

Webinar Transcript

Board code of conduct and managing difficult board members

Welcome, everyone. Thank you for joining us today. Welcome to our webinar today, titled Board Code of Conduct, Managing Difficult Board Members. We have Julie Garland McClellan, Catherine Rouge, and Fiona McKenzie with us today joining the discussion. So welcome to you all. My name is Sean McDonald, and I shall be your moderator for the next forty five odd minutes.

Firstly, as always, thank you so much for attending today. We always appreciate the effort you make to be here for our live events. We know time is precious.

During this session, if you have any questions, please use the, or try and use the q and a button on your toolbar.

It should be on the bottom of your screen. We'll be answering these during the session, and we'll try and get through as many of the questions as we have time for. And finally, if you stay through till the end, which, of of course, we hope you will do and as is very customary for our webinars, we have a special treat for you. By answering our very short one minute survey at the end of the webinar, you'll go into the draw to win one of our beautiful gift hampers worth over four hundred dollars.

Now for those not too familiar with BoardPro, we are a board software provider, sometimes called a board portal, and we serve just over thirty thousand users across the globe in around about thirty four different countries. I don't think we're in Guatemala yet, Mariano.

So we enable organizations to prepare for and run their board meetings more efficiently and effectively with less time and deliver more impact and value for the organization.

And as much as we are a board software provider or a board portal, part of our wider mission here at BoardPro is to make the fundamentals of governance free and easy to implement for all organizations, but especially those organizations with resource constraints. And one of the many ways we do this is by providing free access to hundreds of business templates, guides, and resources, which you'll find, funnily enough, in the resources section of our website.

And these webinars also that we host are a great way of accessing really good governance knowledge without the time commitment and cost associated with, in person events.

So for the next forty odd minutes, just relax, listen, and try to add to the discussion by asking as many questions as you would like using the, q and a button.

A full recording of the webinar along with the slide deck and the transcript will be sent to you twenty four hours after our session today, and it'll also be available on our website at the same time period.

So let me hand over to the team to introduce themselves starting with you, Julie.

Okay. Hi. I'm Julie Garland McClellan. I'm a professional company director and also an adviser to boards, and I am probably known to a few of you because I produce the director's dilemma newsletter, which is practical case study based learning for people that really want to learn but don't want to suffer while they're doing it. Over to you, Catherine.

Catherine Ruge.

Hi, everyone. I'm Catherine Ruge joining you from Christchurch, New Zealand, where it is the fiftieth anniversary of Maori Language Week this week.

Very good. I've got a diverse professional background encompassing aviation operations, strategic comm, culture, and behavior change. These days, I work independently as a consultant and facilitator, helping people work with people and managing the human dynamics that shape performance.

That's me.

Fiona, over to you.

Lucky to ask.

Thank you. Good morning, everybody. It's morning here. I'm dialing in from a beautiful, crisp spring morning in Sydney.

I'm here because I'm a negotiation and conflict specialist, and codes of conduct are all about preventing and managing poor behavior and interpersonal conflict.

I've got a background in management consulting, but I've spent the last decade or so helping leaders and teams drive alignment using negotiation and conflict skills. So I spend my time training people to negotiate, helping leaders, navigate conflict and speaking at conferences on those things. So don't underestimate how important conflict and negotiation skills are for chairs, for directors, for any leaders. They're absolutely critical. I'm happy to be here today.

Over to you, Julie.

Wonderful. And for those of you that are interested, Fiona did a webinar, which I really enjoyed, and I'm sure you can find it on the BoardPro website if you go look for it.

Very, very interesting webinar.

However, you're here for another, I hope, very interesting webinar. Please type your questions in the chat. I love it when I know that you want to know something rather than I'm just standing here staring at the white light because that's what my presentation skills coach says I should stare at. It's much more fun if I know there's real people out there who are interested.

And In the in the q and a, not the chat, Julie.

In the q and a.

Yeah. It just enables us to keep a track of them all as they're coming through.

It does. And Sonia, thank you so much. I'm so glad you like the newsletter.

It's that's why I write it. So the first thing that I would like to highlight is that with board behavior, you need to get out on the front foot. If you look back over the last sixty years of professional heavyweight boxing, as I do, you'll see there's only one boxer who boxed off the back foot who's ever become heavyweight champion, and that was Frank Bruno, and Frank was just so big and so tough that he could get away with it. Everybody else had to get on the front foot. And if you get on the front foot, you can actually prevent problems before they occur, which is a much better way to approach things.

Might not be so good for Fiona's livelihood, but it's a good thing to do. So the things I always ask people to do is have a look around when you're thinking about your board and the behavior.

Do you actually have a good board? Is it the sort of board that a good director would aspire to join, or is it a bit of a shambles?

Because fix yourself first and then you will attract good people.

Second thing is have a look at your code of conduct, and if you can't find it, there's an issue already, isn't there?

Make sure that you have a code of conduct, that it covers the sorts of behaviors you want to cover, not just the things that your lawyers would put in so that, you've covered off on the hot topics of the day that are leading to court cases.

I really love to see boards that when they invite somebody to join, have a standard letter of invitation that actually says if you consent to nominate for our board we will expect you to abide with our code of conduct, our policies, our processes, our procedures.

And when you've made your choice or had your election, again, asking the, the candidate instead of just giving them that consent to act form, which just says I, name of address, consent to be a director of company.

Gee. Well, that's really exciting. Actually, give them something that talks about, yes, have that information in so that that's legally bind binding, but also a commitment that I consent to be a

director and I consent or commit to comply with the policies and the code of conduct. It's unenforceable, but human behavior being what it is, if you set the rules and people say they will comply, they're much more likely to comply.

And then the fifth thing is as a chair, so much of this comes down to the chair. So a chair who will act on the first transgression because that's usually the tiny one. Catherine, your thoughts?

Just thinking what a great checklist that is already. I mean, if people, left the webinar now because they had another meeting to go, they'd get a lot of value just from just from that list.

Just with the code of conduct, I was just reflecting on how many, boards I've been on that don't have their own code of conduct, but it's borrowed from from perhaps the organization that they're governing. And, yeah, just a great reminder that that boards do need do need their own behavior code, because they have a different job to do.

Yeah. And the important so many of the codes of conduct that I see actually say everyone who's employed by the company, and they don't mention all the directors as well. So just making it inclusive.

Fiona, any remarks?

Yeah. Thanks, Julie. I agree. It's a really great list. I kind of think about a code of conduct a bit like that thing that's in the back of the seat in front of you on an airplane, and the demonstration.

You don't want them doing that demonstration when the plane's hurtling to the ground. You actually wanna have some muscle memory for those things that you've heard time and time again so it's sunk in. You wanna be setting those norms when things are calm, not when you're in the middle of some sort of crisis.

It's easier to agree on the rules when no one's feeling targeted, I guess, is what I'm saying. But I particularly like that last point about the chair acting on the first transgression. You don't want people pleasers in the role. Just this morning, I've put an article on LinkedIn. If you connected to me about don't be a people pleaser, you've actually gotta step up, and you need chairs that can embrace that discomfort and call out the behavior. Otherwise, things spiral, and a little transgression can grow legs and become a standard practice.

So stop things before they escalate.

Yep. Sean's gonna read us two lovely questions.

I am. And the first one is actually asked for the panel members to give their three top tips for strategies for difficult conversations.

So in the, in the, absence of time, I think I'll just hand that over to you, Fiona. So could could you provide three top tips and strategies for difficult conversations managing conflict.

Some advice that can be applied in the workplace.

The very first BoardPro webinar that I ran was about difficult conversations, so I'd actually refer you to that. It was last year sometime.

My top three tips are always prepare, just like a difficult conversation is a form of negotiation, and negotiations are won and lost in the prep.

Look at your contribution to the conflict. It's always important. It's easy to see what the other person is doing wrong.

And look for the good.

Sometimes somebody on a board who's misbehaving is because they feel like they actually can't communicate their point properly. So it's not about bad behaviour. It's about a frustration.

So good chairs can actually draw that out. And the third thing is actually prepare yourself for that conversation. You don't wanna be entering into a difficult conversation when your emotions are heightened. You, I mean, I teach a lot of strategies to keep yourself calm and work through difficult things. And so there are lots of different ways to do that, and I would encourage people to find their own their own version of, swimmers who listen to, you know, their their fight song as they come onto the pool deck, something that works for you to calm yourself down so that you can deliver that information that you've carefully planned and look for what really matters to the other person and what they're, frustrated with.

Thanks, Fiona. Another question coming in here. What happens if the chair is the one with poor behavior?

Julie.

Well, first of all, read your constitution. I know you think it's boring to read a constitution, but your constitution will tell you whether your chair is directly appointed or elected or whether they are chosen by the directors from amongst the number, and knowing legally where you stand is a really good idea when you go into any difficult conversation, and telling someone that you're not happy with their behavior is never an easy conversation.

So really make sure you know where you stand. The second one is do not retaliate to the chair in an open forum.

Surfacing a hostility, in a place where there's an audience is not a good idea.

I would be more inclined to have a quiet conversation with the chair and ask them what's driving their apparent frustration with the way the board is behaving. What are they trying to achieve? Is there any way you can help them to achieve it? Because probably at the early stages, it's aligned to getting the company to do what the company needs to do. And I meet a lot of chairs

who get very frustrated when they can't move the board to do what they know needs doing or what they believe needs doing, and then the behavior escalates. So again, act as soon as you start to see indications.

Don't wait until you've got six months data. Actually have the conversation I could see at last meeting that you appeared to be getting frustrated was I right? How can I help? What are you trying? Because showing your frustration does not ever help to resolve it. But actually use some empathy.

Makes sense?

Thanks, Julie.

Okay. And a gentle nudge from the person in charge of advancing the slides. Be careful who you let onto your board. There's a really horrific but very good documentary called the last flight about, Carlos Ghosn, who was the global chair of Nissan and they went through and talked to people who had promoted him, who had put him on boards, who had chosen him to chair those boards and they asked them did you like him?

Oh, no. I wouldn't say I liked him. Did you trust him? Oh, I knew he'd make a profit.

If you don't like or trust somebody, do not let them on your board and don't believe everything you read on LinkedIn, unless, of course, Fiona's just posted it, in which case it must be gospel, but but always check references, because you want to know how that person is going to perform on your board. You don't want to know they were here from this day to that day. This was the title. That was how much they were paid.

It's like, yeah, thanks. I can I can find that out with a simple database check? What I want to know is what were they like as a colleague? What are they like as a subordinate?

What are they like as a boss? What are they like under pressure? What are they like in terms of their preferred communication style? When have you seen them adapt?

And can they adapt? How much can they adapt? What stresses them and how do they cope with stress?

Because you are always trying to think about, does this person fit on my board? And if you like the answers you get, I always like to then ask, well, if you were appointing them to a board like mine, how would you support them? What induction material do you think they would most need? How would you support them in the first few months of their tenure?

And to get this sort of information when I'm recruiting a director I like to see at least six interviews of at least an hour and I will talk to two people who've chaired a board they're on, two people who've been a colleague on a board they're on, Nanu Nanu, and two people who have reported to a board they're on. If they're stepping up to their first board appointment obviously I, change those.

But if you can get the psychopaths and the sociopaths weeded out before they get on and, yeah, they do sometimes on paper perform but boards are all about teamwork and you need to be able to like and trust the people you're on a team with.

Comments? Other panelists?

Just with the reference checking, I think, that's so important as you mentioned to get, a broad cross section, in terms of authority. If, for example, you're only asking a chair, you can get somebody who has perhaps yeah. Expresses antisocial behaviors and uses power inappropriately with their colleagues or people they perceive to be less than them, but, might be very respectful and tow the line with somebody who has authority over them. So really good idea to get that cross section. How do they, yeah, how do they relate to everyone in the, in the government spectrum?

Yeah. And we've all seen people who can kiss upwards but kick downwards.

Next slide, I think.

Oh, can I just throw a comment in there? Yeah. I would add to that slide, don't invite narcissists. I've had a little bit of experience with this, and narcissists love being on boards because they treat it like their personal stage their personal stage and the rest of the board is their audience, and that can be really problematic. But they interview really well. There's an absolute charm, offensive, very charismatic people, often narcissists, and they'll dodge accountability for anything that went wrong. In terms of the questions, I know a lot of people are really reluctant to ask a to answer a question as a referee, and so they will stick exactly to what you're asking.

A question that I really love in references is, is there anything that you haven't told me that might be relevant?

Which gives them the opportunity to say something outside of a scripted answer to a question. So I'd suggest that one.

And again, if I'm just getting the scripted answers or I'm sorry. Our policy doesn't allow me to give anything other than this basic info, then I've got to do a seventh interview.

I know there are legal liabilities and defamation and all of that good stuff, but you need information to keep these people off your boards.

And, yeah, narcissism has to be at a healthy level.

So in terms of developing your code of conduct, my real clear advice is write it yourselves.

Even if it's just a list of dot points and scruffy sentences that you then get someone else to tidy up. But the board should sit down and say, this is how we want to operate. If people feel that this is their document, their code, much more likely to comply with it.

And when they find themselves stepping out of it, much more likely to apologize and step back in.

Write it in your own language, the way your board and your company think.

It's really obvious sometimes when you pick up a code of conduct that it's been written by a law firm because its language is completely different to the language of other policies and documents, or there'll be one paragraph in there about bullying and harassment that's tremendously legalistic and references the relevant acts and regulations, and the rest of it's all very practical.

Write it using your own language.

Treat it seriously.

This is not a document to set and forget.

Spend time reviewing it. At least once every second year, you should sit down as a board and go through it and say, is this clear? Is this what we want?

How do we do this in practice?

I'm a great believer in copying other people, especially when they do things you like.

But copy their topics.

Copy the regulations and the rules. Don't copy the way in which you explain it in your code of conduct.

And use stories.

Tell stories and anecdotes so that people really understand what it is you want and give examples of the behaviours so that people can clearly distinguish the difference.

And I've been a little bit remiss in my homework because I mentioned when we were preparing this there is an excellent document written by the New South Wales audit office. About gifts, bribes or just plain corruption. And it gives some stories of how people set about systematically undermining the ethics of individuals by giving them small things and bigger things and giving people really concrete examples so that they understand why the small things are important really helps. And Isabelle, I think this goes a long way to setting those expectations early and making sure if you're appointing somebody and you've got a bit of a question mark, that you have the conversation with them before they're appointed of, look, I know you're a a bit of a go getter.

This is our code of conduct. How do you feel? How can I help you to comply?

Get in early and get them to tell you how you can help them behave well.

Comments?

Yeah. Thanks, Julie. I love that. I think, kind of conduct that I've seen that I really liked listed all the behaviors against the values. And so if you value respect, what behavior would that look like one at a time, one person speaking at a time or whatever?

I'd also say don't underestimate the value that a really good facilitator would bring to building your code of conduct to really get into the nuance and the difference of different people's expression.

And also, I really like, the idea about stories and anecdotes.

One of my favorite conflict authors is Amy Gallo, and she writes about, she writes about the book is called Getting Along, and she's actually got an avatar for all the different types of difficult behaviours the pessimist, the victim, the political operator or whatever. So on a board code of conduct, you might have a story like the helpful saboteur, someone who means well but they're kind of going over and over and interrupting.

So I think those sorts of things are useful.

Very much.

We talked about listing the behaviours.

Things that I find, unacceptable, acting when there's a conflict of interest, particularly if nobody has mentioned it.

Conflict of interest should be declared early if the person who has them doesn't declare them somebody else should and that's one of the more difficult ones but just saying oh hey hang on didn't you used to work there or isn't that your wife's company?

You can say these things without accusing them of anything wrong. There is nothing wrong with having a conflict of interest. It's only wrong if it's not properly declared and managed.

Breaches of confidentiality.

I know directors are supposed to be really passionate about their boards but that doesn't mean they should tell people what's going on in them. You need to keep things quiet and confidential.

And the first hint you get that somebody's speaking outside the boardroom and not in an authorized manner, you need to act.

Social loafing.

Those lovely people, they're normally really nice people, but they turn up to every meeting. They may or may not have read their board papers. You can never tell because they never say anything.

They never ask a question.

They just get carried along by the rest of the group.

There's no room on a modern board for that. In the old days, when you had twenty five people, maybe, but nowadays, when you've got a smaller number, you need everyone working.

Two conversations in the meeting, completely unacceptable. You just cannot allow that to happen. And I'm an extrovert, so sometimes I do that.

But I get a glance from the chair and realize that, oops, hang on. It wasn't my turn to speak and I've spoken over someone. Oops. And shut up and usually apologize.

So personal animosity.

Directors Korn Ferry called these the, the hobby horse director, the hobby horse jockey. They harp on and on and on about one particular topic.

Not exactly good behavior, but I have seen a chair ask a director like that whether she brought the soapbox with her to every meeting or whether she left it in the corner so she knew it would be there for next time.

I think she got the message. But not responding to emails, that's another. It's not a difficult behavior in the meeting, but it makes it really difficult to deal with your board and your directors.

You want to know that they've seen the email. They've read the email. They've they've acknowledged the existence of it.

Similarly, not checking minutes.

For a board to arrive at the next meeting, not having read the minutes of the previous one and checked them and signed off and agreed that yes that looks like a reasonable record, being late and leaving early.

Happens sometimes but it should be a rarity.

And another unacceptable behavior, that I think I might flick to one of my colleagues here is having your own transcript and notes particularly if you're using a publicly available AI to make that transcript for you. I think if you are recording or transcribing, it should be known and there should be rules about where the information is kept, how it's stored, who has access, and when it will be deleted. I might be a minority on that. Catherine.

Yeah. I I'm a fan of AI note takers, but I think the key thing in terms of where they, you know, become acceptable or unacceptable is the use of them being in the open out in the open. And shared agreement on, yeah, like you said, where's the information stored? Probably the one of the most important things is what is this information going to be used for?

You know, do we all agree that we can all keep our own records? Is that necessary if we also have minutes, which are the official record? Do we need an unofficial record? But there can be lots of reasons why, these tools are useful.

The key thing is having it explained, codified, in a shared agreement that we all adhere to.

I agree. Next slide, please.

And so much of this comes down to the chair, to the chair actually reminding people that if they've got one of these sitting on the desk, it must be on silent and, things like that. But a well chaired meeting prevents misconduct and the work of the chair happens long before the meeting. It's about making sure your annual work plan is appropriate, making sure your meeting agendas are covering the required topics in the required way. If there's too much work, maybe inserting another meeting. If you've got meetings that are dragging on and nothing much is happening, maybe reduce the number of meetings.

Engaging all of the directors. This is the work that we see. This is the the conductor role as opposed to the preparation role. Recusing people if they've got a conflict of interest or drawing people into the conversation if they seem to be sitting quietly and not contributing.

And really important, and we'll see an example of this in a second, responding quickly if there's a breach of the accepted standards.

Other things that help, accurate time allocation, Really thinking through, can we have that discussion in ten minutes, or is it a twenty minute discussion?

There's nothing more likely to annoy busy people than a meeting that runs over or that called for four hours and was finished in two and a half. Because and that sort of frustration will generate those tiny little aggressions that can then escalate over time. And a good trick for a lot of chairs is to actually outsource the timekeeping.

Get somebody else to give you a nudge on time just to help you keep an eye so that you can focus on the discussion.

Bad behavior from chairs, reading the papers during the meeting.

You should be listening to your directors.

You should be thinking about managing the conversation, not checking the papers.

So again, anything you can take off your table, like time, do so.

Yeah. Let's play the video. Let's have a look at a bad bad meeting, bad chairing, bad behavior.

Can you see that video okay? Yes. Here we go.

I do believe can you just, shut up when I'm talking?

I'm back up and then counselor. Okay.

When I'm talking, this is my time, not your time. When I talk, you shut up. Okay?

Why she's why she's talking while I'm talking? Why she's taking from my time? You just keep your mouth shut when I'm talking.

I never I never ever spoke when you were talking or having a time.

Hello?

You show respect.

It's probably plenty, isn't it?

I think that's plenty.

Maybe can we just leave the picture on so that we can talk about is it clear who is chairing this meeting?

Because it's actually the lady in the middle facing us as we look at the video.

This behavior continues and explodes and becomes really quite unacceptable.

The chair's doing nothing.

Did anybody notice any of the councilors? This is a council not a board which is why it's publicly available live stream video, but did anybody notice any of the councilors flinch when the person first started behaving the male person first started behaving aggressively towards the female one?

Seems like this is normal behavior for this board.

They don't respond. They don't react. The chair is doing nothing.

If a director stands up, that is really quite extreme. That is threatening overbearing behaviour, admittedly, in response to other threatening and overbearing behavior. But the interesting thing is that at early stages, both of them are calling point of order.

That's a clear invitation for the chair to step in and do something.

And this altercation continues until they are actually screaming at each other.

Quite difficult to watch if you're fond of good meeting process and procedure.

But a chair who acts decisively, the strategic coffee break, the let's recuse ourselves or I'm sorry somebody did have a second conversation going start your time again.

You don't have to be aggressive if you act early.

It's a really quite horrific video. I posted it on LinkedIn when it first came out, so those of you that are interested can dig back and watch the whole thing.

But these are some of the examples of inactive chairing and also inappropriate behavior. The rest of the board are just sitting there quietly letting it happen.

Very, very poor. And, you know, people sometimes say, oh, surely things never get that bad.

Yes. They do.

If they get this bad when people know the camera's rolling, you can just imagine what happens when there's no camera in the room. I have heard of boards where people have actually physically assaulted other people.

Verbal assault very common.

Really important as a chair to nip this in the bud early and to talk with people before the meetings about behaving properly.

I think that's enough of that. Why don't we move on to the next one?

Make sure that your documentation supports the behaviors you want.

We've already talked about your code of conduct.

Make sure that your agendas are realistic, that they don't ask too much of the board, that they don't suggest a five minute discussion of a thirty minute topic.

If you need longer, give them longer. That discussions are supported by good papers and that your minutes are really clear in recording not just the decisions, but also any conflicts of interest and how they were managed and the key points from the discussion. You don't want to descend into a he said, she said, especially when you've got behaviors like the ones we've just witnessed, but get those key points down, so that when you look back in the future, you can at least understand why the decision was made, and you don't open the door for people asking their colleagues, what were you smoking when you agreed to that?

Which could happen.

I think that's pretty much all I had to say. So we might head on to the questions again.

That sound like a That's a great idea.

We've got lots many questions to get through. So let's see how many we can track through. So first one here, we're in no particular order. Any advice for people whose conflict style naturally fits into the Thomas Kilman avoiding type?

Yeah. I can speak to that.

Okay.

I think, I like Thomas Kilman. So if you're not familiar with it, it's like a two by two matrix, and you've got, how much the I should do it this way on the screen. I don't know. How how much the outcome matters to you and how much the relationship matters to you and con and avoid is the sort of bottom left hand corner. There are times when avoiding conflict is absolutely the right thing to do. Even in that video that need to be collaborative or competitive or accommodating or whatever the other one is. There's five.

So avoiding has its role, but, and we all have reflex styles. People who are avoidant actually need to learn skills to move outside of that.

Another question, and this one from a primary school. It's difficult to monitor when board members have read the agenda in the minutes. Do you have suggestions how to encourage members to read the documents?

I would, first of all, put in the code of conduct that directors should come to meetings, thoroughly prepared having read the documentation and the other thing I would do is absolutely resist any attempt to have people read documents or summarize documents verbally in the meeting because people have not read them. If you know that when you go into that board meeting, you might get, okay. Well, here's the paper. There were these three big themes running through it. Now over to you, Catherine, for the first comment.

You're gonna read that paper before you get in the room. You're not going to be sitting there more than once saying, oh, sorry. I I didn't read it very thoroughly.

Maybe someone else could make the first comment.

You need to lift your board up to the professional level, and every time you accommodate they're not reading, you enable them not reading again in the future. As chair behind the scenes coming back saying, you were less active than usual. Was there an issue? Did you get the papers late? Have you been too busy?

Just signaling to people, one, I care about you, and, two, you're not up to scratch. Come on. Pull your pants up and get going.

Question from Rebecca.

How do you manage conflict of interest? This is an interesting one. When a member of the governance body is also responsible for management of the same?

Couple of points.

First of all, when you're on a board, you are all responsible for declaring and managing your conflicts of interest. So if you think the person who's supposed to be managing it isn't, it's up to other people to say, by the way, isn't this a conflict of interest? And how are we managing it? What is our policy? We should have a policy on conflicts of interest.

If we don't, there's an excellent master class on that, but really cool people to account, on that one. And if the person who is running your conflicts of interest register, usually your company secretary, your chair, or your CEO, if they are the person with the big conflict that they then resist having properly documented, I would take that duty away from them and give it to somebody else, give it to the chair of the audit committee somebody who's independent.

Fiona? Catherine? Comments?

I agree. I agree, Julie. Sorry, Sean.

No. You go on.

Oh, I was just gonna say no. Look, I totally agree with that. I think conflict of interest is a real challenge, and the directors in charge of that or the chair really need to stay on top of it and call it out.

The lovely comment from Graham in the q and a that he's in a federated model board. And, of course, you're you're structurally built with conflicts and if everybody with a conflict leaves the room the boards empty. So you just have to declare and require the transparency to inspire the behaviors you want, and actually having the the chair in the opening remarks say, okay. Now we're going to address the budget. I know you all want to get the best you can for your state.

However, in this meeting, we're concerned with getting the best outcome for the overall national body.

It just frames it for the directors and helps them and, again, support them, because sometimes they're gonna have to go back to their states and say, I know we wanted more, but we didn't get it. And I was part of the board that agreed that we would not get it.

Those are tough conversations too.

Thanks, Julie. Now I'd just like to, thank everybody for the great questions that have come in. We've we've got over twenty seven questions unanswered. So what we'll be doing is just holding a closed webinar over the next, week, And we will attempt to answer all these great questions that have come in, and then we will send this, video link out to you all. So, just to wrap up, feel free, please, to connect with our presenters on LinkedIn. I'm sure they will look forward to your connection.

If you'd like to be put in touch with any of the panelists, Julie, Catherine, or Fiona, please indicate your interest at the end of the webinar as you exit.

So you'll receive an email from me tomorrow, which will include a video of today's webinar along with the presentation slides and the transcript. So as you leave the webinar, don't forget to complete our one minute survey going to the draw for our beautiful gift hamper. I'll announce the winner of that tomorrow.

Thank you again, everybody, for your attendance. I hope you enjoyed the great conversation today. Thanks, Julie, Catherine, and Fiona again for your conversation.

Look forward to seeing you at our next webinar, everybody. Have a great day.