

ADVANCED LEADERSHIP FOR CHAIRS

Institute of Community Directors Australia



Acknowledgement of Country

"The land is the mother and we are of the land; we do not own the land, rather the land owns us. The land is our food, our culture, our spirit and our identity."

Dennis Foley, a Gai-mariagal and Wiradjuri man, and Fulbright scholar.

Program overview

Session 1: The chair as compass and wayfinder (Navigating with an ethical lens)

Nina Laitala, Community Directors trainer

Session 2: Strategic funding: developing your case for support

Catherine Brooks, lawyer with expertise in strategic fundraising

Session 3: The chair's relationship with the CEO

Sheena Boughen OAM, chair of the Australian String Quartet

Session 4: Backstage and front of house: using both to make good decisions

Jeremy Stowe-Lindner, educator and school principal

Session 5: Strategic foresight for chairs: building for a future that's increasingly uncertain

Dr Dalia Ben-Galim, policy and strategy consultant



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

Legal Duties of Board Members

(Corporations
Act)

1 – Understand the role

1. Act *bona fide* in the organisation's interests

Don't be selfish

2. Exercise powers for proper purposes

Don't be dodgy

3. Retain discretion, treat information confidentially and declare Conflicts of Interest

Don't be inappropriate

4. Duty of care, skill, diligence and avoidance of impropriety

Don't be careless

5. Prevent insolvency

Don't be financially illiterate

Board or Senior Manager?

| Senior Manager | Board... |
|--|--|
| What organisational structures in the organisation will support the direction of the organisation? | What structures to organisations like ours have? Are ours better or worse? Do they help us achieve our goals? |
| How satisfied are our stakeholders? | Who are our stakeholders? Do we have adequate reach? Can we expand to include other groups? |
| 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? | What are our values? Do they meet support our strategic aims? |
| How do I ensure and demonstrate legal compliance? | Are deficiencies being shared and addressed? Is compliance accurately reported? Is there a whistle-blower policy that is compliant and advertised? |

Board
membership
isn't

Management

A personal agenda

Personal

An opportunity for gossip

Factional

Glossing over the finances because
they are boring

Break out questions:

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



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

4 – the trade secrets

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.

Questions?