POD #1

How do we keep our view from the balcony while ensuring the dancefloor is moving in the right direction?

Balance of delegating and prioritising
Having regular update meetings to keep 'finger on pulse' - keep this high level on bigger picture
Keeping lines of communications open
Various indicators of performance/direction - using data to review objectives, can be done in background
Refer higher to ensure direction is aligned

How can we cultivate positive relationships between the board and management?

Communication is key - send brief dot point update to board on a regular basis
Get governance training for board/committee to make clear their role, duties and expectations
Interaction between board and staff with clear guidelines to help understand values, organisational goals - also helps board understand what the staff do; helps staff understand what the board is there for -
Set-up informal or formal meetings/catch-ups between board and staff

How can we improve our ability to lead effectively through tension?

Clarity about peoples roles and expectation
Understand what information needs/may not need to be given to balance relationships and organisation goals
Build trusting relationships with the team so whether leading through authority team will trust leadership through tension - being transparent consistent across team - potentially avoiding excessive personal contact to ensure equality is seen
Holding space for tension and not feeding that situation
Leading/managing very much about relationships so taking time just to listen can help team feel supported - engage SMEs (ie EAP) where needed that may provide support while not ignoring responsibilities - breaks down stigma to reach out for help.

POD #2

How do we keep our view from the balcony while ensuring the dancefloor is moving in the right direction?

Leading reflection discussions
Analyse data
Weekly catch ups
Spend time doing the operational work the team does to have good understanding of the overview
Team to get a chance to be removed for the day and focus on strategy to see the bigger picture

How can we cultivate positive relationships between the board and management?

Fire side chats - panel discussion with the board
Sub-committees with staff and board members
In-person sharing client stories with the board to know and understand challenges and share lived experience knowledge

How can we improve our ability to lead effectively through tension?

Clin Psych on staff, safe space to share mental health, and 1on1's available
Pulse Surveys, workplace reviews. Staff day to re-establish induction into the organisation.

POD #3

How do we keep our view from the balcony while ensuring the dancefloor is moving in the right direction?

Blocking out time for balcony.

A gatekeeper / diary gatekeeper to guarantee having Balcony time.

An understanding of why Balcony time is important for strategic objectives.

Exploring best methods of communication within the team so you know what is happening on the ground without having to dip into the dancefloor. Even down to the nitty gritty of communication - when to cc, purpose of emails, agenda for meeting and action items.

How can we cultivate positive relationships between the board and management?

Balance of granting access to board in a reasonable way for your organisation. Having defined methods of access.

Interaction point through communication resource.

CEO role being the individual that instils the structure for access and having an authentically healthy relationship between the CEO and Board.

Chair and CEO block time out for planning and realtionship building.

How can we improve our ability to lead effectively through tension?

Awareness of your emotional health. Voice when showing up "below the line".

Being consistent - perception in the organisation as well as being seen as fair and consistent.

Pause before personalising tension and self-reflection.

Permission to take leave.

Permission to ask for assistance.

Pre-planning and training how to navigate tense environments. One example a Risk Matrix.

POD #4

How do we keep our view from the balcony while ensuring the dancefloor is moving in the right direction?

- Schedule time to reflect / 'spend time on the balcony'
- Have cohesiveness re the direction of the broader team
- Regular check ins with the team
- Effective reporting
- Strong structure
- Building a culture where staff will reach out as they need to, but are otherwise happy to be more autonomous
- Culture of celebration and recognition
-

How can we cultivate positive relationships between the board and management?

- Getting to know one another, afternoon tea, bios of new Board members, etc.
- Invite board members to training sessions, build collaboration
- Invite Board members to certain working groups
- Board members representation at events which speak to org values and culture
-

How can we improve our ability to lead effectively through tension?

- Being prepared going into potential 'big conversations'
- Bring conversations back to values
- Listening
- When groups are forming - consider splitting them up and listening to them as individuals
- Question your assumptions about intentions
-