

ADVANCED LEADERSHIP FOR CHAIRS

Institute of Community Directors Australia

Program overview

- Strategic foresight for chairs: building for a future that's increasingly uncertain
 - Dr Dalia Ben-Galim, policy and strategy consultant
- Backstage and front of house: using both to make good decisions
 - Jeremy Stowe-Lindner, educator and school principal
- Ethical board leadership workshop
 - Facilitated by Nina Laitala, ICDA Training Lead
- Strategic funding: developing your case for support
 - Catherine Brooks, lawyer with expertise in strategic fundraising
- The Chairs relationship with the CEO
 - Sheena Boughen OAM, chair of the Australian String Quartet



Back Stage and Front of House: using both to make good decisions

Presenter: **Jeremy Stowe-Lindner MBA BA(Hons) FACEL Cert.Ed**

Back Stage and Front of House: using both to make good decisions

- How to turn possible resistance into quality processes for discussion and decision making.
- Board leadership means bringing a team of people along with you in pursuit of the organisation's vision, and an astute understanding of the processes, systems and relationships that are needed to achieve this.
- Tips and tricks to ensure the board is more than just a sum of the parts by tapping into individual strengths.
- Hands-on practice in board decision-making methodology.

How do we get people to work together effectively as a board?

Role

Systems

People

Secrets

Routines / Protocols

**Progress
Ticker**



1 – Understand the role

Core Purpose

What board membership is and what it isn't

Talent acquisition

Induction

Committee Membership

Board role

Effective meetings

Potholes

Core Purpose

Strategic direction of the organisation

Financial health of the organisation

Governance, ensuring legislative and safety adherence

Board or Senior Manager?

Senior Manager	Board...
What organisational structures support best governance?	What standards should we aspire to? Are they appropriate for us? Can we benchmark?
How do we understand the needs of our stakeholders?	How do we assess whether we are meeting the needs of our stakeholders?
How do we demonstrate compliance to the board?	Is the information accurate and complete? Is there appropriate balance between compliance and strategy?
How do we ensure our employees behaviour matches our values? How do we measure it?	How do I share the organisations values? How do I question and monitor the consistency of my organisation's values?
How do I ensure and demonstrate legal compliance?	Are deficiencies being shared and addressed? Are our legal and board structures appropriate? Should we change them?

Board
membership
isn't

Management

A personal agenda

Personal

An opportunity for gossip

Factional

Glossing over the finances because
they are boring

Chair of the Board

Convenor vs Influencer

Community member vs community leader

CEO's advocate and supporter vs direct report and accountability

1 – Understand the role

Break out questions:

How do you see your role as a chair currently?
Which areas would you like to improve on?

Convenor



Influencer

Community member



Community leader

CEO advocate



Direct Report/Accountability

Induction – where the tone is set

Board Meetings – where the final decisions are made

Committee Meetings – where the work is done

Strategic Plan vs Operational Plan

Talent Pipeline / Acquisition

How is
change
effected in
the
organisation?

- Board recruitment and term limits
- Senior staff who is who
- Style of the Chief Executive
- Power of the Personal

Break out questions:

Where are you and your board on the operational vs strategic continuum?

What are the strengths and weaknesses of your current board meetings?

Thinking of your systems.... Are they working? Are there blockers?

The power of breakfast

- Power of breakfast as a change-making tool.
- Why breakfast?
- It's a nice to have
- It doesn't eat into work or social time as much as others
- It is 1 course
- A menu is an inherently discursive and inclusive document
- Its structure is to start with relationship building, then stomach filling, then the business starts
- It inherently develops relationships

Ally with the Chief Exec

- Regular one-on-ones
- Be more responsive than with your spouse
- Judge kindly, listen well, critique robustly, praise often
- Feed
- Publicly acclaim

Avoid divisive votes and impressions

- Have difficult conversations before the meeting
- Never have a meeting after a meeting
- How do you ensure a range of views are elicited?
- Walk in alone (or with the Chief Exec)

Avoid 'shadow directors'

Go 'Wuhan'
on breaches.

How do you elicit views that aren't influenced by loud voices?

Tug for Truth protocol

Chalk Talk protocol

Tug For Truth

Agree key question, maybe with pre-reading already distributed.

Write 2 statements on either extreme of the answer, and place along a piece of string on the floor.

Without discussion, board members each have a post-it, and draw a line on the top and plot where they are, with a reason.

All together, everyone places their post-it on the line.

Tug for Truth: Board should double in number

**Reduce
size**

**Status
Quo**

**Double in
Size**

About right

**Current
system
works.**

Add 1 more
Need a risk
person

*Double in
size
We need
more
voices*

**Need 2 more
Missing a
Psych and a
risk person**

**Double in
size
More
needed**

Should the Board discuss CEO *in camera*?

Pre-distribute thought paper(s) on topic.

Have the paper printed in the middle of a piece of butchers (or A3/A2) paper

Without discussion, board members write their thoughts on a post-it, and then stick first thought around the paper.

Board members then silently walk round reading the post-its of others.

Then the discussion starts!

So what have we considered about...

Role

People

Systems

Tips / Trade Secrets

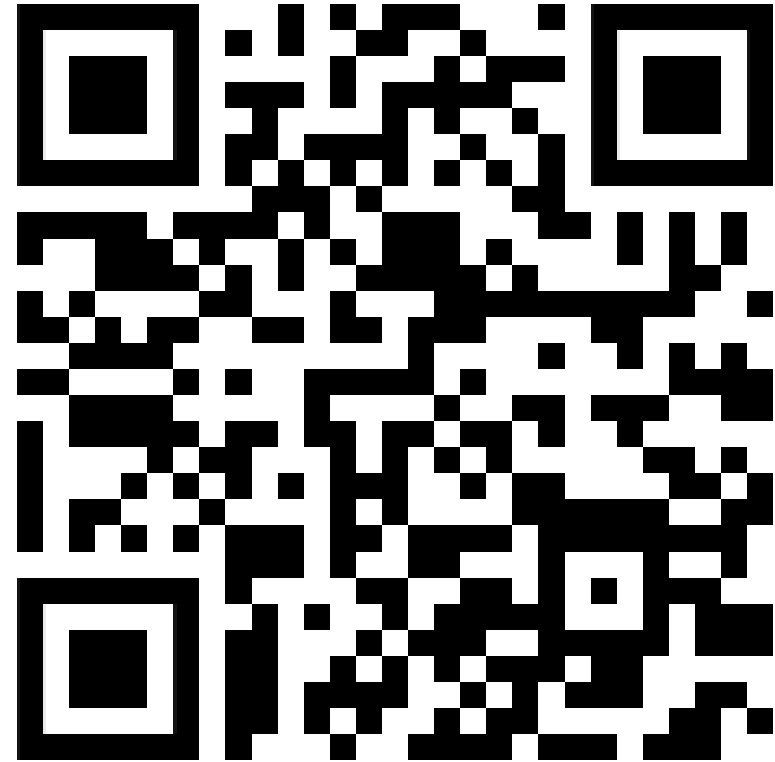
'Routines' for decision-making that aren't just people talking around a table.

Reflection...

ICDA Membership

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communitydirectors.com.au/membership



Feedback



<https://www.surveymonkey.com/r/2024advancedforchairs>