



Episode 6

Measurement, Accountability and follow-up by your board

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Managing Director | Grounded Governance





How to run a board meeting

Measurement, Accountability and follow-up by your board

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Giselle McLachlan

Giselle McLachlan is a down-to-earth governance adviser and director who thrives on helping organisations and individuals to flourish. Giselle is a Chartered Fellow of NZ's Institute of Directors, was a lawyer for decades and is a qualified health coach. She brings all these areas of knowledge and skill together with a coaching mindset, to help others to perform at their best.



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Grounded

Setting the scene

1

Setting organisational goals and CEO KPIs is a key board function

2

Often neglected

3

Focus on all 3 aspects of our topic today

4

People, processes and paperwork all matter

Two lenses

1

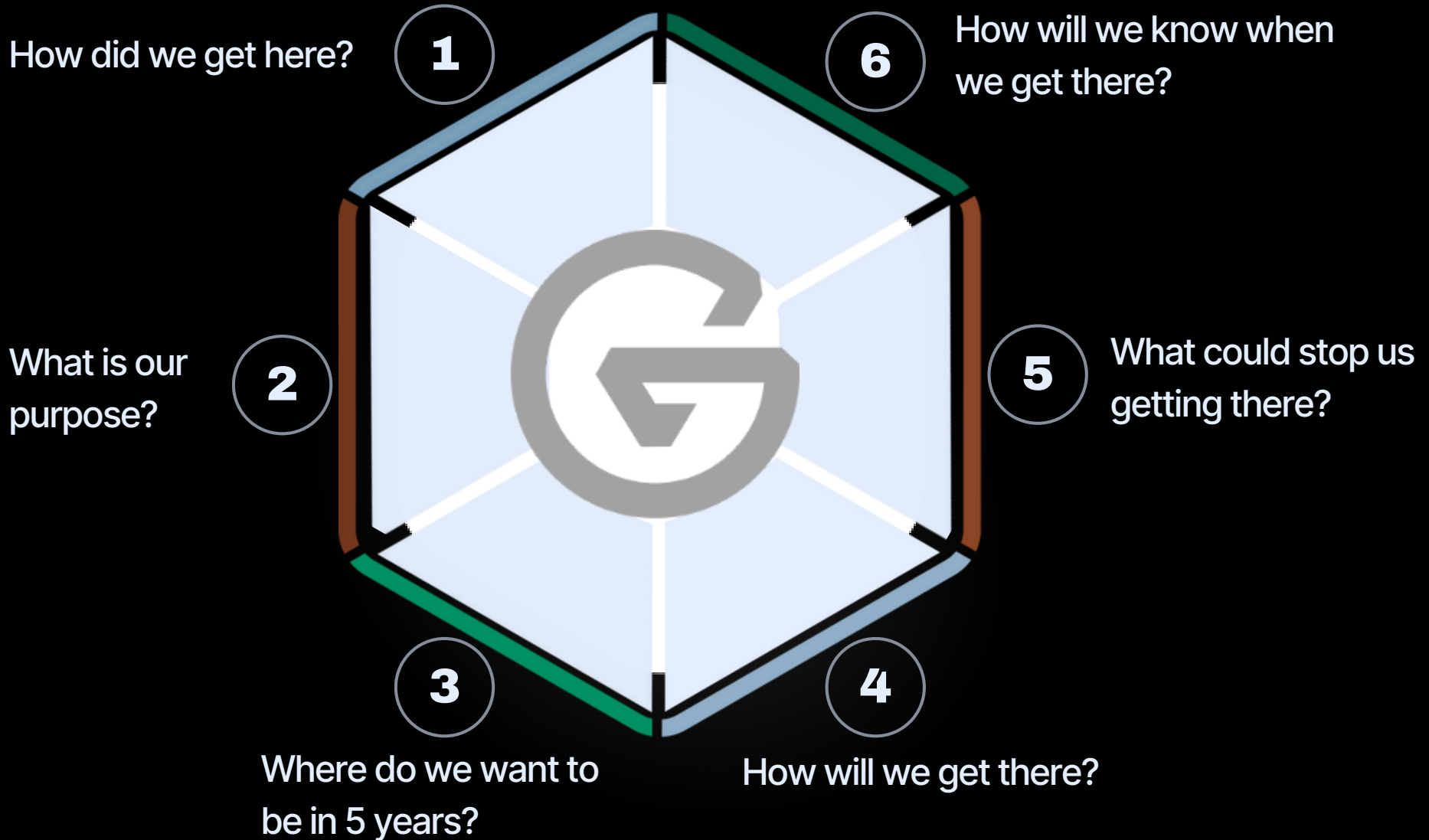
Organisational performance
measurement



2

Board's own performance
measurement

Begin with the end in mind



Setting KPIs – please make them key!

- Beyond the financials
- Measuring transformational change or business as usual?
- Not a shopping list – priorities clear and measurable

Customers	Products and Services	Organisations/ Operations	Financial	Sustainability
How will we delight our customers?	What products/ services could we provide to achieve that goal?	What resources and culture changes do we need to make?	Identify key financial drivers to achieve the goal	How will you deliver benefits to people, planet and prosperity?

Organisation KPIs and CEO KPIs should differ but be linked

1

The CEO deserves to know what the Board wants them to focus on

2

Not a replica!

3

Some areas might be a stretch

4

Measurable – frequency?

Accountability is a continuous process

1

Year end and 6 month point assessment – who does this?

2

Regular conversations and check ins – who does this?

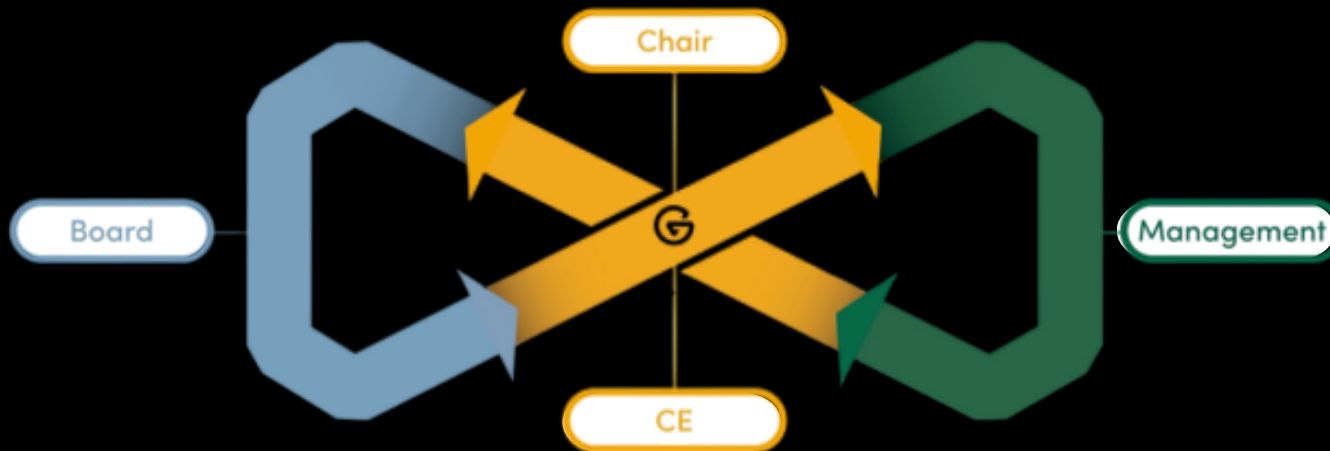
3

Board leads by example

4

Every board (and other) meeting matters

Who Leads Performance Discussions with CEO?



Chair Only?

Head of a committee?

Someone else?

External advisor ?

Board Evaluation

1

Formal, independent process, at least every 3 years

2

Self-assessment option?

3

Who is being reviewed?

4

Board only?

Board Evaluation

1

Committees ?

2

Chairs ?

3

Individual directors ?

4

Board only?

- ☐ Do management participate so it is a 360°?
- ☐ Shareholder involvement?

Boards are also accountable on an ongoing basis

1

Values alignment

2

Reflect regularly

3

Chair invites and gives regular feedback

4

Board only time, every time



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