POD #1

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

- Difficult, tend to prioritise operations, then i realise that i need to be on the balcony and its hard to do both well. If something urgent happesn i end up on dancefloor all day. Noone else is as good in an emergency. Sometimes i enjoy beign on the dancefloor and away from the heavy stuff, do i need to be there no, should i no, but i enjoy it. E.g. organising food pantry is stress releif. Need to connect with purpose of organisation, that is important.

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

- Clear definition of roles important. My current board do not interfere with day to day operations. But not sure if they have enough input in strategy. I have gone from a board with founders and family and now an independent board. Need mechanisms for communication between board and CEO. Separation betwen roles.
- Policy Frameworks; clear delegations

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

- Go back to a policy/procedure or protocol to depersonalise the situatuion. Make it about our mission to work throught the situatuion. If its an interpersonal tension, speak one on one, use positive language/ correspondence to resolve things. Emphasise outcome, motivate people to use neutral language, if we want a positive outcome you may need to do something that might not be comfortable. Model "getting your shit together".

POD #2

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

- Only ask from people what you would be comfortable doing yourself as a leader
- Being across all of the details on every tier of the organisation
- Respecting other roles, even cleaners. Putting yourself in the other workers shoes.
- Maintaining empathy.
- Reassessment on boundaries between roles on an ongoing basis, particularly with new staff. Clarifying roles and responsibilities.
- Not adopting the role of a default helper, which keeps you on the dancefloor.
- Managing the people pleasing side of ourselves as a leader.

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

- Monthly meetings, regular communication in between sessions when required.
- Keeping communication completely open and honest, both in successes and perceived failures.
- Encouraging drop-ins to operational staff (incl CEO, finance manager) if the board would like to discuss anything beyond advisory duties and board-related oversight.
- Accepting the board as an advisory role.
- Keeping trust central through open communication between the CEO and board.

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

- Not being afraid of tension, reducing a defensive response and sitting in discomfort if avoidant behaviours arise.
- Keeping communication open and honest
- Explaining staff roles clearly, and how that aligns with policies & procedures.
- Encouraging staff to leave their non-work related tension at the door. Working from home proposed for staff who may not be able to leave their personal issues/ tension to do their role.
- Knowing when it is time to have a serious discussion with the individual creating repeated tension points
- Make rainbows

POD #3

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

- regular team meetings
- professional development opportunities
- schedule regular one on one meetings

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

- clear governance
- Clear presence
- operational planning day
- transparent communication

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

- ongoing communication
- strong existing foundations
- PD training
- humility
- open learning

POD #4

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

- Fortnightly check ins looking at wins and challenges
- Weekly Check ins also with the team
- Sit in their areas once a week
- Resist the urge to jump in
- Doesn't always need to be the same way as you would do it, as long as the results are the same.
- Dedicated Balcony Time

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

- Have the board members on the floor a little more often
- Informal Get together/ Staying Connected
- Encourage team members to think about how they can communicate an overview of the day to day workings in the reports submitted to the board.
- Conduct tours of sites with the board members

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

- External Debriefs / Supervision
- Pushing positive energy
- Stay true to the purpose of the organization and true to yourself.
- Psychological Safety - The ability to express your opinion safely
- Leading Difficult Conversations

POD #5

How do we keep our view from the balcony while ensuring the dancefloor is moving in the right direction?
As a manager you cant stay in one position and need to shift between the spaces. Need to show how to do the job

- I will block out my calendar up to two hours aday to dfocus on vision rather than focusing on day to day
- Thinking about the dancefloor and balcony is a new concept and now im' aware i think this is an opportunity to step back and think about the strategy and direfion forward
- Get feedback to see what and isnt working and what needs to change. A lot of running up and dow the starts
- It can be easy to get caught up in what is going on the dancefloor. Setting time between the two is a good way to manage
- Looking for times to give space for the team to be able to be on the dancefloor themselves so time can be allocated to the balkcony
- Sometimes there are ebs and flows naturally such as planning

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

- I feel my role is nothing to do with the board and this better sits with the CEO
- Would like to have more involvement but it has been important to maintain boundaries and scope creep
- I don't have a clue who is on the board or the interaction with them

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

POD #6

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

- Setting Boundaries
- Regular Check ins
- Expectations around taking accountability
- Task Delegation
- Being open to feedback
- Maintaining confidentiality among the team
- Being transparent with the team around expectations

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

- As Above
- Maintaining honest and open communication with the board

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

- Leaning in to difficult conversations
- Positive sandwich
- Ability to try to understand a different perspective
- Team Charter
- Name it

POD #7

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

- Boundaries and roles
- Looking at what is going well, and areas for improvement
- Debriefings and check-ins
- Fortnightly huddles with potential to take to leadership meetings
- Regular check-ins and reflections
- Group and 1:1 or smaller groups
- Being in touch and feedback from the D-Floor
- 'Buzz Meetings' 10 minutes stand up meetings

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

- Communication and respect
- Alignment of purpose
- Process for Board to meet staff members
- Events and appreciation to recognise Board by team
- Boundaries, scopes of roles
- Board composition (ie member based or external Board members)

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

- Hold your shape
- Build ability through training
- Mentorships and HR support/ Business Partnership
- Peer support - another leader in the org or external (leadership alliance)
- External - debriefs
- Appropriate structures and process to address tension
- Pause!
- Self care and having a safe space

POD #8

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

- Knowing how individual units fit/work together
- Can't be on the balcony unless you've been on the dancefloor
- Having team meetings, supervision; having scaffolding

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

- Operational managers are invited to speak to board
- Staff liaison
- Accountability/ transparency

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

- Be as transparent as you can
- Clear/effective communication
- Not feeling pressured to find a solution right away
- Manage expectations

POD #9

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

- Melanie Craig: Making your availability more directed.
- Melanie Craig: Good balance between the balcony and the dancefloor
- Have parameters around when you are available which everyone is aware of.
- Ensure your staff are empowered to do their work - frees up your time.
- Have alternative people that staff can go to for questions/helps.
- Have clear processes and procedures so people are clear and have a guide on how things are to be done.

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

- Managers and Boards meet when it is more informal - not just meeting ie events
- Make opportunities to get to know each other outside the office.
- Clear/ appropriate communication channels

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

- Consistency
- Good communications