



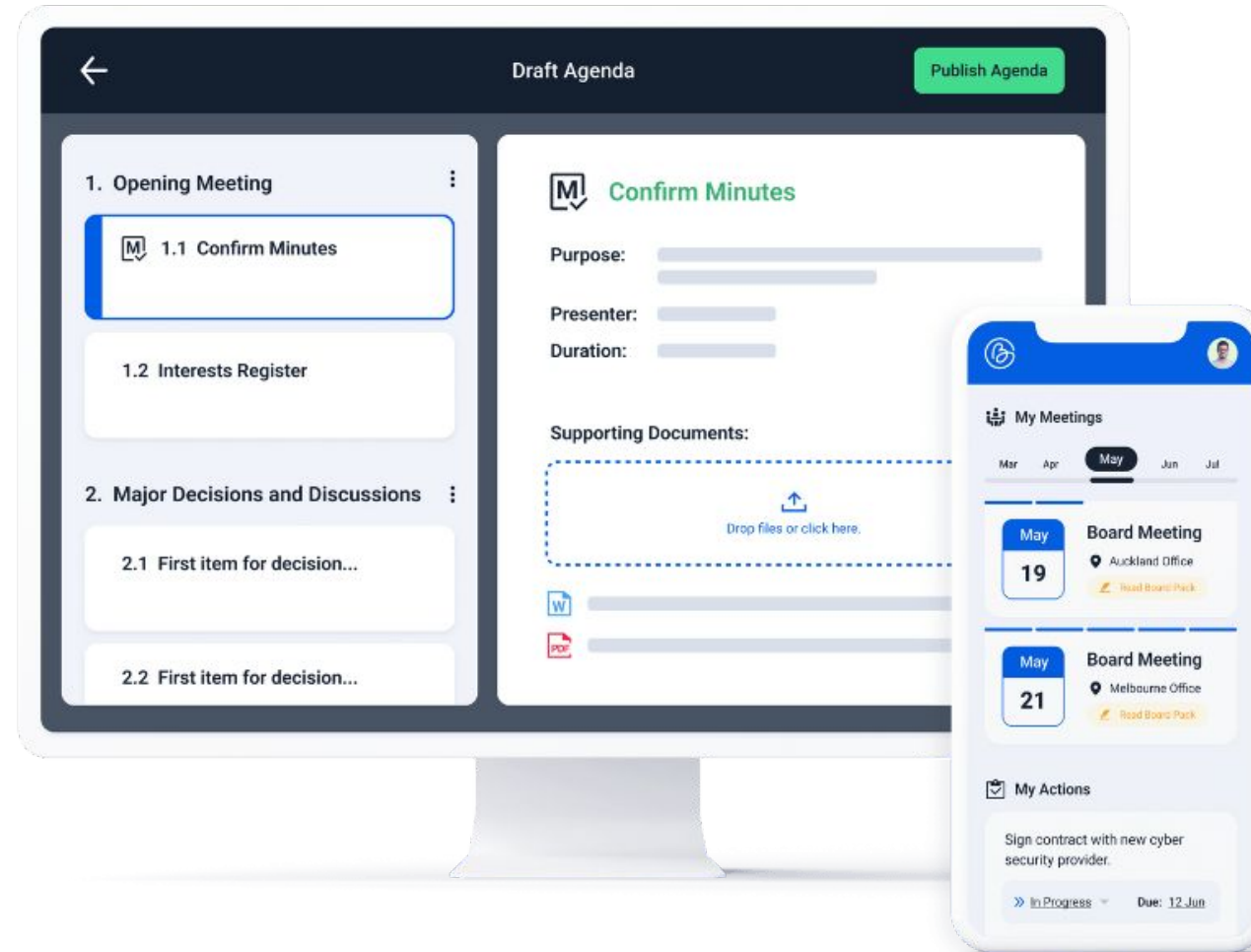
Webinar

Strategic thinking skills for directors

With Special Guest Steven Bowman









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enjoy the conversation**



Steven Bowman

Managing Director
**Conscious
Governance**



**Kevin
McCaffrey**

Professional Director



01

Reframe role of Board:

Make the Choices
that Create the
Future for the
Communities we
serve





10

Creating board reports that are strategic



01

Strategic implications

02

Strategic questions

03

So what?

04

Where's Wally



02

Developing Strategic Awareness within the Board and staff

Select the right people: skills and attributes

- No fixed point of view
- Willing to be the question
- Willing to receive everything without judgment
- Willing to both analyse and listen to intuition
- Take a prosperity mindset over scarcity



03

Developing Strategic Awareness within the Board and staff

Design meetings to facilitate strategic thinking & strategic awareness

- Provide relevant papers.
- High expectations from the outset.
- Utilise culture of the Board.
- Demonstrate how you live the Vision and mission every day.
- Provide questions you expect new directors to consider and use.
- Mentoring – connect new Directors to two established Directors, for six months each.



04

Developing Strategic Awareness within the Board and staff

Develop a strategic agenda

- Make every meeting a planning session-structure the agenda.
- Add the vision statement to the agenda.
- Staff reports aligned to strategy.
- Stakeholder discussions with Board.
- Staff presentations to Board.
- Changes to strategic environment.
- Dashboard reporting.
- Briefing materials prior to meeting.
- Clarification sessions prior to meeting..



05

Developing Strategic Awareness within the Board and staff

Structure interactions to facilitate strategic awareness

- Value disagreements
- Remind when 2 people have same opinion, one is unnecessary!
- Cheat sheet: Strategic Questions Every Board Member Should Ask.
- Make it standard to ask "Why?" before "How?"
- Organization Skeptic.
- Ask different board members to: Provide viewpoint from their business or community perspective. Provide viewpoint of a specific stakeholder group by taking on that persona.
- While encouraging vigorous debate, keep things issue-oriented.
- Insist on multiple options.



06

The three key elements of strategy-Vision, Strategic Plan, Operational Plan

- Vision/Purpose as long-term strategy filter (10-20 years)
- Strategic plan as short-term strategy filter (2-3 years)
- Operating Plan to actualise strategic plan (1 year).

07 Extracting the most value from your Board

- Being the Question
- Unlock wisdom – yours and others
- Reframe points of view (listen to how people describe things)
- Proving vs Creating

It should never be about seeking the answer, but uncovering the possibilities that have always been there, and then choosing.....





08

Powerful strategic questions for every Board and senior staff member





09

What do you do
when no-one
else is?





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Thank you
