



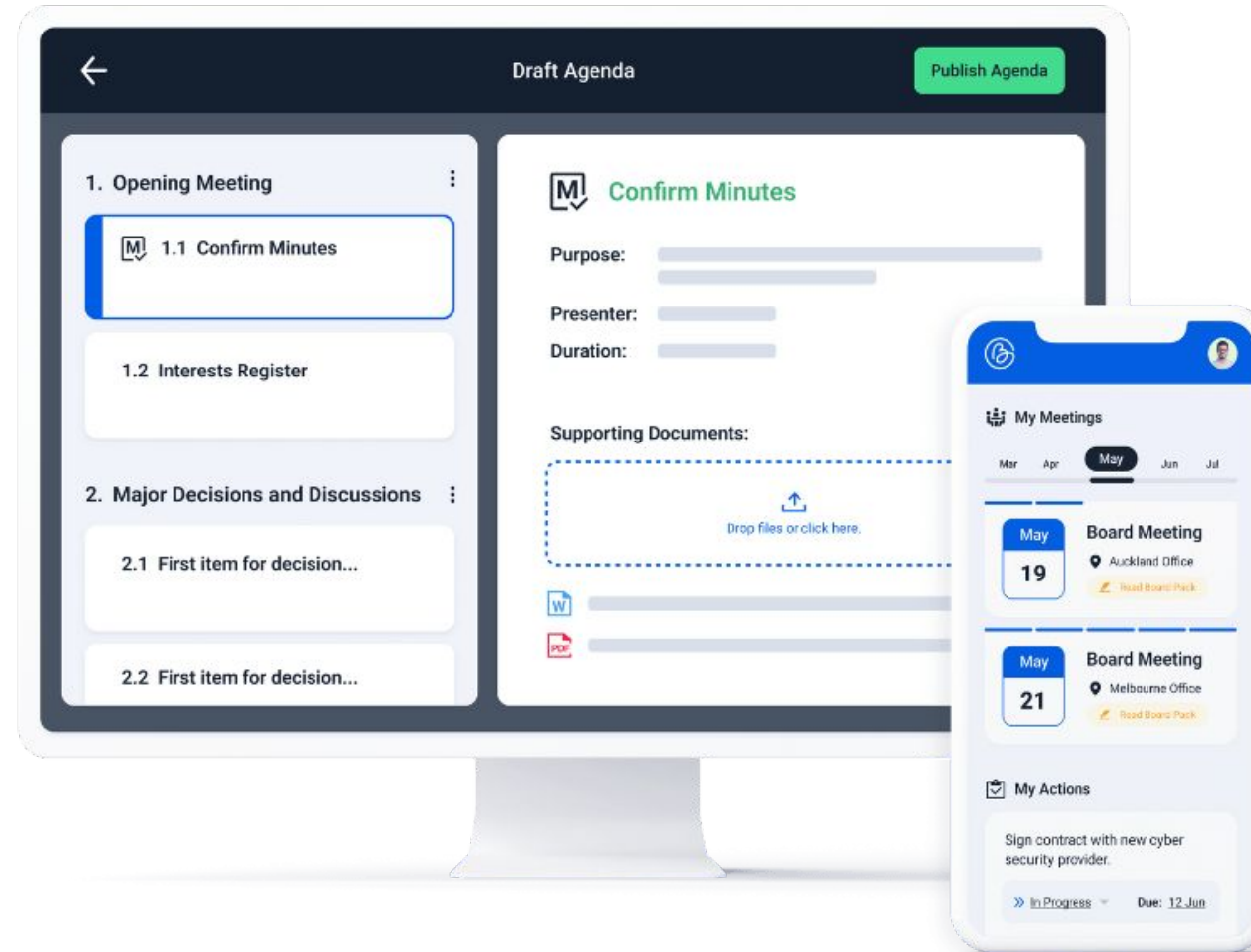
Webinar

The Governance Grey Zone: Strategy

With Special Guest Miranda V. Flury









**Making the fundamentals of
governance free and
easy to implement**



Governance Made Easy

Governance Resource Center

Explore free governance resources for growing your organisation and adopting good governance practises. From meeting minutes templates to CEO reporting templates, our comprehensive guides and templates will cover your governance and business essentials.

Content type



Topic



Persona



Search





**Slides, webinar video,
transcript and slides will be
sent to you. Sit back, relax and
enjoy the conversation**



**Miranda
V. Flury**

Founder - CEO
Hawkeye Strategies



Steven Bowman

Managing Director
Conscious Governance



Ben Stevens

Founder - CEO
Flipview



Agenda



Why talk about
Governance
Ambiguity?



Strategy as a
Governance Grey
Zone



Take-Aways





Why should we talk about ambiguity in governance?



Because no one wants to talk about it... 😊



Creates conflict and unproductive tension



Many governance challenges require judgement rather than compliance to regulation





Before we talk about the grey zone...

Context matters! Complexity in particular.

01

Internal complexity

02

External stakeholder
complexity

03

Economic and political
complexity



Disclaimer...!

Please note that the regulatory bodies overseeing your business may hold firm and evolving positions on some of the topics discussed today. Each director carries a fiduciary duty to comply with applicable regulatory requirements. Accordingly, directors are strongly encouraged to seek independent legal advice where necessary to ensure alignment with their obligations





Strategy and Performance

Examples of distinct roles

Topic	Board's Role	Management's Role
Strategic Plan	<ul style="list-style-type: none"> Participate in setting the strategic direction and longer-term goals Fully understand the risks associated with the proposed strategic plan Approve the strategic plan 	<ul style="list-style-type: none"> Participate in setting the strategic direction and longer-term goals Determine and explain the risks associated with the proposed strategic plan Develop and execute the operating plan to achieve strategy
Performance Monitoring	<ul style="list-style-type: none"> Approval of the performance metrics Oversight of business performance 	<ul style="list-style-type: none"> Create performance metrics Responsible for producing business results



Poll 1



How much is your board involved in the development of strategy?

01

Our board co-develops strategy with management by sitting on session(s) that help us craft ideas on the strategic goals for the business.

02

Our board co-develops strategy by having management produce a draft of the strategy, the board provides input, and management refines the strategic plan for approval by the board.

03

Management develops strategy; the board provides minimal input before it is approved.

04

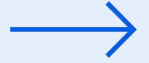
Our board does not approve strategy; this is done completely by management.

05

I am not sure.



Poll 2



Choose the question you are most interested in hearing about.

01

Is it appropriate to ask an operational question? If yes- describe when.

02

What level of detail on progress towards strategy should be reported to the board and how often?

03

What is a reasonable expectation of when the board will receive reports from management regarding deviations from the approved strategy including material changes to risk exposure? (Not a crisis)



Strategy and Performance

Example Principles:

01

Nose in, Fingers out:

Strategic questions are preferred; however, when it's necessary, 'trust but verify' with operational questions.

02

Strategic Foresight:

The board can explain how they will know when the strategy is off course (warning lights).

03

Risk Escalation:

Deviations from strategy creating significant risks to the business are reported within a week of transpiring.





Miranda V. Flury



www.linkedin.com/in/mirandavflury



**Steven
Bowman**



www.linkedin.com/in/stevenbowmangovernance



Ben Stevens



www.linkedin.com/in/ben-stevens-a172ba2



Thank you
