

Lead More, Control Less: Structuring the Boardroom with Confidence

Drew Howick



What: Governance

- ✓ Ensure fundamental purposes are achieved
- ✓ Ensure operations reflect the values of the community



How: The Work

Focus



Align



Commit



Alignment: Strategies

- ❑ Policies
- ❑ Operational Practices
- ❑ Systems and Processes
- ❑ Organization Structures
- ❑ Culture
- ❑ Actions: **What** you do & **How** you do it



For Discussion

“As you observe your board meetings, what challenges do you see, specifically around the task of engaging the members in effective and meaningful discussion?”





Practical Promising Practices for Increasing Board Engagement: #1

Guidelines

Operating Principles

Rules of Engagement

Team Norms

Groundrules

Collective Commitments



Guidelines for what??

- ◆ Behaviors during our board meetings that will lead to productive outcomes
- ◆ How do we communicate with the media?
- ◆ Principles that will guide our decisions involving new facilities.
- ◆ Parameters for developing/reducing a budget.



Affinity Process



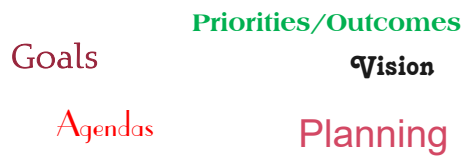
Using the Affinity Process

“In order for us to function at the highest level, what behaviors and process should we commit to that will enable us to do our best work?”



Promising Practices for Increasing Board Engagement: #2

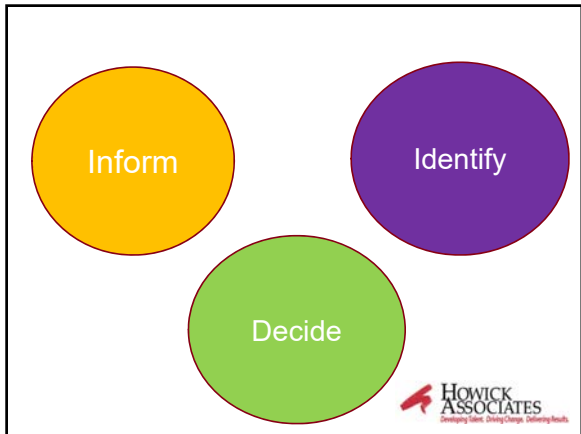
End-in-Mind

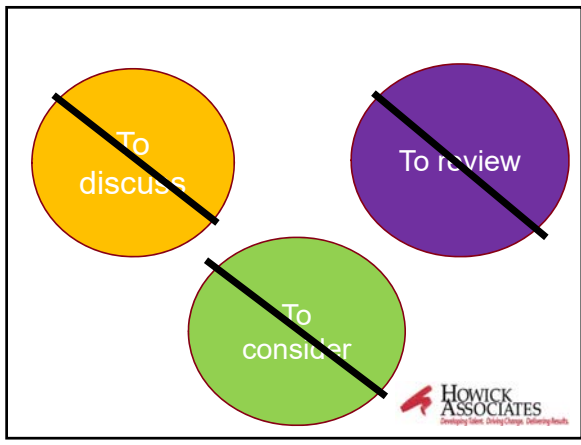


Planning with the End in Mind

- ◆ Structuring processes for individual agenda items
- ◆ Affirming the purpose of a Discussion
 - To inform
 - To identify
 - To decide








Promising Practices for Increasing Board Engagement: #3

Brainstorming **Force field analysis**
Affinity process **Six hat thinking**
Round-robin **Brainwriting**
Pair/share

So what do you think?

Any questions?


Let's open it up for discussion




~~So what do you think?~~

~~Any questions?~~

~~Let's open it up for discussion~~



Unseen Structures Affect What We Do ...



Affinity Process



Mind Mapping



Force Field Analysis

- Driving Forces
 - Tailwinds
 - Enablers
- Restraining Forces
 - Headwinds
 - Detractors



Processes and Tools for Engaging Others

- ◆ Backwards Imaging
- ◆ Affinity Process
- ◆ Stakeholder Analysis
- ◆ Elevator Speech
- ◆ Glad, Sad, Mad
- ◆ Risk Analysis
- ◆ Six Hat Thinking
- ◆ Know, Feel, Do
- ◆ Top of Mind
- ◆ Notice/Like/Wonder
- ◆ Envisioning the Future



The Payoff: A More Engaged Board

- ◆ Engages the collective mind
- ◆ Taps into board's assets
- ◆ Enriches board's work
- ◆ Gives permission to be creative
- ◆ Enhances board's performance



It has been a pleasure!

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