



**Webina
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Tension Tolerance: Fostering healthy debate around the board table

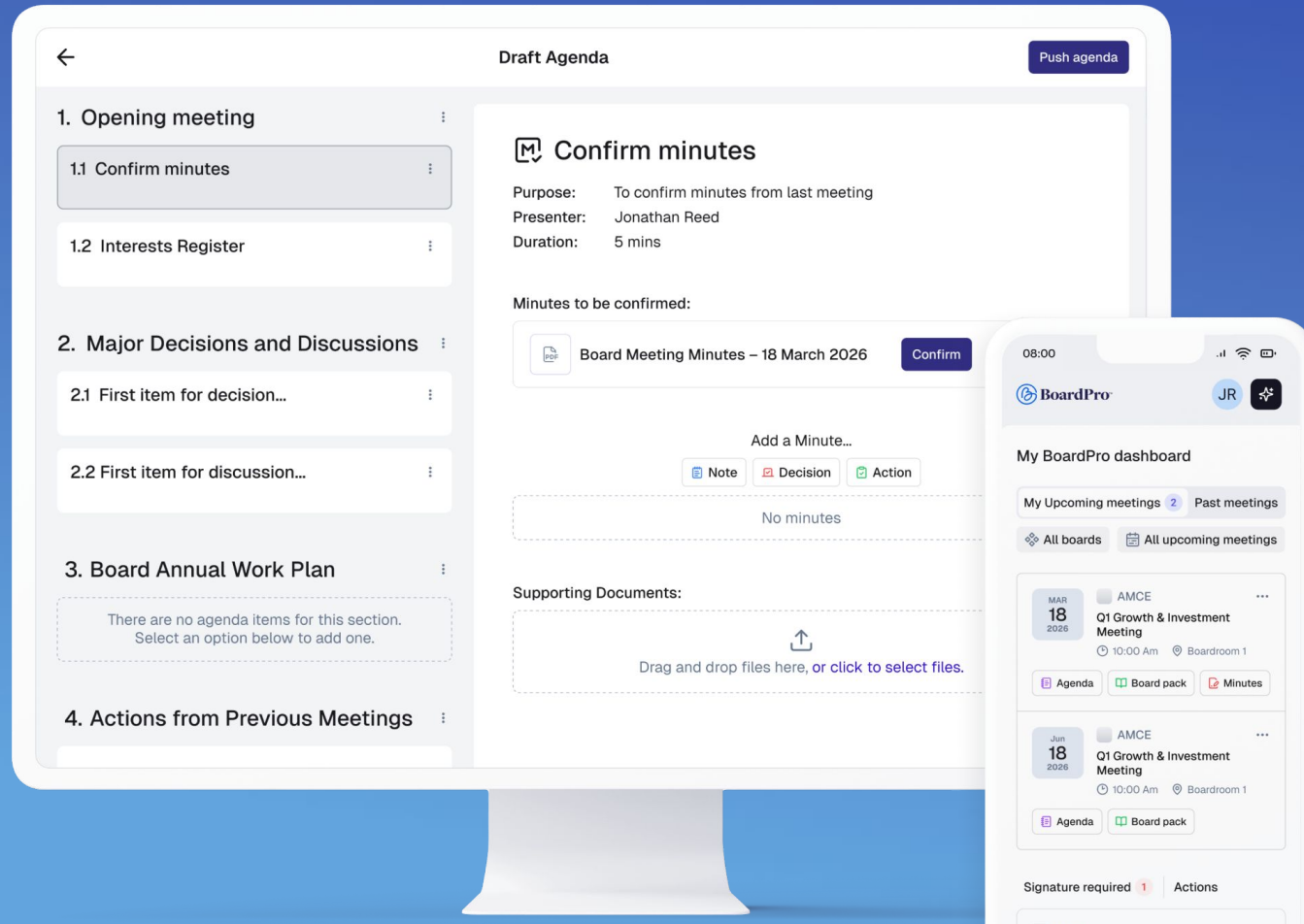
With Special Guest Miranda V. Flury







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enjoy the conversation**



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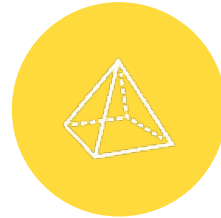
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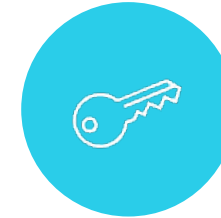
What are we covering today?



Value
of productive tension



Techniques
to foster tension
tolerance



Build Confidence
In navigating diverse
perspectives



What is tension tolerance?

- 1 Capacity to engage in constructive disagreement
- 2 Willingness to sit with discomfort in debate
- 3 Ability to hear and test opposing viewpoints
- 4 Maintains respect while challenging assumptions
- 5 Balances openness with decision urgency
- 6 Sustains focus on outcomes, not personalities





Why focus on 'tension tolerance'?

Encourages diverse perspectives and rigorous debate

Surfaces risks and blind spots early

Prevents groupthink and premature consensus

Strengthens quality and resilience of decisions

Builds accountability and ownership among directors



What does 'tension tolerance' look like at the board table?



Directors ask probing and sometimes difficult questions

Differing views are voiced without hesitation

Silence is challenged, not accepted

Directors remain composed under pressure

Debate is explored before convergence

Decisions follow robust discussion



Examples of ways to encourage 'tension tolerance'

1

The Creative Room.

2

Engage the Pessimists.

3

The Opposite Side.

4

The Outsiders.

5

Contrarian Kitten.

6

Rewards.

7

Nominations Committee.

8

Practice it!



Over to You For Questions?





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