

The Value-Adding Board

*Sport Leadership Conference
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This afternoon's session is designed to address...

How a board can best add value: the “Soft”
Side of Board effectiveness:

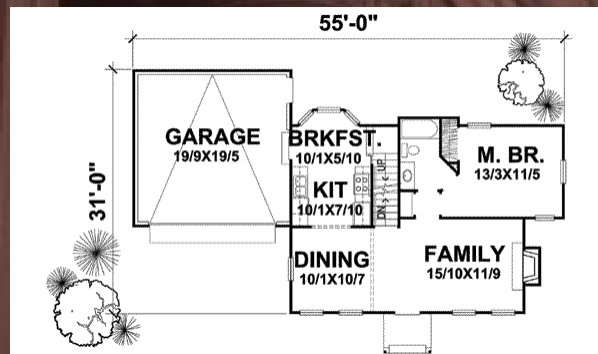
Understanding, identifying and getting the
most out of:

- Diverse directors, different board cultures, personality types, problem-solving preferences, difficult directors

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It's Like Building a House

- A Governance Model is the Blueprint



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It's Like Building a House

- Governance structure is the building



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It's Like Building a House

- The Board moves in and creates the organization's governance culture – like a family moving into a newly built house – the family makes a house into a home



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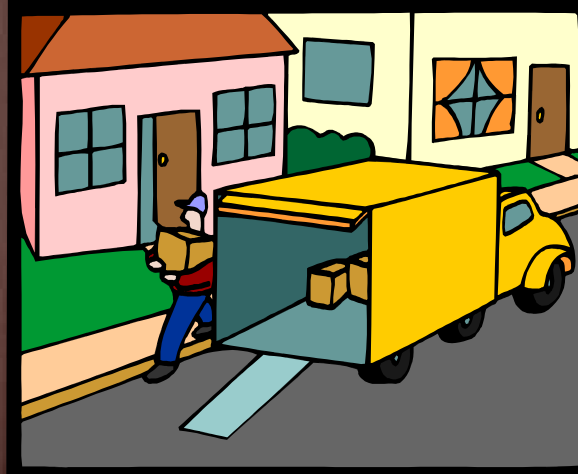
It's Like Building a House

- The Corporate Secretary serves many roles:
 - Builder – to ensure the house is built
 - Butler – to ensure the orderly running of the house and to ensure the door of the house isn't opened to just anyone
 - Baker – to ensure the occupants only eat appropriate, healthy “governance” food



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Moving Into the House!



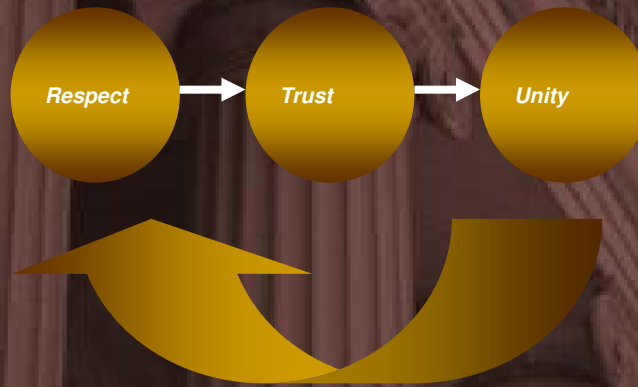
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The Vicious/Virtuous Cycle

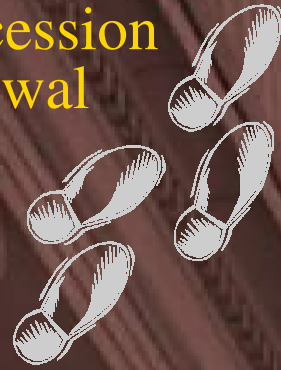
Jeffrey Sonnenfeld: "What Makes Great Boards Great?" (Harvard Business Review)



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Steps to CEO Succession and Board Renewal

1. Assess (needs)
 2. Profile (attributes)
 3. Recruit (pool)
 4. Select (individual)
 5. Elect/appoint
 6. Develop (train)
 7. Evaluate (keep/change)
- (...loop back)



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Four Filters of Nominating

1. Experience and education: where have you been?
2. Skills: what can you do well?
3. Representational: what affinities do you bring?
4. Character: how do you think and act?

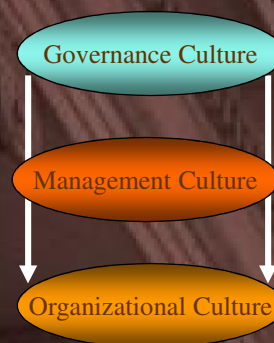
Qualities of a Great Director

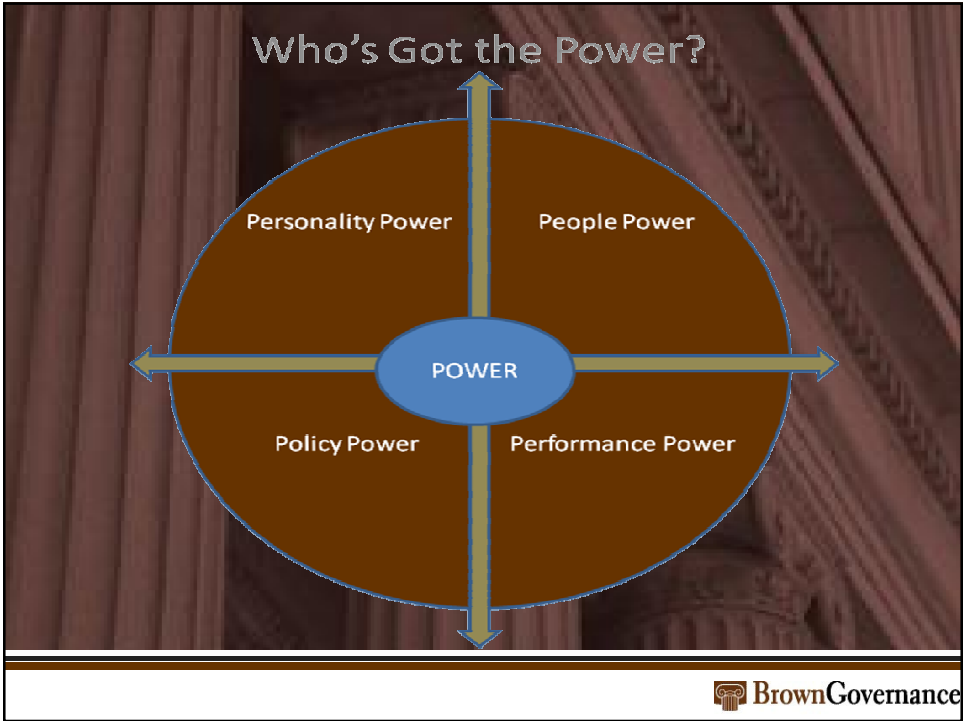
- Independence: character
- Competence: teachability
- Diligence: intentionality, perseverance (first question, probe or stop)
- Diversity: 11th 60 year old white man from UCC
- EI: self-awareness



Cultural Governance

- Aligning the governance culture to the culture of both management and the organization
- Understand, before you try to change someone else





Types of Culture

<p style="text-align: center;">Personality</p> <p>Icon, Charismatic Driven by Results</p>	<p style="text-align: center;">People</p> <p>Family Driven by Relationships</p>
<p style="text-align: center;">Policy</p> <p>Archival, Tradition Bureaucratic Driven by Rules</p>	<p style="text-align: center;">Performance</p> <p>Scientific Driven by Best Practices</p>

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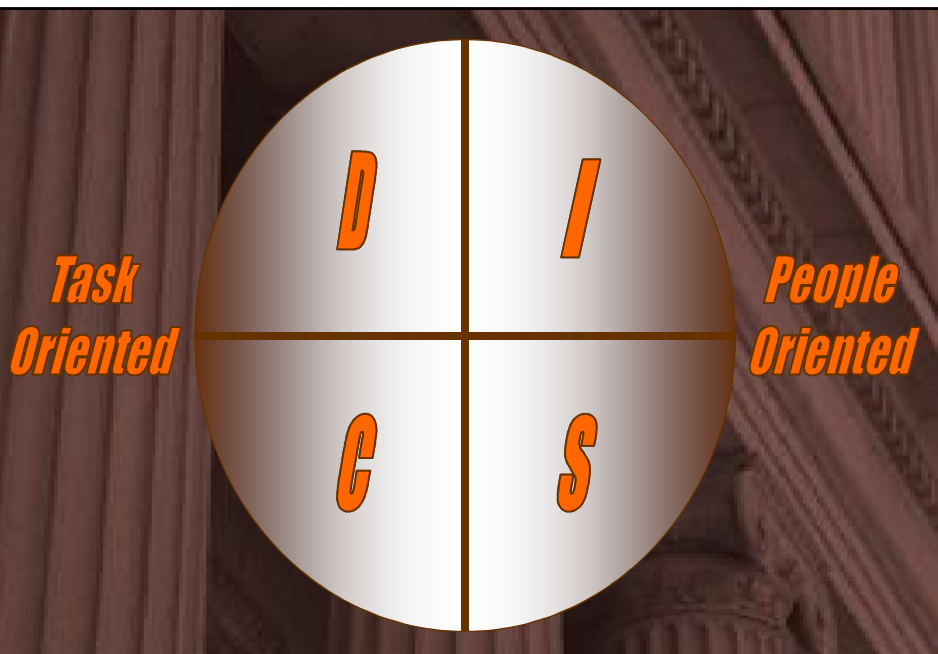
Management Culture

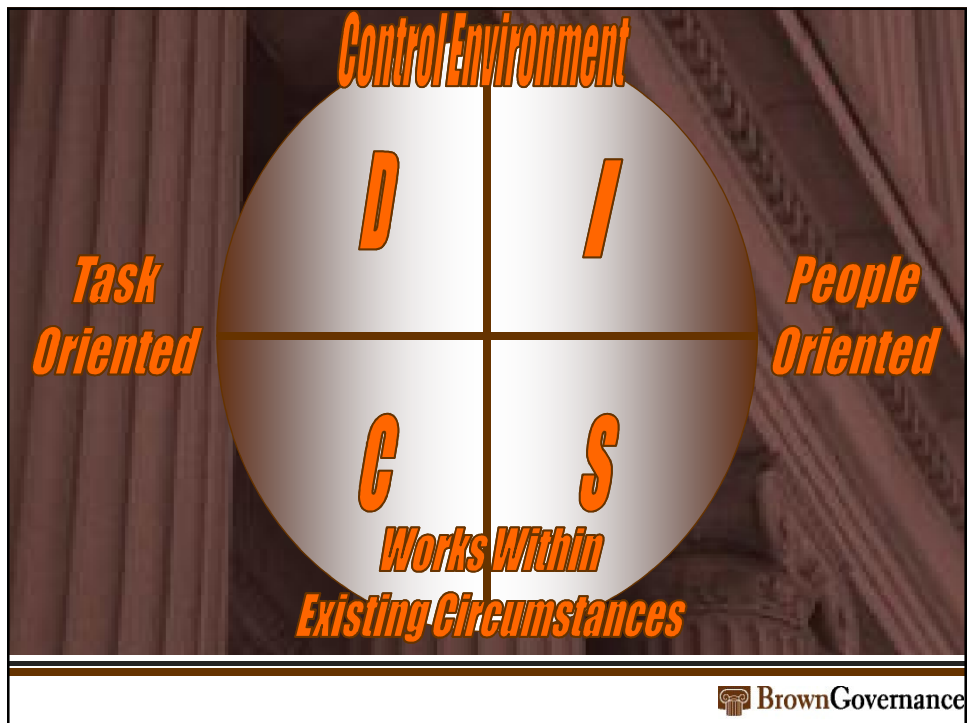
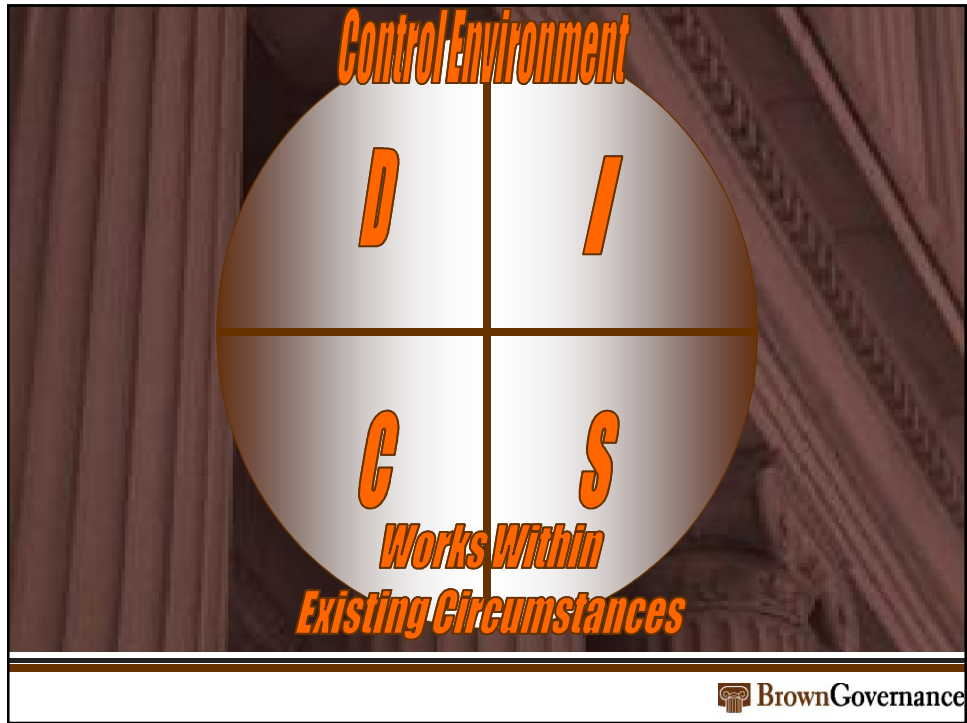
- Spectrum from highly centralized to highly empowering; from authoritative to consultative



Personality Types

DISC





Dominant - Control Environment & Task Oriented



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Dominant

- Authoritative
- Take Charge
- Direct
- Risk Taker
- Problem Solver
- Self Assured
- Confident
- Decisive
- Endless Ideas
- Determined
- Visionary
- Overall Focus
- Extroverted
- Opinionated
- Often Insensitive
- Can be bossy & egotistical

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Influencing - Control Environment & People Oriented



Influencing

- Lively
- Super-extrovert
- Emotional
- Enthusiastic
- Motivator
- Entertainer -
Up-front person
- Good team
person
- Optimistic
- Feelings dominate
decisions
- Speaks first -
thinks later
- Not a detail person
- Wants everyone to
like them - be
happy
- Disorganized

Steady - Works Within Existing Circumstances & People Oriented



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Steady

- Loyal, steadfast
- Calm, easy going
- Rarely gets angry
- Encourager
- Good listener
- Calming effect on others
- Team person
- Works well with encouragement
- Avoids violence
- Dry sense of humour
- Natural peace maker
- Does not like change
- Likes consistency
- Avoids involvement

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Cautious - Works Within Existing Circumstances & Task Oriented



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Cautious

- Introvert
- Sensitive
- Detail person
- Accurate
- Planner
- Analytical
- Methodical
- Deliberate
- Dependable
- Quality extremely important
- Follows the rules
- Perfectionistic
- Critical of self and others
- Moody
- Suspicious
- Don't accept change readily

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What is the Chair's Role?

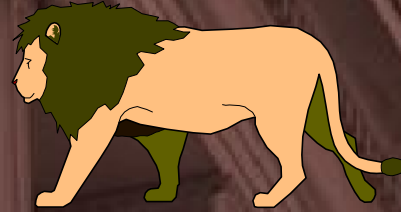
- To ensure the effectiveness of the Board
- To lead the Board
- To act as liaison between Board and Management (in both directions)
- To represent the organization at times: AGM, with membership, other times as appropriate and agreed

The Chair's Role

- “Leadership” = causing change
- “Meetings” = solving problems

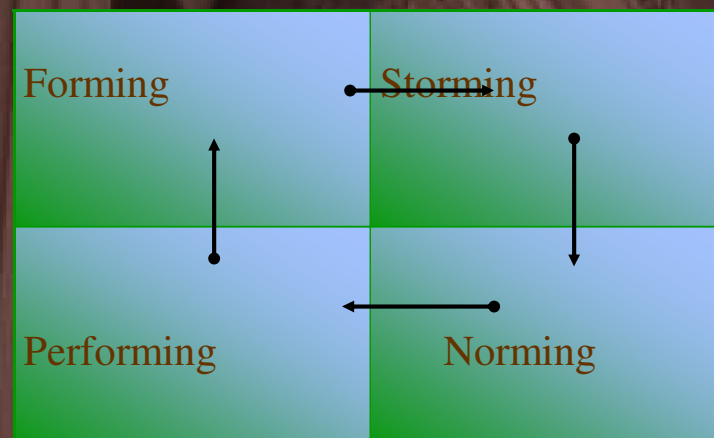
Role of the Chair

- Set agenda (in conjunction with CEO and Committee Chairs) and Chair meeting
- Forming: rules and issue
- Storming: divergent, representative
- Norming: convergent, consensus then vote
- Performing: solidarity, in cameras



Team Decision-Making and the Role of the Chair: A Model

Tuckman's Catalytic Model



Behavioural Governance – The “Irenic” Board Member

- Belief in the organization
- Strength of commitment to the organization
- Level of maturity in exercising your commitment
- Healthiness of your attitude
- Measure of your teachability

Implications for our Organization, our Board, our self?

Let's Talk



For more help ...

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Board Evaluation

Financial Literacy

Risk Management

www.cica.ca

20 Questions series

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Best Practices and Self-Assessment

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