult decisions based on the **best information**
- Challenging and supporting the executive director in the right way
- Letting go of inactive and inexperienced members

*It is about having the right people on the bus and getting*

“from Good to Great” Jim Collins
Use of a Board Skills Matrix

- gives assurance that the board members has the best-qualified and most diverse composition possible

- Right board members with right skills set the tone and culture of the organization

<table>
<thead>
<tr>
<th>Technical skills/experience</th>
<th>Director A</th>
<th>Director B</th>
<th>Director C</th>
<th>Director D</th>
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<td>Accounting skills</td>
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<td><strong>Director Capabilities</strong></td>
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<td>Ability to assimilate &amp; synthesize complex information</td>
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<td>Capacity to develop and deliver a logical argument</td>
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<td>Innovative thinker</td>
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<td>Interpersonal and relationship management skills</td>
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<td><strong>Personal Attributes</strong></td>
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<td>Honesty and integrity</td>
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<td>High ethical standards</td>
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<td>Network of relevant contacts</td>
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<td>Emotional Intelligence</td>
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Recruiting board members
structured induction for new members

- Role description and contact details of the Board Chair
- Covers who is responsible for what
- Board Charter, Code of Conduct, Constitution a must know!
- Board meeting schedule especially board reserved matters
- Confidentiality, Delegation of Authority and key policies,
- Discussion of risks the local partner is facing
- Policies, protocols and procedures
Presence of a good board culture in the boardroom

Chair leads in inspiring members

- Allows relevant topics to be discussed by the board
- Determines the agenda prior to meeting
- Covers board strategic oversight areas
- Ensures productive discussions are facilitated
- Allows members to ask questions
- Board members allocated enough time to contribute
- Chair enables the board to make decisions
Importance of organisational culture to effective governance and leadership

Exhibit 1: Strong organizations do five things well

Key Characteristics

- Clear vision and priorities
- Cohesive leadership team
- Clear roles and accountabilities for decisions
- Organizational structure that supports objectives
- Organizational and individual talent necessary for success
- Performance measures and incentives aligned to objectives
- Superior execution of programmatic work processes
- Effective and efficient support processes and systems
- ‘High performance’ values and behaviors
- Capacity to change
Board Maturity Model: asking difficult questions: assessing where are you as a board

- Assess current governance capabilities
- Assess effectiveness of the board as a whole and individual committees
- Identify the effectiveness of current LIP governance program
- Identify potential improvement opportunities for each governance program
- Facilitate more specific conversations with boards, committees and executives
## Board Maturity Model: ask yourself difficult questions assess where are you as a board

<table>
<thead>
<tr>
<th></th>
<th>1: Forming: Ad hoc or no practices</th>
<th>2: Developing: Informal practices</th>
<th>3: Progressing Good practices</th>
<th>4: Established/Advanced Strong practices</th>
<th>5: Innovating Best practices</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Constitution or Board Charter</strong></td>
<td>No formal constitution or board charter</td>
<td>Informal governance documentation</td>
<td>Established governance documentation, example, constitution, by-laws, policies and procedures</td>
<td>Effective and complete governance documentation</td>
<td>Comprehensive set up in LIP including ongoing review and board self-assessment</td>
</tr>
</tbody>
</table>
| **Governance and Accountability** | Awareness of the governance and accountability issues; but approaches have not been developed to address them yet" | Presence of recognition of the key governance and accountability issues; and some areas have been identified to address them" | LIP is taking steps to address key governance and accountability issues; and is showing signs of practical application | LIP has well developed plans that address the key governance and accountability issues; evidence of monitoring processes and continuous improvement " | "- Evidence of leadership and governance practice; 
- There is a demonstration of a commitment to long term sustainable improvement" |
| **Leadership or governance committees/structure** | Board not established governance structure/committees | Some committees set up but there is absence of some fundamental ones | Established all relevant Board committees and implementing processes | LIP reviewed its governance main systems and committee structures to ensure they are fit for the LIP purpose | Committees functions have been reviewed and are working effectively, chaired by an appropriately skilled Board member |
| **Board Member involvement** | No Board Member involvement | Limited member involvement beyond voluntary leadership | Members involved in representation, with formal nomination, reappointment and election procedures | Extensive committee structure with formal Terms of Reference | Board and Committee performance review structure in place |
Effective board......

- Continually questions its own governance
- Has clear idea of their purpose and role
- Understands that good governance is in everyone’s interest
- It is the duty of board members to:
  - remain focused on broad, strategic goals
  - tackling day-to-day issues
  - meeting their responsibilities,
Knows the organizational risks
Board’ Role in Risk Management: ensuring compliance is always achieved

1. What could stop us from achieving our priorities?
2. What could ruin our reputation?
3. What could ruin our financial position?
4. What could put us out of business?
5. What has happened in other governance failures, that we can learn from?
Board Assurance: assurance beats reassurance

- **Assurance**: you establish that all is well
- **Reassurance** – reactively having concerns dispelled by someone else
- **Challenge is positive**: Board members having the duty to ask the right questions and constructively challenging answers given
## Organisation Sustainability Maturity Matrix

<table>
<thead>
<tr>
<th></th>
<th>Level 0: Oblivious</th>
<th>Level 1: Internally focused</th>
<th>Level 2: Impression management</th>
<th>Level 3: Holistic</th>
</tr>
</thead>
<tbody>
<tr>
<td>**A. Board agenda/</td>
<td>Sustainability is not considered for inclusion in the</td>
<td>Primary board agenda/strategy is on short term</td>
<td>Board agenda/strategy considers sustainability</td>
<td>Board agenda/strategy grounded in a “common good”</td>
</tr>
<tr>
<td>strategy</td>
<td>strategy, includes an agenda/strategy,</td>
<td>financial gain with limited consideration of</td>
<td>in order to “feel good”, mitigating financial</td>
<td>purpose which is consistently integrated and lived</td>
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<td></td>
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<td>impact on key stakeholders.</td>
<td>risks and managing external perceptions of the</td>
<td>through an aligned culture, policies, and practices</td>
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<td></td>
<td></td>
<td>organisation.</td>
<td>to achieve sustainability.</td>
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<tr>
<td>**B. Stakeholder</td>
<td>Stakeholder engagement only occurs to procure a</td>
<td>Stakeholder engagement only occurs where some</td>
<td>Claims that sustainability programs benefit</td>
<td>Authentic relationships developed and maintained with</td>
</tr>
<tr>
<td>relationships</td>
<td>benefit for the organisation.</td>
<td>form of benefit or payback is expected for</td>
<td>key stakeholders, but stakeholders and others</td>
<td>key stakeholders and aligned to the organisation’s</td>
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<td></td>
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<td>the organisation.</td>
<td>perceive the primary purpose is to promote the</td>
<td>purpose and strategy.</td>
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<td>organisation.</td>
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<tr>
<td>**C. Value add</td>
<td>Sustainability is considered irrelevant for adding</td>
<td>Natural environment and human/social improvement</td>
<td>Sustainability programs are selected to</td>
<td>Genuine conviction that benefiting stakeholders is</td>
</tr>
<tr>
<td></td>
<td>value or improving performance.</td>
<td>programs are considered an unnecessary cost</td>
<td>mitigate financial risks and to promote the</td>
<td>in the long term interests of the organisation.</td>
</tr>
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<td></td>
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<td>and are only done for expediency.</td>
<td>organisation’s sustainability credentials.</td>
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<tr>
<td>**D. Minimisation of</td>
<td>No concern for any negative consequences or harm</td>
<td>Limited awareness, transparency or concern for</td>
<td>Sustainability programs are used to mitigate</td>
<td>Sustainability programs focused on holistic and</td>
</tr>
<tr>
<td>harm caused</td>
<td>caused to others by the organisation’s activities.</td>
<td>harm caused by the organisation’s activities</td>
<td>or compensate for the most visible harm caused</td>
<td>transparent engagement with those impacted by the</td>
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<td>while maximising the economic benefit to the</td>
<td>by the organisation and for impression</td>
<td>organisational harm caused.</td>
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<td>organisation.</td>
<td>management.</td>
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<tr>
<td>**E. Goals synthesis</td>
<td>Sustainability issues are not considered as short-term</td>
<td>Paradox/tension between goals is recognised but</td>
<td>Recognises paradox/tension between goals with</td>
<td>Syntheses sustainability goals by accepting the</td>
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<tr>
<td></td>
<td>financial gain is the sole business focus.</td>
<td>a sliced approach, which includes</td>
<td>financial performance prioritised combined with</td>
<td>ongoing tension/paradox between improving economic</td>
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<td></td>
<td></td>
<td>philanthropy, results in</td>
<td>sustainability programs designed to maximise</td>
<td>performance and simultaneously adding value and</td>
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<td></td>
<td></td>
<td>maximising the organisation’s financial</td>
<td>positive and minimise negative PR.</td>
<td>minimising harm.</td>
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Strategic planning is about setting direction for the future and is closely linked to performance management.
Board and Executive Director relationship

Board led by the Chairperson

*Defines expectations for the organization*

- develops strategy
- grants power
- verify performance
- ensures compliance with governing document (e.g. a charter)
- ensures accountability and compliance with laws and regulations; and
- maintains proper fiscal oversight.

Management led by Executive Director

*Takes direction from the Board*

- communicate expectations
- implements strategy and policies (short term plans)
- manage day-to-day operations and
- program implementation to fulfil the expectations
- report results to the Board.
Effective boards set up committees

- Committees are an extension of the board
- Assist with oversight responsibilities and prepare the board for decision making
- Clear terms of references
- Chaired by a board member with expertise
- They deal with certain specific issues that require specialized areas of expertise.
  - finance
  - human resources
  - fundraising

*Committee role is an advisory one - it does not make decisions*
Build consensus as a board

The Consensus Process:

1. An issue is brought to the meeting.

2. Clarifying the Issue:
   - Do we need background information?
   - What are we trying to decide here?

3. Discussion:
   - Share how we feel about the issue.
   - Pool ideas - build on each others' ideas.
   - Separate areas of agreement and disagreement, then narrow them down.
   - Focus on disagreements, doubts or confusions.

4. Form a Proposal:
   - Form a proposal when it looks like consensus is likely. Test it by asking the group "are there any objections?"

5. Implementation:
   - If explicit acceptance from all:
     - It's consensus!
   - If there is not consensus:
     - More discussion
     - Focus on disagreements or doubts.
     - Are there any compromises or new solutions?

6. Form new proposal if necessary.
## What is driving your Board? Please use chat box

<table>
<thead>
<tr>
<th>PERSONALITY</th>
<th>PEOPLE</th>
<th>PERFORMANCE</th>
<th>POLICY</th>
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<tbody>
<tr>
<td><strong>Features</strong></td>
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<td>• Driven by results</td>
<td>• Driven by results</td>
<td>• Driven by best practices</td>
<td>• Driven by rules and policy</td>
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<td>• Strong iconic leadership</td>
<td>• Family atmosphere</td>
<td>• Replication of tasks</td>
<td>• Bureaucratic</td>
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<td>• Use passion to exert power</td>
<td>• Use relationships to exert power</td>
<td>• Use reason and measures of performance to exert power</td>
<td>• Uses rules to exert power</td>
</tr>
<tr>
<td>• Often strong, task-focused chair and/or CEO</td>
<td>• Often highly creative and people-oriented chair and/or CEO</td>
<td>• Chair or CEO is often a peacemaker and consensus builder</td>
<td>• Chair or CEO is often very analytical and precise</td>
</tr>
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</table>

**“Trust me”**

**“Involve me”**

**“Show me”**

**“Tell me”**

### Benefits and challenges:

**PERSONALITY**
- Nimble, rapid decisions
- Risk taking, innovative
- Leader can alienate
- No empowerment
- Always changing, can overreach

**PEOPLE**
- Consensus-driven, team
- Loyalty encouraged and rewarded
- "outsiders" (= non-family)
- Resists change
- Difficulty setting priorities and taking risk

**PERFORMANCE**
- Facts, benchmarks, results are key
- Systematic
- Undervalues people with divergent views
- Not as innovative as could be
- Benchmarking can be circula

**POLICY**
- Cautious and slow decision making - traditional approaches
- Clear, routine, focus
- Traditional
- Resistant to change, outsiders

### Greatest fear:
- **PERSONALITY**: Power sharing
- **PEOPLE**: Division
- **PERFORMANCE**: Taking risks
- **POLICY**: Changing the system

2/1/2022
Ignite energy for change

“When do you feel most excited and energised at work?”
Energy for change defined as….

The capacity and drive of a board and executive team, organization or system to act and make the differences necessary to achieve its goals
There is a relationship between high energy and high performance

Teams with HIGH productive energy scored higher on:

- overall performance - 14% higher
- productivity – 17%
- efficiency – 14%
- user satisfaction – 6%
- user loyalty – 12%

Research by Bruch and Vogel
Board Teams perform best when five energies are high

Source: http://www.institute.nhs.uk/tools/energy_for_change/energy_for_change_.html
The 5 Energies of High-Performing Teams

Social
Personal engagement, relationships and connections between people.

Spiritual
Commitment to a common vision for the future, driven by shared values and purpose.

Physical
Getting things done! Making progress.

Psychological
Courage, resilience, feeling safe to do things differently... and take risks.

Intellectual
Analysis, planning, thinking.

@HorizonsNHS
Social energy

Energy of personal engagement, relationships and connections between the board chair, members and executive director

It’s where people feel a sense of
  “us and us”
  rather than
  “us and them”
Spiritual energy

Energy of commitment to a common vision for the future, driven by shared values and a higher purpose

Gives everyone the confidence to move towards a different future that is more compelling than the status quo
Psychological energy

Energy of board courage, resilience and feeling safe to do things differently
Involves feeling supported to make a change and trust in leadership and direction
Physical energy

Energy of action, getting things done and making progress
The flexible, responsive drive to make things happen
**Intellectual energy**

Energy of analysis, planning and thinking

Involves gaining insight into what is really happening in the organization?
Are we getting good enough data?
What is the data we are being given at board meetings or committees telling us?
Does is allow us to plan and support processes, evaluation?
High and low ends of each energy domain

**Social**
- Low: isolated
- High: solidarity

**Spiritual**
- Low: uncommitted
- High: higher purpose

**Psychological**
- Low: risky
- High: safe

**Physical**
- Low: fatigue
- High: vitality

**Intellectual**
- Low: illogical
- High: reason
Where’s the energy for change in your board team?
Where is your board team on this scale?

Psychological safety: A belief that we will not be punished or humiliated for speaking up with ideas, questions, concerns or mistakes

Amy Edmondson: https://t.co/c5oOJvYcKs?amp=1
BELIEFS THAT CREATE PSYCHOLOGICAL SAFETY

1. Changing behaviour is hard and it takes time
   - A
   - B
2. No one can do it alone
   - C
3. All of us need and deserve each other's help
   - D
4. Each one of us will fall short or make mistakes at times
   - E
5. We each have a right to make mistakes - as long as...
   - F
6. We help each other take responsibility from learning from them!

Human relationships matter!
Four ways to build psychological safety

1. Be vulnerable and human
   • Show that it’s OK to talk about emotions by sharing yours
   • Admit to your own mistakes and failures, and frame these as learnings

2. Actively build a safe environment
   • Practice active listening and encourage it in others
   • Publicly praise others for being candid or giving feedback
   • Make an effort to get to know about your teammates’ outside-of-work lives

3. Reframe failure
   • Reframe failure as an inevitable bump along the road towards success, and an opportunity to learn
   • Talk about failure openly with the team when things go wrong rather than burying it

4. Destigmatise feedback
   • Regularly ask for feedback from your team
   • Encourage your team to give each other feedback as a way to learn and grow

“Leadership is not about making clever decisions and doing bigger deals. It is about helping release the positive energy that exists naturally within people”

Henry Mintzberg

Very relevant to board leadership too!!
Where might you start as a Board?
Governance Operating Framework

Source: Illustrative Governance Operating Model by Deloitte and Touche 2013
<table>
<thead>
<tr>
<th>Governance Performance Focus Areas</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>High level focus by the Board:</strong></td>
</tr>
<tr>
<td>• Governance,</td>
</tr>
<tr>
<td>• Performance</td>
</tr>
<tr>
<td>• Strategy</td>
</tr>
<tr>
<td>• Integrity</td>
</tr>
<tr>
<td>• People</td>
</tr>
</tbody>
</table>
Governance Operating Model

- enables the board and executive leadership to have a focus
- allows you to fulfil your roles
- gives the board an opportunity to test out effectiveness of its governance structure and
- Supports you with the mechanisms by which you can explore how governance is implemented.
- ensures board members
  - explore any inconsistencies,
  - overlaps, and
  - gaps
that may lead to failure to enact governance policies that the board and management have put in place.
Governance Operating Model

Working your way down, at each step ask yourself
- “How can we improve from where we are?”
- “Is everything looking as it should?”
- “Whose responsibility is it?”
- “Who needs to be informed and act on it?”

Working your way up, at each step ask yourself
“Why are we doing this?”
- This will help ensure that every tactic leads to improved performance
- Make a list of the key priority improvement areas
- Any other areas?

Examine each area
- Governance
- Strategy
- Integrity
- Performance
- Talent

Examine the following
- Operations
- Planning
- Compliance
- Reporting
Questions to consider

- Where should we be spending the majority of our time?
- How do we position the board as a strategic partner with management?
- Exactly what should we be doing in the critical areas of oversight such as strategy and risk?
- How does the work of the committees relate to and differ from the work of the full board?
Signs of a Board and Executive Leadership that work well together

- The **composition** of the Board works
- There is **respect** and **trust** among all Board members
- A **strong team spirit** exists
- **Emotional intelligence** exists among Board members
- Board spends time building **quality of the relationship** between individual members, board and senior leadership
- The Board **always cheering the ED and staff** when progress is made!
- The Board being an ally for the ED, a **sounding board** or a **trusted advisor**
Finally ...fantastic Board Leaders result in Fab Teams!!

• They create a shared vision
• They challenge the status quo together
• Sign up ....they are present!
• They value and embrace difference
• Gender focused
• Help everyone in the team to feel safe and innovate
• Communicate – they talk
• Are kind to each other – get to know each other as people, care about the little things too
• Think the best of each other – so when something goes wrong, you do not blame other people’s incompetence
• Achieve Win-Win for all team members
• Are highly productive – the sum is greater than its parts
Board: some critical takeaway points

- A board is a **team** and requires **team players** to work most effectively.
- Everyone on the board needs to be able to feel comfortable and confident enough to engage, challenge and disagree without fear.
- Members should understand that a board is for leading, not managing.
- The support they provide should be top level and strategic rather than operational.
- To stay strategic in a changing world, they should be committed to ongoing learning no matter their level of achievement.
- Everyone needs to be willing to reflect and assess themselves with total honesty.
Thank you for your time.