BoardPro™

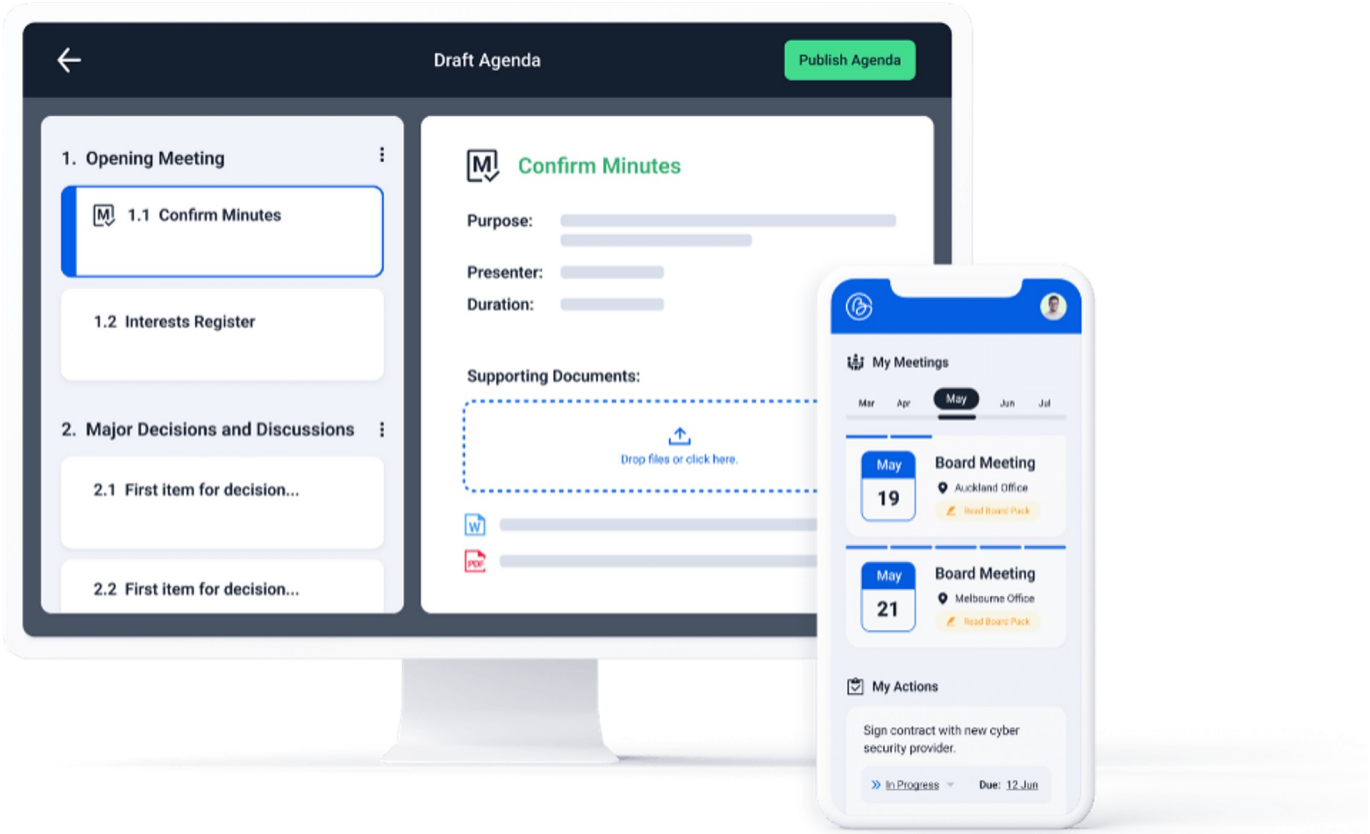
Webinar

What are the top governance challenges facing boards in 2026

What's really making you sweat?

echo360

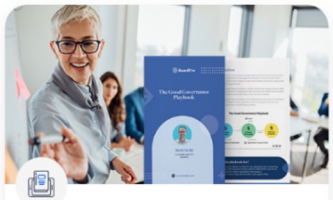
BoardPro™

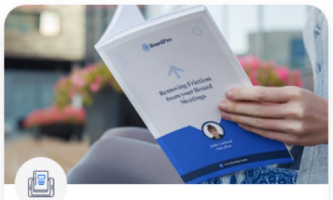

Draft Agenda
Publish Agenda
1. Opening Meeting
1.1 Confirm Minutes
1.2 Interests Register
2. Major Decisions and Discussions
2.1 First item for decision...
2.2 First item for decision...
Confirm Minutes
Purpose:
Presenter:
Duration:
Supporting Documents:
Drop files or click here.
My Meetings
Mar
Apr
May
Jun
Jul
May
19
Board Meeting
Auckland Office
May
21
Board Meeting
Melbourne Office
My Actions
Sign contract with new cyber security provider.
In Progress
Due: 12 Jun

Making the fundamentals of governance free and easy to implement

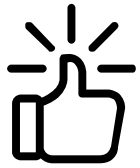
Explore free governance resources for growing your organisation and adopting good governance practises. From meeting minutes templates to CEO reporting templates, our comprehensive guides and templates will cover your governance and business essentials.

Content type | Topic | Persona | Search





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



Julie Garland McLellan

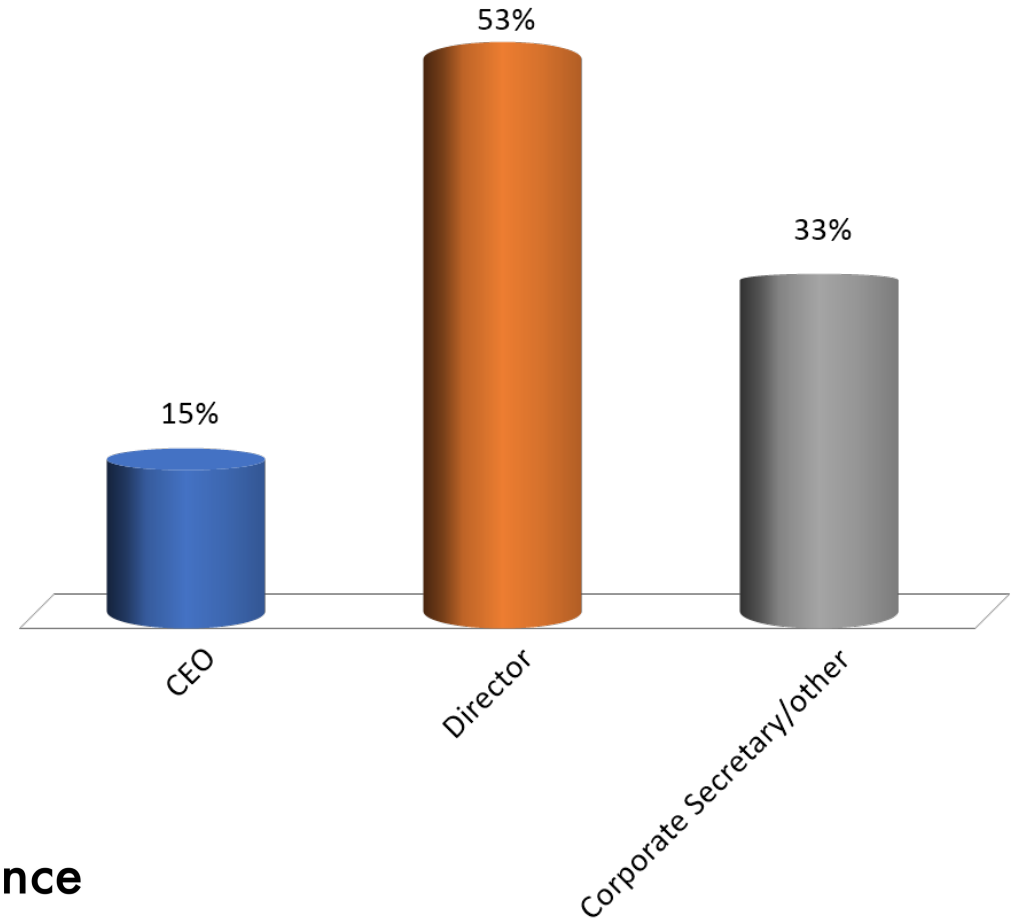
Managing Director
Directors Dilemma

Jeremy Foster

Chief Catalyst & founder
Peakbalance

What's your role?

A. CEO
B. Director
C. Corporate Secretary/other



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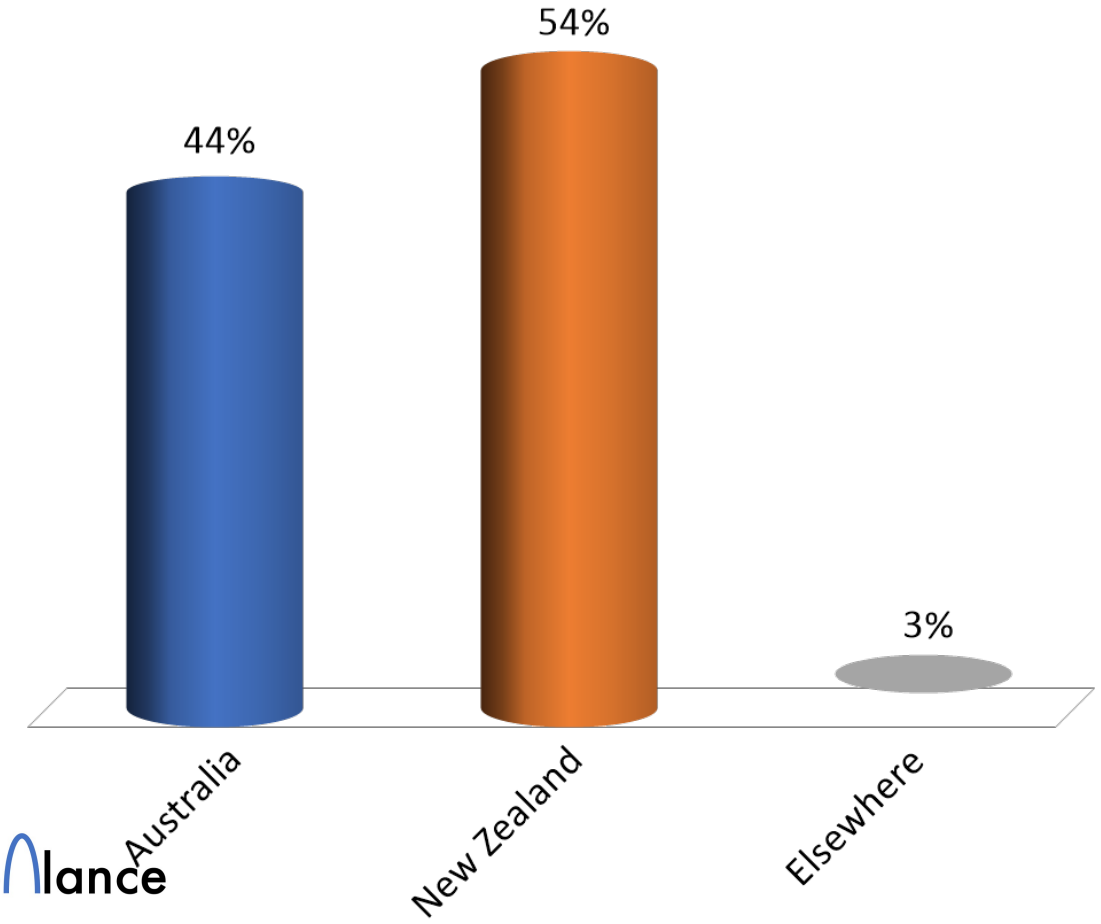
Where are you from?

A. Australia
B. New Zealand
C. Elsewhere



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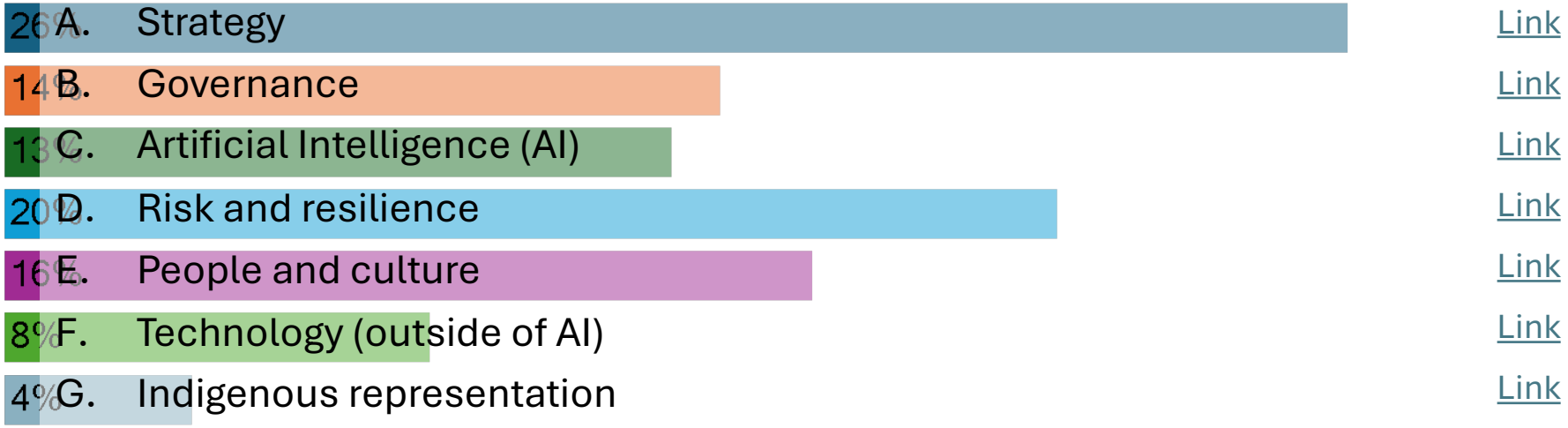
Board work is tough! Which of these classic areas are most challenging for us as board professionals?



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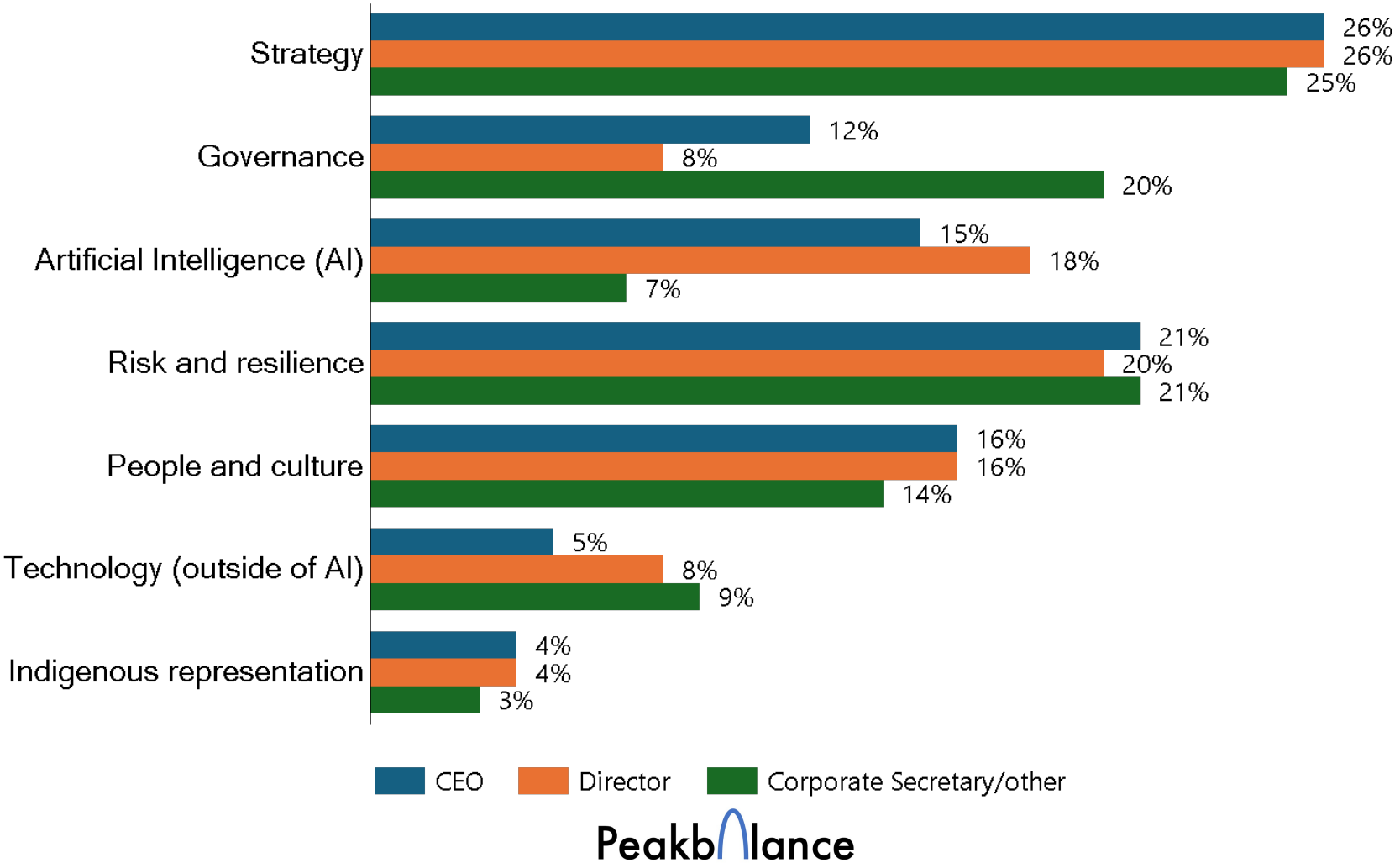
Board work is tough! Which of these classic areas are most challenging for us as board professionals?



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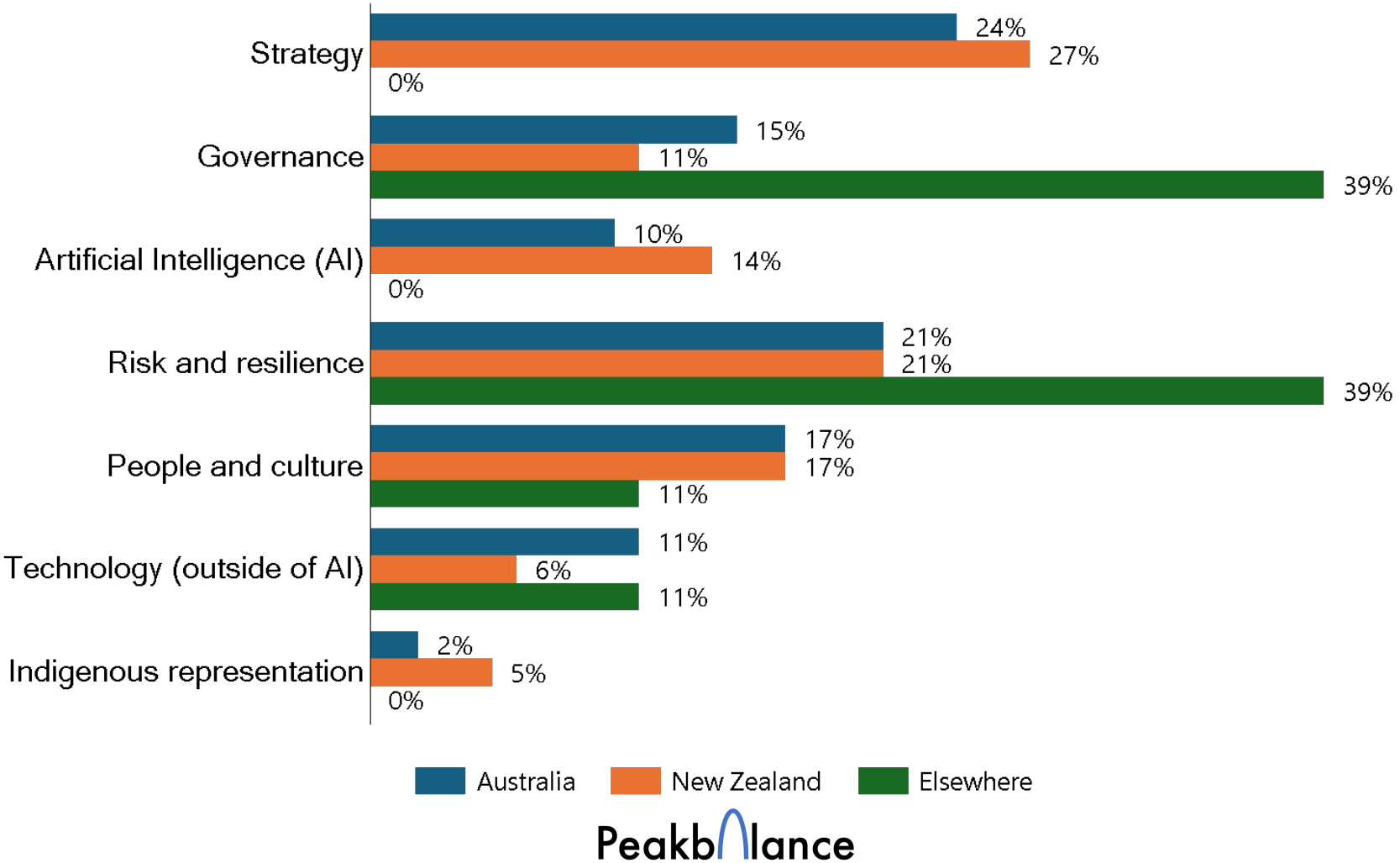

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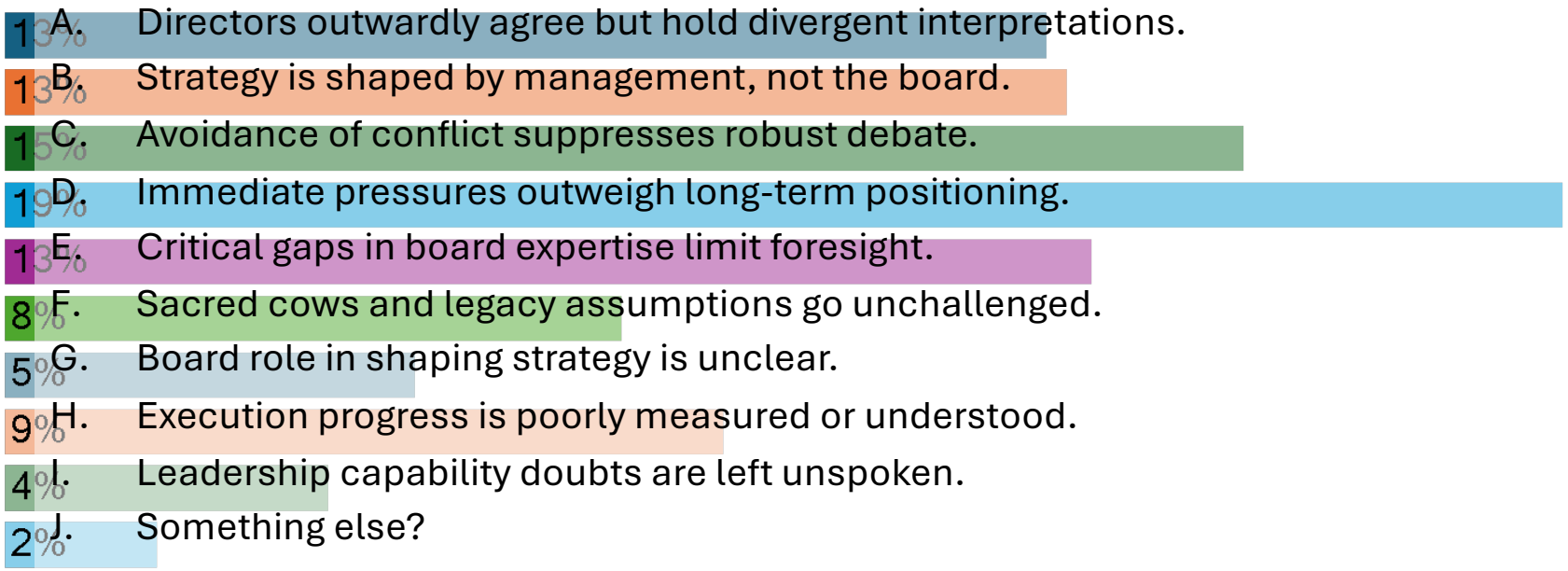
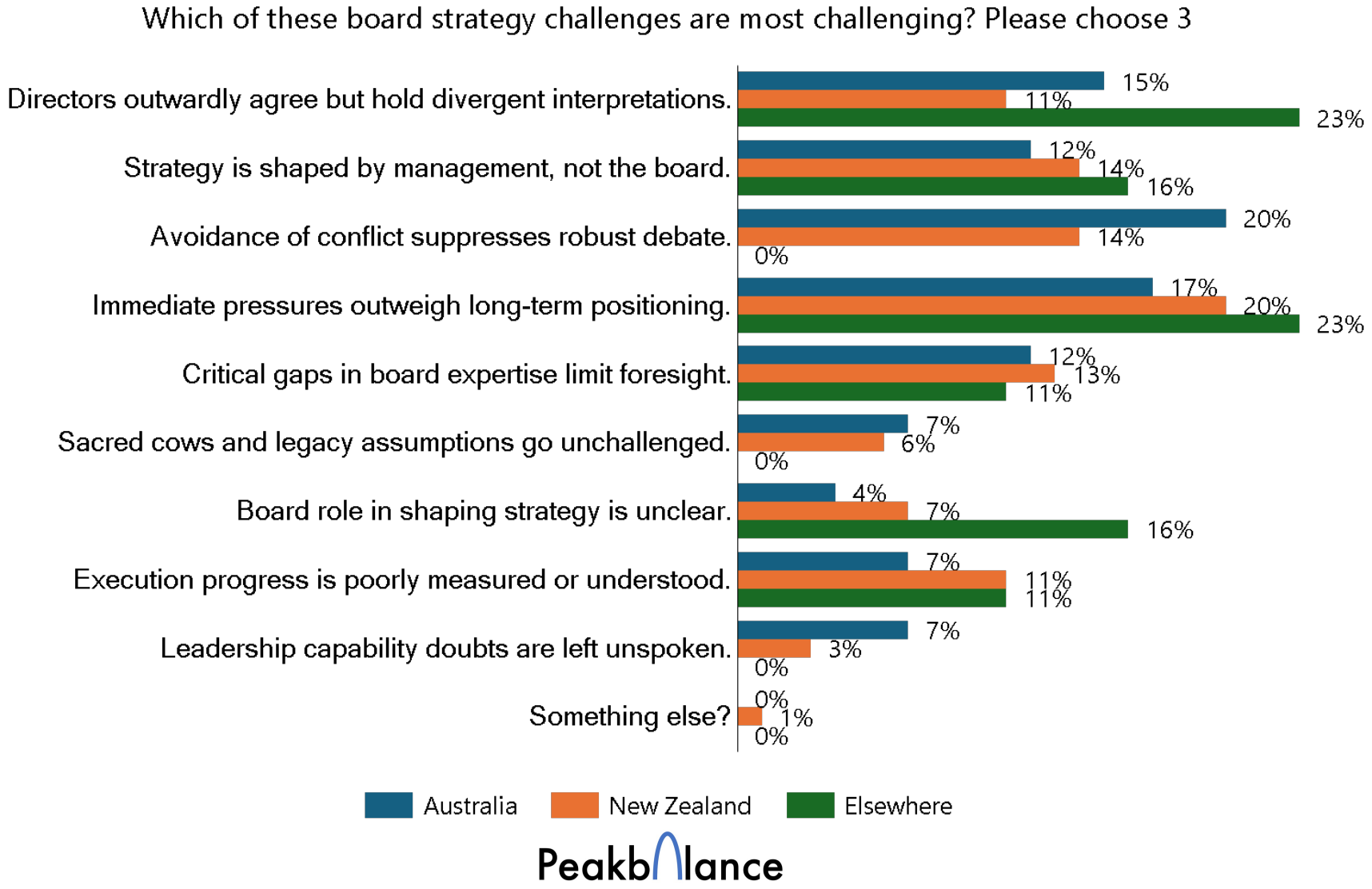
Which of these board strategy challenges are most challenging? Please choose 3



Peakbalance

Which of these board strategy challenges are most challenging? Please choose 3
Directors outwardly agree but hold divergent interpretations.
14%
11%
15%
Strategy is shaped by management, not the board.
9%
11%
16%
Avoidance of conflict suppresses robust debate.
21%
17%
10%
Immediate pressures outweigh long-term positioning.
19%
20%
18%
Critical gaps in board expertise limit foresight.
20%
11%
15%
Sacred cows and legacy assumptions go unchallenged.
3%
8%
7%
Board role in shaping strategy is unclear.
11%
4%
6%
Execution progress is poorly measured or understood.
3%
12%
7%
Leadership capability doubts are left unspoken.
0%
3%
7%
Something else?
0%
4%
0%
CEO
Director
Corporate Secretary/other
Peakbalance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7%
11%
11%
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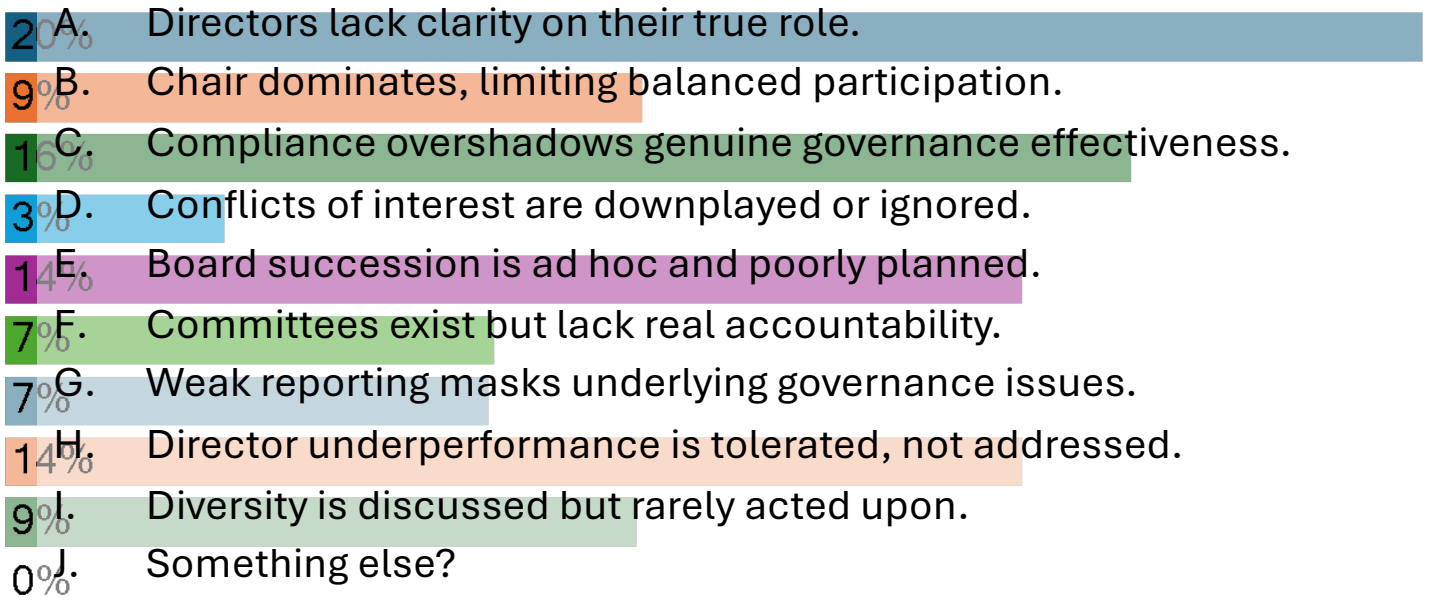
7%
3%
0%
Something else?
0%
1%
0%
Australia
New Zealand
Elsewhere
Peakbalance

Which of these board governance challenges are most challenging? Please choose 3



A. Directors lack clarity on their true role.
B. Chair dominates, limiting balanced participation.
C. Compliance overshadows genuine governance effectiveness.
D. Conflicts of interest are downplayed or ignored.
E. Board succession is ad hoc and poorly planned.
F. Committees exist but lack real accountability.
G. Weak reporting masks underlying governance issues.
H. Director underperformance is tolerated, not addressed.
I. Diversity is discussed but rarely acted upon.
J. Something else?

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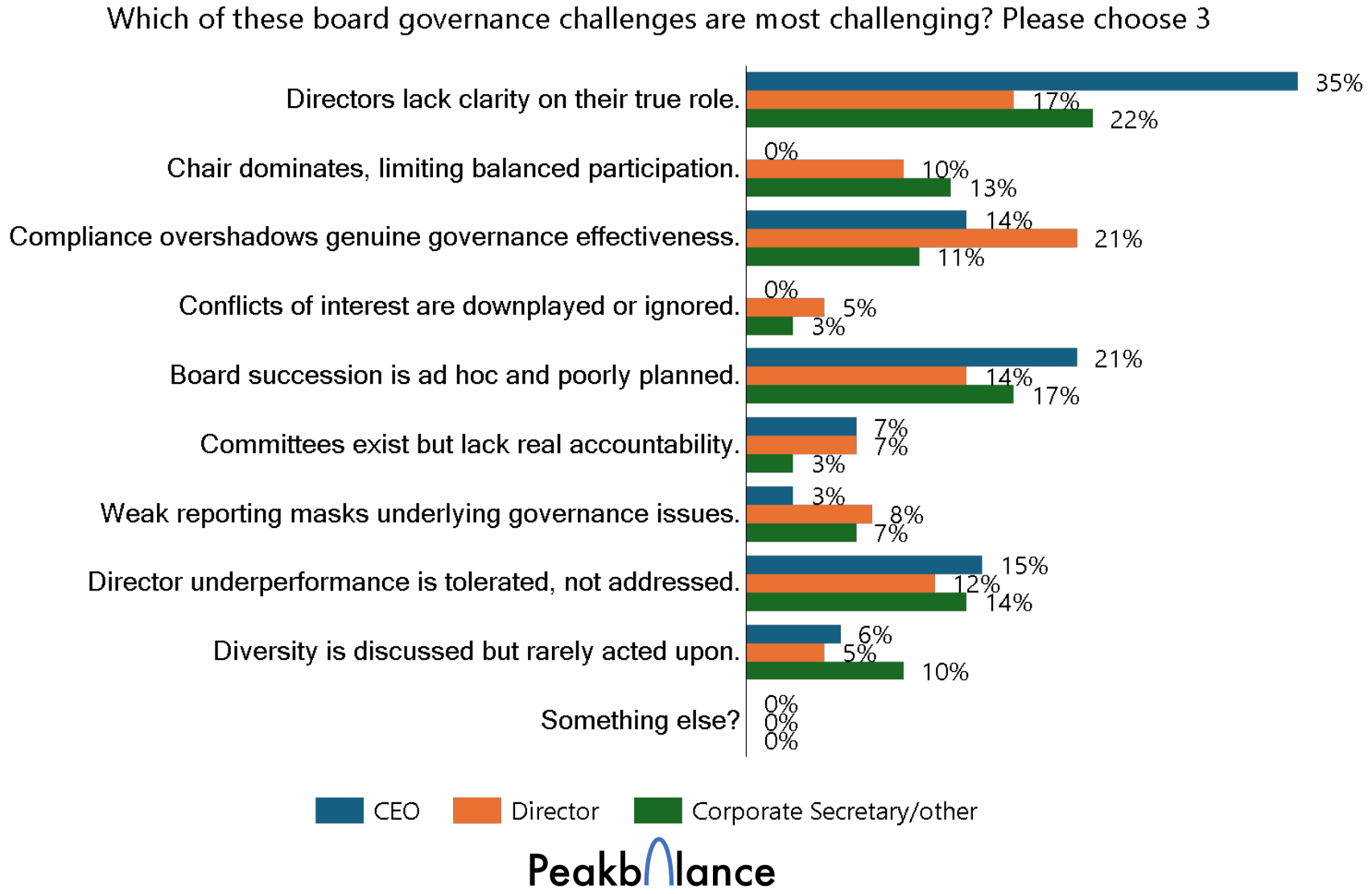
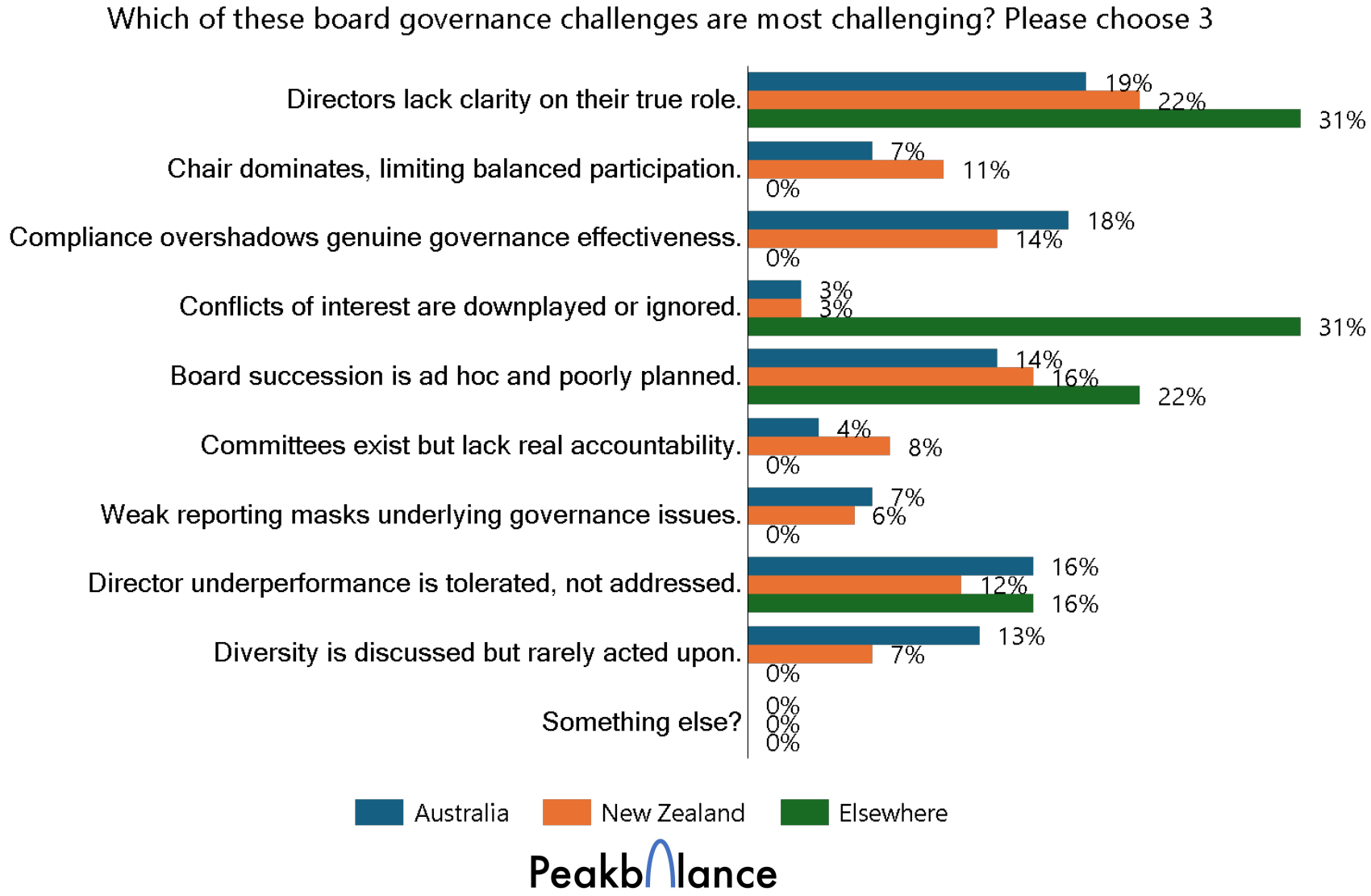
PeakBalance


Which of these board governance challenges are most challenging? Please choose 3
Directors lack clarity on their true role.
35%
17%
22%
Chair dominates, limiting balanced participation.
0%
10%
13%
Compliance overshadows genuine governance effectiveness.
14%
21%
11%
Conflicts of interest are downplayed or ignored.
0%
5%
3%
Board succession is ad hoc and poorly planned.
21%
14%
17%
Committees exist but lack real accountability.
7%
7%
3%
Weak reporting masks underlying governance issues.
3%
8%
7%
Director underperformance is tolerated, not addressed.
15%
12%
14%
Diversity is discussed but rarely acted upon.
6%
5%
10%
Something else?
0%
0%
0%
CEO
Director
Corporate Secretary/other
Peakbalance


Which of these board governance challenges are most challenging? Please choose 3
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19%
22%
31%
Chair dominates, limiting balanced participation.
7%
11%
0%
Compliance overshadows genuine governance effectiveness.
18%
14%
0%
Conflicts of interest are downplayed or ignored.
3%
3%
31%
Board succession is ad hoc and poorly planned.
14%
16%
22%
Committees exist but lack real accountability.
4%
8%
0%
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7%
6%
0%
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16%
12%
16%
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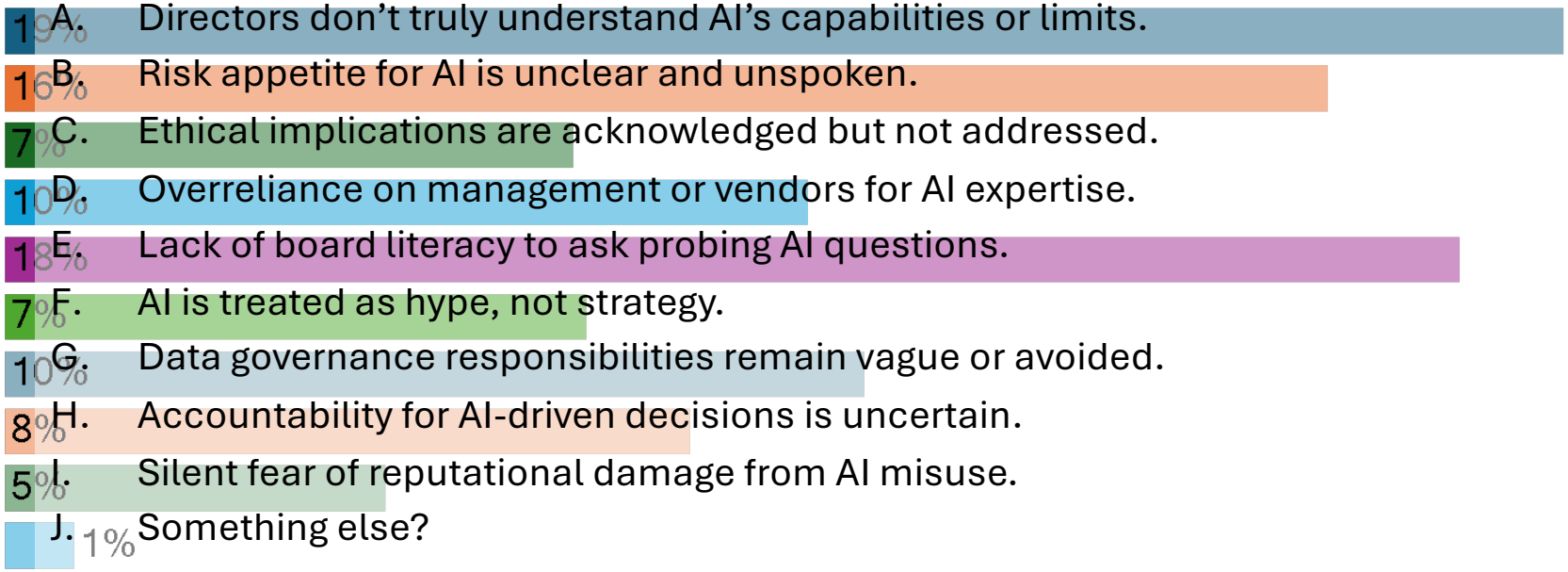
13%
7%
0%
Something else?
0%
0%
0%
Australia
New Zealand
Elsewhere
Peakbalance

Which of these board AI challenges are most challenging? Please choose 3



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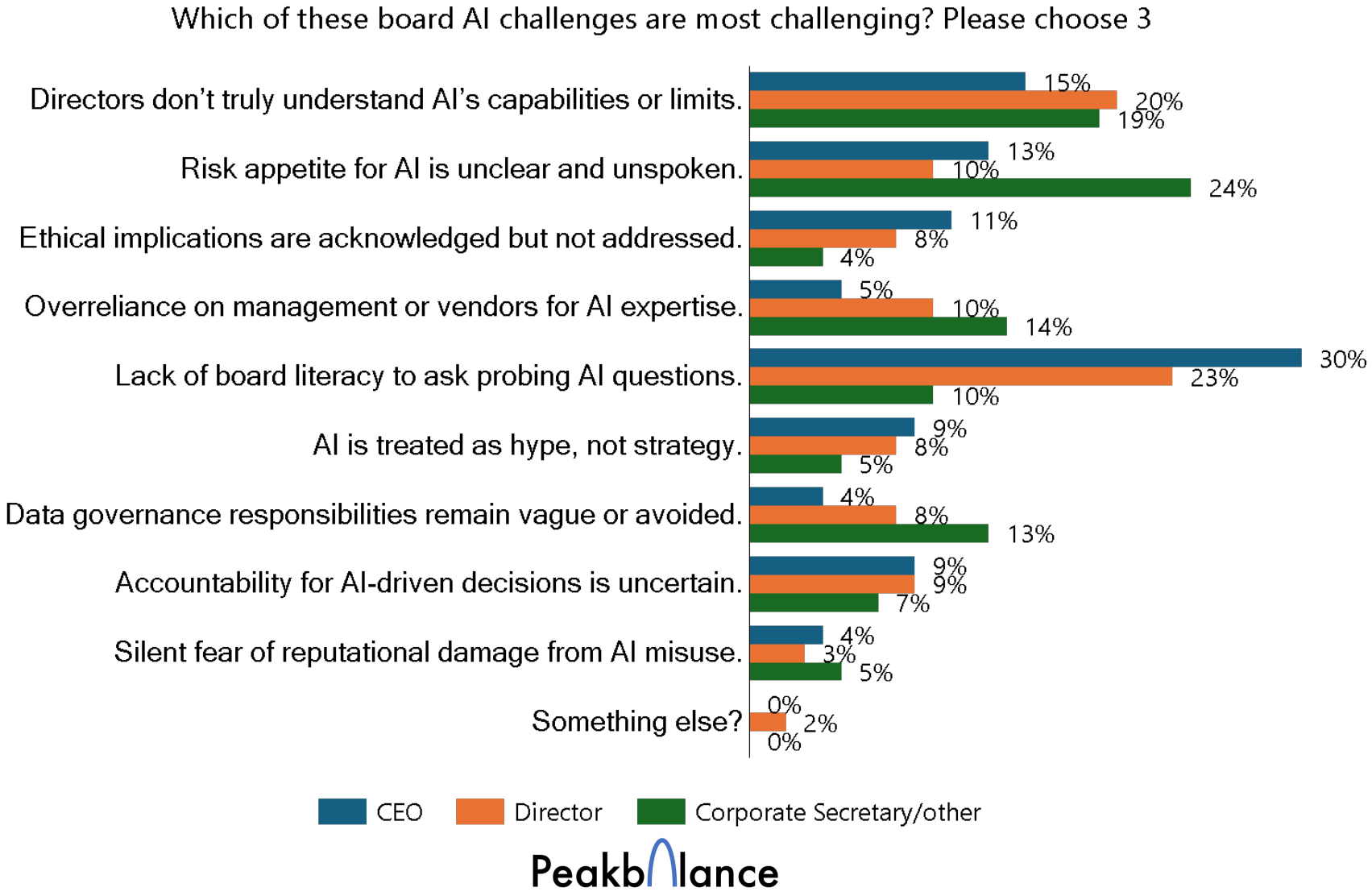
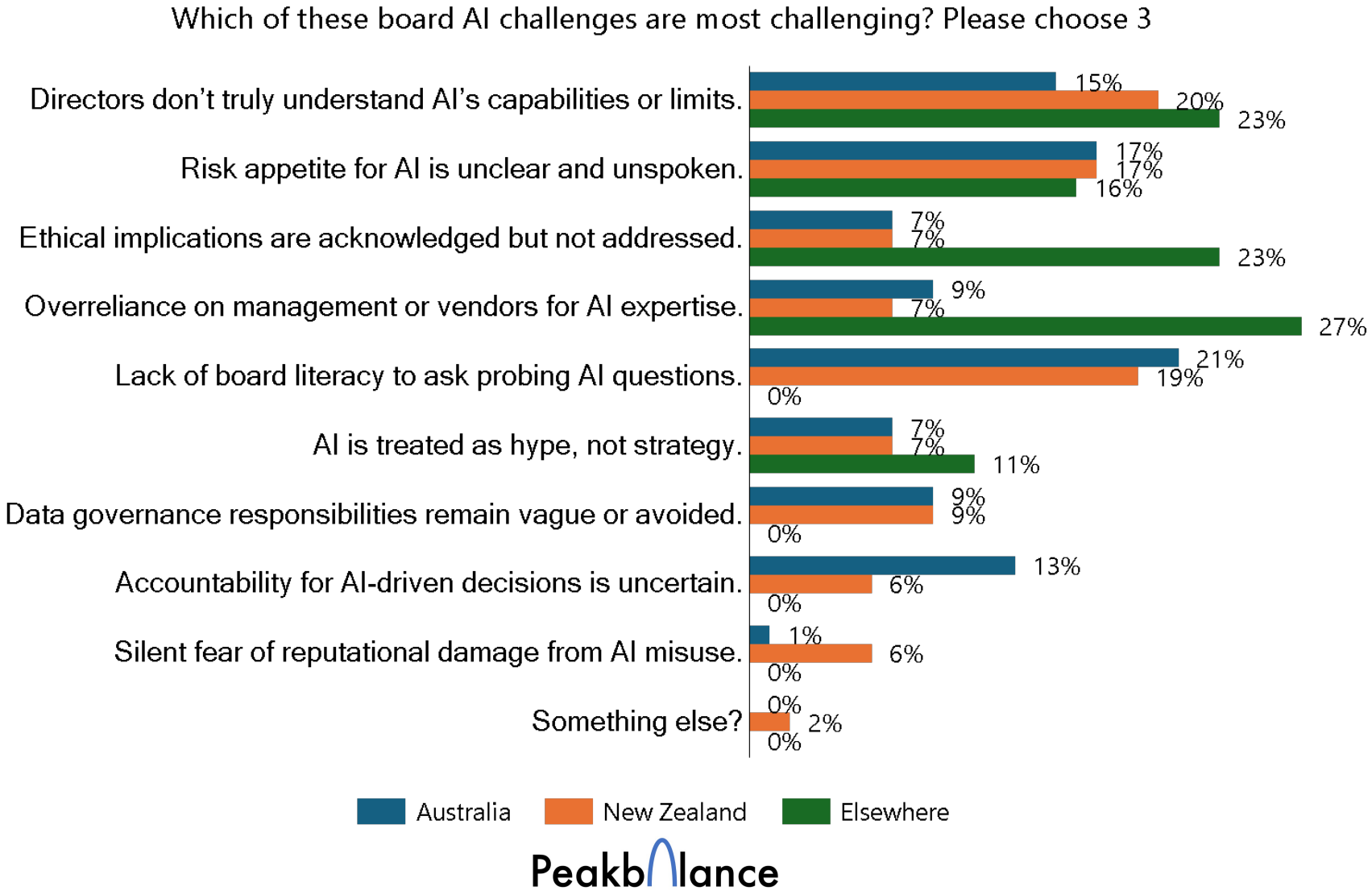

Which of these board AI challenges are most challenging? Please choose 3
Directors don't truly understand AI's capabilities or limits.
15%
20%
19%
Risk appetite for AI is unclear and unspoken.
13%
10%
24%
Ethical implications are acknowledged but not addressed.
11%
8%
4%
Overreliance on management or vendors for AI expertise.
5%
10%
14%
Lack of board literacy to ask probing AI questions.
30%
23%
10%
AI is treated as hype, not strategy.
9%
8%
5%
Data governance responsibilities remain vague or avoided.
4%
8%
13%
Accountability for AI-driven decisions is uncertain.
9%
9%
7%
Silent fear of reputational damage from AI misuse.
4%
3%
5%
Something else?
0%
2%
0%
CEO
Director
Corporate Secretary/other
Peakbalance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17%
17%
16%
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7%
7%
23%
Overreliance on management or vendors for AI expertise.
9%
7%
27%
Lack of board literacy to ask probing AI questions.
21%
19%
0%
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7%
7%
11%
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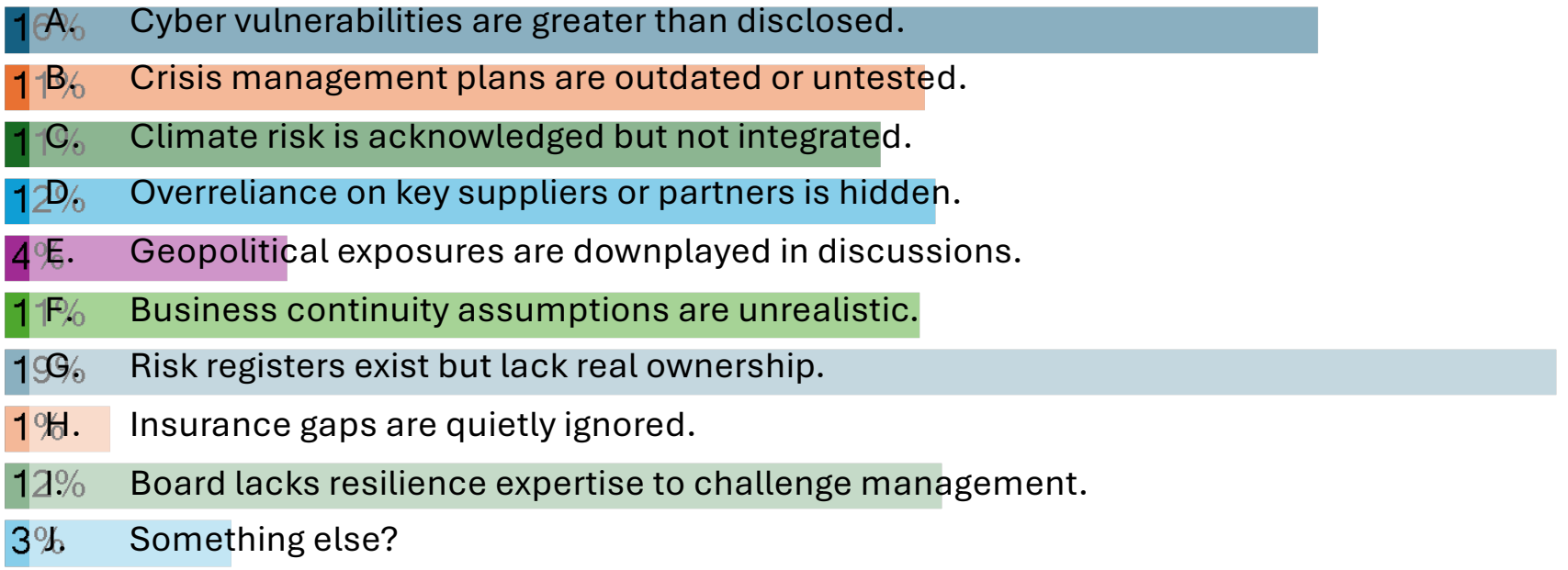
9%
9%
0%
Accountability for AI-driven decisions is uncertain.
13%
6%
0%
Silent fear of reputational damage from AI misuse.
1%
6%
0%
Something else?
0%
2%
0%
Australia
New Zealand
Elsewhere
Peakbalance

Which of these board risk and resilience challenges are most challenging? Please choose 3



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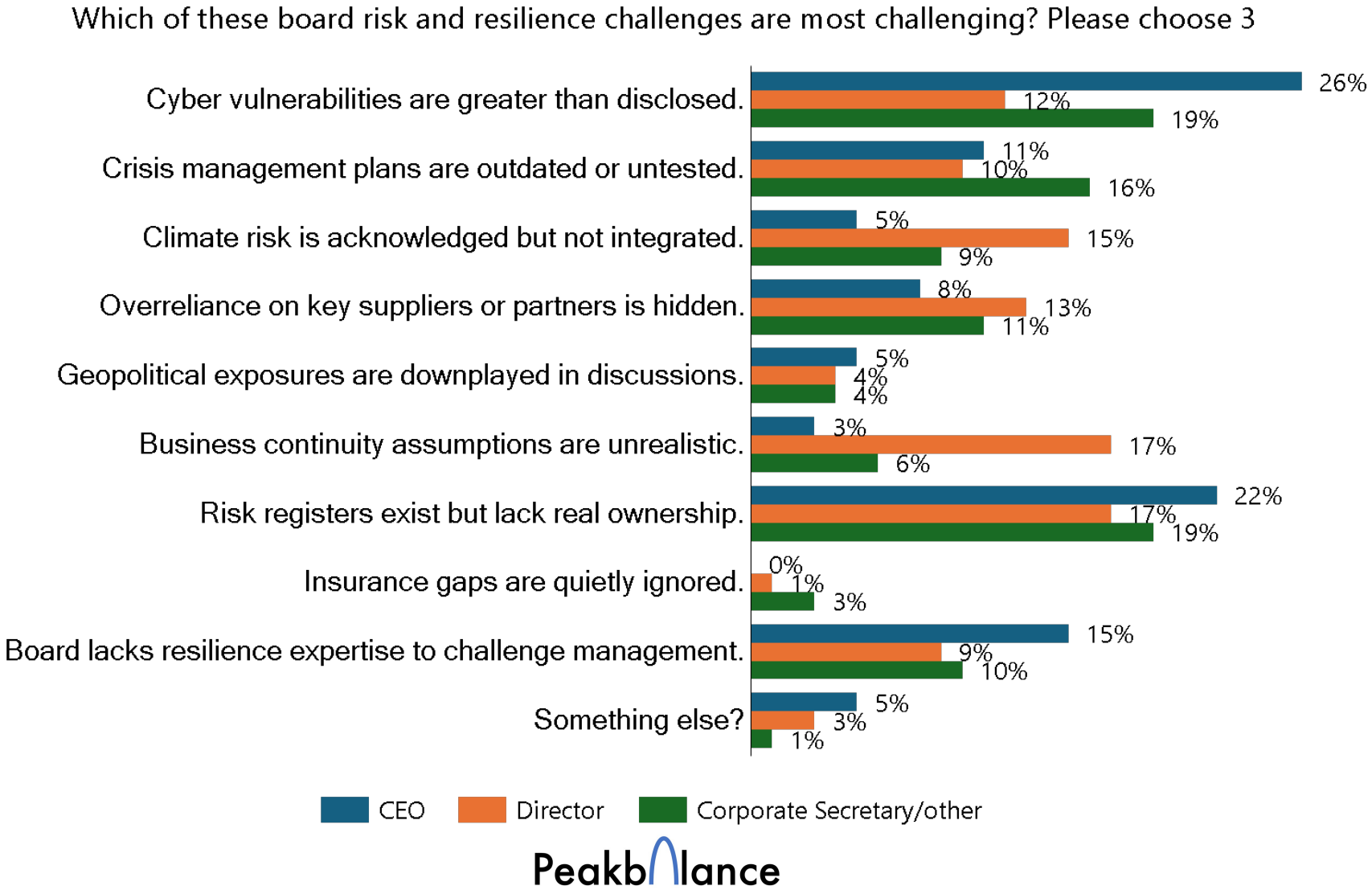
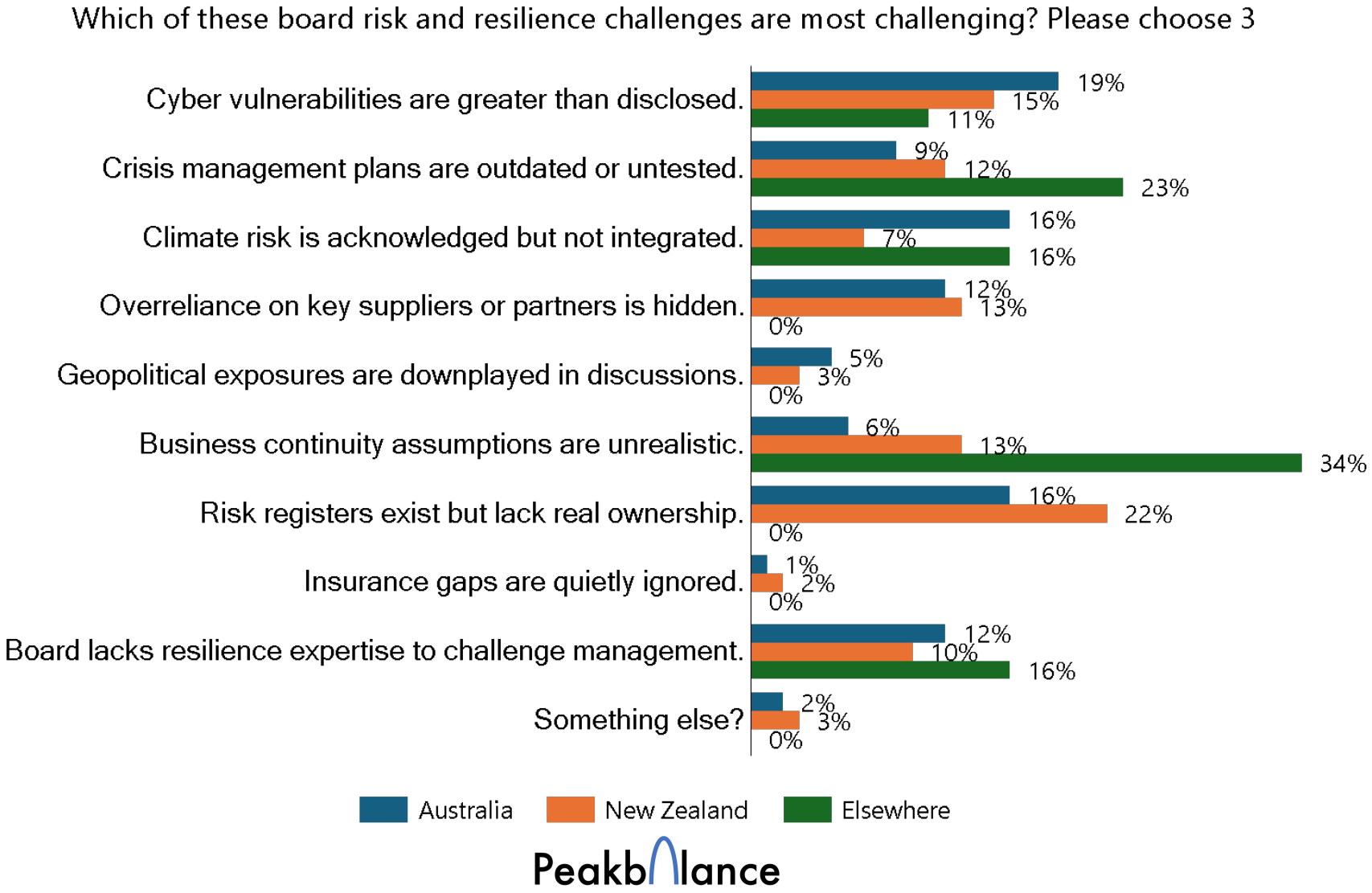

Which of these board risk and resilience challenges are most challenging? Please choose 3
Cyber vulnerabilities are greater than disclosed.
26%
12%
19%
Crisis management plans are outdated or untested.
11%
10%
16%
Climate risk is acknowledged but not integrated.
5%
15%
9%
Overreliance on key suppliers or partners is hidden.
8%
13%
11%
Geopolitical exposures are downplayed in discussions.
5%
4%
4%
Business continuity assumptions are unrealistic.
3%
17%
6%
Risk registers exist but lack real ownership.
22%
17%
19%
Insurance gaps are quietly ignored.
0%
1%
3%
Board lacks resilience expertise to challenge management.
15%
9%
10%
Something else?
5%
3%
1%
CEO
Director
Corporate Secretary/other
Peakbalance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9%
12%
23%
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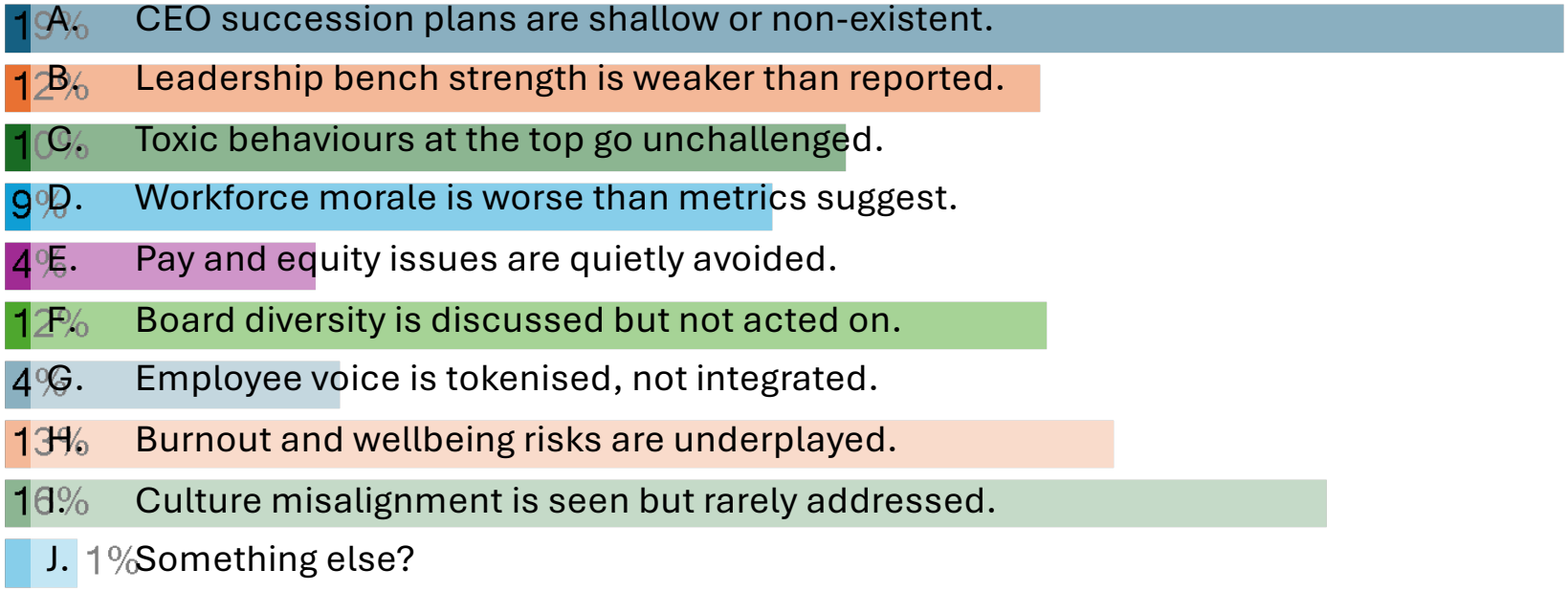
16%
7%
16%
Overreliance on key suppliers or partners is hidden.
12%
13%
0%
Geopolitical exposures are downplayed in discussions.
5%
3%
0%
Business continuity assumptions are unrealistic.
6%
13%
34%
Risk registers exist but lack real ownership.
16%
22%
0%
Insurance gaps are quietly ignored.
1%
2%
0%
Board lacks resilience expertise to challenge management.
12%
10%
16%
Something else?
2%
3%
0%
Australia
New Zealand
Elsewhere
Peakbalance

Which of these board people and culture challenges are most challenging? Please choose 3



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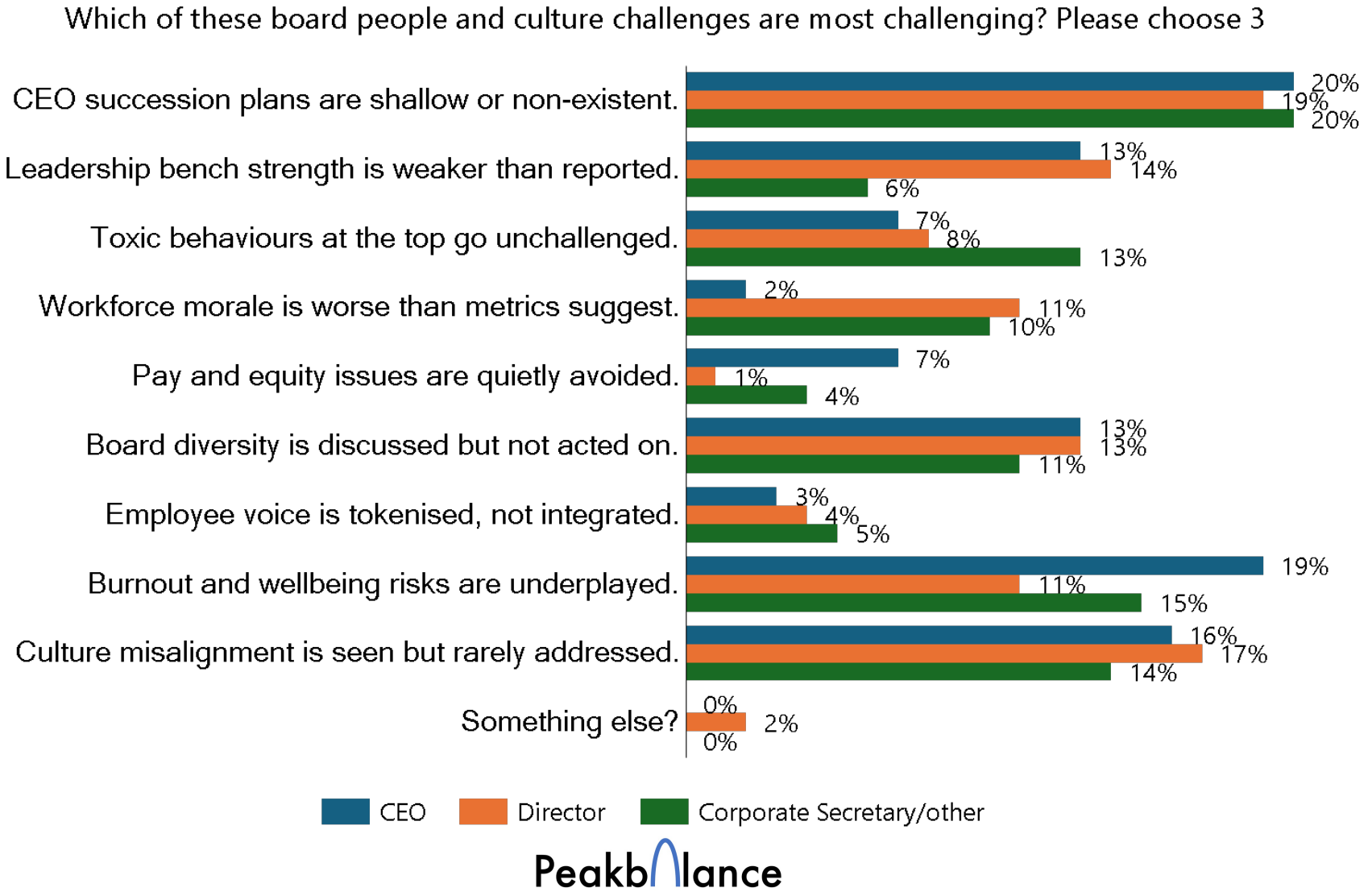

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Which of these board people and culture challenges are most challenging? Please choose 3
CEO succession plans are shallow or non-existent.
18%
19%
23%
Leadership bench strength is weaker than reported.
10%
14%
0%
Toxic behaviours at the top go unchallenged.
8%
10%
0%
Workforce morale is worse than metrics suggest.
6%
9%
0%
Pay and equity issues are quietly avoided.
4%
4%
0%
Board diversity is discussed but not acted on.
12%
11%
27%
Employee voice is tokenised, not integrated.
7%
2%
16%
Burnout and wellbeing risks are underplayed.
20%
12%
0%
Culture misalignment is seen but rarely addressed.
15%
17%
34%
Something else?
0%
2%
0%
Australia
New Zealand
Elsewhere
Peakbalance

Which of these board technology (outside of AI) are most challenging? Please choose 3

0% A. Legacy systems are a bigger drag than admitted.
0% B. Digital transformation fatigue is quietly pervasive.
0% C. Cybersecurity risks exceed the board's understanding.
0% D. IT spend is high but poorly linked to value.
0% E. Tech debt is accumulating faster than disclosed.
0% F. Vendor lock-in limits true strategic options.
0% G. Directors lack digital literacy to probe deeply.
0% H. Innovation rhetoric outpaces actual delivery capacity.
0% I. Integration challenges are underplayed after acquisitions.
0% J. Something else?

Response Counter

Peakbalance

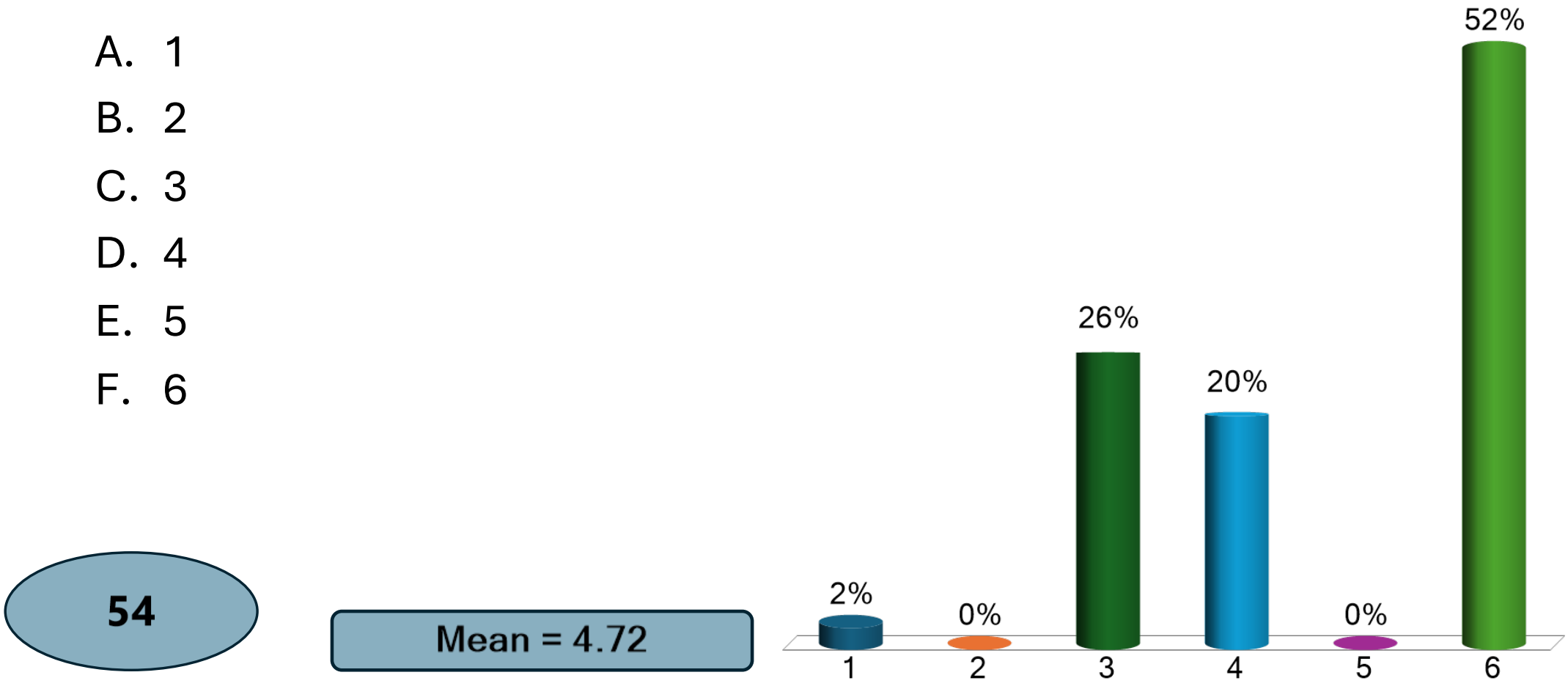
Which of these board indigenous representation challenges are most challenging? Please choose 3

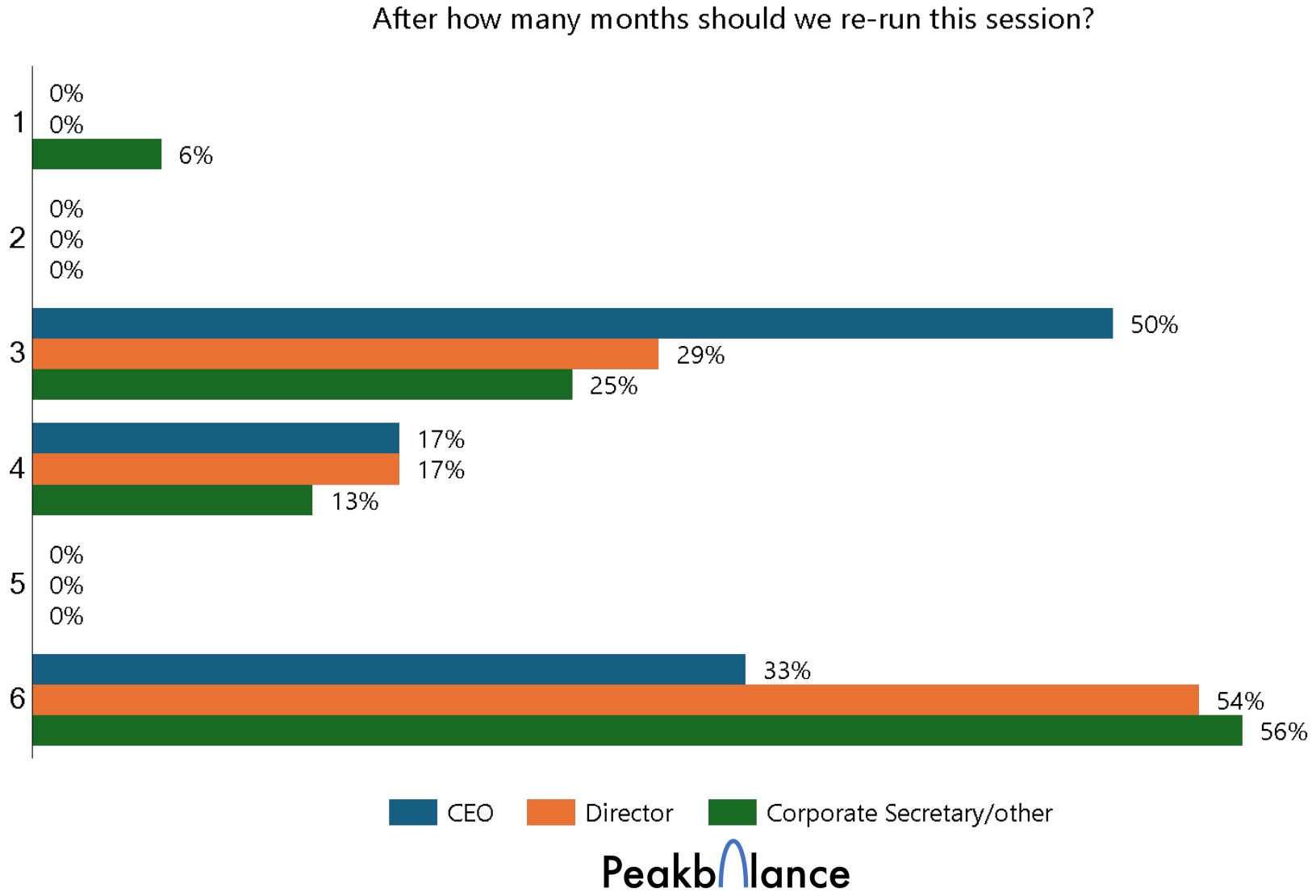
0% A. Indigenous engagement treated as symbolic, not substantive.
0% B. Board lacks Indigenous voices at the table.
0% C. Cultural values acknowledged but not embedded in strategy.
0% D. Decisions made without genuine community consultation.
0% E. Indigenous knowledge undervalued against “Western” expertise.
0% F. Obligations to Treaty/land rights are minimized or ignored.
0% G. Diversity targets ticked without structural inclusion.
0% H. Tension between commercial imperatives and cultural respect.
0% I. Fear of making mistakes leads to inaction.
0% J. Something else?

Response Counter

After how many months should we re-run this session?

A. 1
B. 2
C. 3
D. 4
E. 5
F. 6





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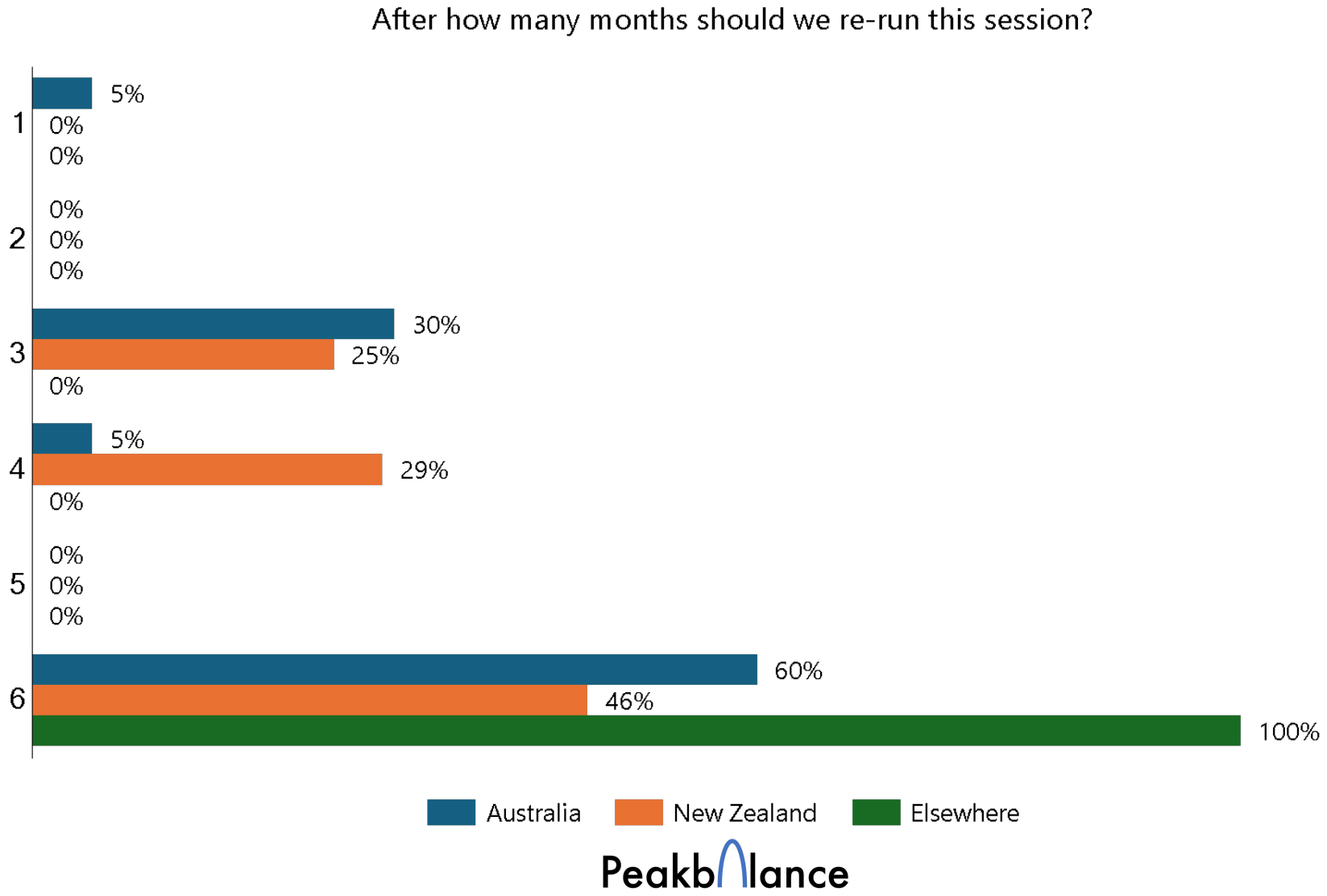
After how many months should we re-run this session?
1
5%
0%
0%
2
0%
0%
0%
3
30%
25%
0%
4
5%
29%
0%
5
0%
0%
0%
6
60%
46%
100%
Australia
New Zealand
Elsewhere
Peakballance

Summary

- Board Work is Hard
- Successful, decisions demand clarity and ownership
- The HiPPO + Group Wisdom = A wiser HiPPO

Which PESTLE elements will actually help / hinder us?

What should I not touch?

How do we park unworkable initiatives (and keep everyone enthusiastic)?

Which products will never fly?

Where is the Blue Ocean?

How to speak more candidly to each other?

Where will we really fail?

Where is the most impactful use of my time, talent and capital?

Is it time to stop investing in this asset?

Which competitor offering is the most dangerous?

What leadership attributes do we really need to develop?

Why are our customers choosing us?

How quickly will this investment pay off?

Peakbalance

Julie Garland McLellan

www.linkedin.com/in/**juliegarlandmclellan**

Jeremy Foster

www.linkedin.com/in/**jeremyfoster**

Thankyou