

Board Development Programme

Building a high performance Board
to thrive in unpredictable times



In the 21st century Boards require an unprecedented level of leadership capacity and agility to ensure they do not become organisational bottlenecks that limit their organisation's effectiveness, especially given the exceptional unpredictability and complexity of the landscapes all Boards now operate across.

Starr's Board Development Programme first assesses and then addresses both individual and collective gaps in a Board's performance, which results in an agile Board with an agile membership that is able to lead collectively from the front.

WHY UNDERTAKE STARR'S BOARD DEVELOPMENT PROGRAMME?

Fundamentally, a Board has a responsibility to simultaneously lead an organisation towards "what will be", whilst managing current performance of "what is". These competing roles spawn numerous challenges and paradoxes which need to be first recognised and then reconciled by the Board if they are to operate effectively. These include the challenges of:

- ✧ Getting sufficient clarity of an organisation's external environment to articulate a sufficiently robust strategic direction
- ✧ Being able to resolve 'right' versus 'right' decisions and recognising the trade-offs imbued in these decisions and then living with the consequences
- ✧ Ensuring that sufficient collective assurance does not degenerate into the need for individual reassurance and so bog down the organisation
- ✧ Balancing support with constructive challenge to maintain trust between the Board membership
- ✧ Working consensually without overly delaying decisions
- ✧ Balancing the needs of a diverse group of influential stakeholders and their disparate requirements
- ✧ Developing within the Board membership an 'inclusive' mind-set rather than being a group of self-serving individuals. Put another way, developing individuals who are able to behave 'corporately'
- ✧ Holding themselves to account as well as the organisation

OUTCOMES FROM THE BOARD DEVELOPMENT PROGRAMME

The Board and its membership will be more:

- ✧ Confident in the execution of its many diverse roles
- ✧ Resilient in responding to the challenges it faces
- ✧ Rigorous in its challenge of itself, of its organisation's management and its external partners and stakeholders
- ✧ Trusting of its membership
- ✧ Able to make tough decisions and recognise the trade-offs contained within them
- ✧ Agile to adapt to new situations and resolve the challenges which those new situations create
- ✧ Able to leverage the experience of a diverse Board membership and embrace that diversity
- ✧ Able to assess its own performance and raise its own bar while continuing its learning
- ✧ Able to traverse the many paradoxes and dilemmas that are imbued in Board working
- ✧ Capable to work consensually

"The bottleneck lies at the neck of the bottle."

Anon

STARR'S BOARD DEVELOPMENT PROGRAMME FRAMEWORK

Starr's Board Development Programme looks at all facets of Board working to ensure a comprehensive and thorough development programme:

Maximising Board Performance

- ✧ Effective decision making
- ✧ Clear roles and responsibilities
- ✧ Effective Board meetings
- ✧ Agility to flex between leadership and management roles
- ✧ Fit for purpose Board papers
- ✧ Assurance not reassurance

Strategic Intent

- ✧ Clear vision and purpose
- ✧ A robust organisational strategy
- ✧ Holding the organisation to account to deliver the strategy
- ✧ Balance strategic and operational focus
- ✧ Converting strategy into high level objectives

Strong External Relationships

- ✧ Gaining insight from outside
- ✧ Stakeholder analysis and mapping
- ✧ Reputation management
- ✧ Working collaboratively with external bodies
- ✧ Influencing stakeholders and partners

Robust Internal Dynamics

- ✧ Developing trust
- ✧ Distributed leadership across the Board
- ✧ Creating a high performance Board culture
- ✧ A capacity to manage the inevitable Board tensions and paradoxes
- ✧ Well honed Board and sub-committee interfaces

Board Membership Development

- ✧ Building personal resilience
- ✧ Challenging and supporting effectively
- ✧ Working with complexity and ambiguity
- ✧ Building presence and gravitas
- ✧ Developing a systems thinking perspective
- ✧ Behaving 'corporately' and what that involves

WHO IS THE PROGRAMME FOR?

The programme would be suitable for:

1. Boards in the public, private or charitable sectors.
2. Boards who want to assess their current effectiveness and fitness for purpose
3. Boards who realise they need to improve their performance to deal with new threats
4. Boards who have new members needing to come quickly up to speed
5. Boards who recognise they need to hold their own performance to account as well as the organisation they lead



Baz worked with us to provide whole Board coaching. This involved dealing with some difficult issues and sensitivities. Whilst not being afraid to tackle them head on, he did so in a wholly constructive, supportive and professional manner. He had the gravitas to steer the Board as a team and the compassion to give difficult individual feedback. He did this in an exemplary manner and as a result moved our Board to a much stronger place.

Chief Executive



BOARD DEVELOPMENT PROGRAMME STRUCTURE

Every Board Development Programme is individually customised to meet the particular development needs of each Board. There are a number of possible elements within any programme. These include:

- ☆ **Initial contracting session with the Chair and/or Chief Executive**
Defining what they would like to achieve
- ☆ **Board diagnostics**
This might include: observing the Board in action, undertaking structured and confidential one-to-one interviews with Board members, Board members undertaking an online questionnaire which is focused around their Board's current performance.
- ☆ **A number of Board development / Board coaching workshops for the whole Board**
These are flexible in duration from half a day to two days each, as preferred by the client. The content of these will develop the collective capabilities of the Board based on the outcomes of the earlier diagnostics.
- ☆ **Individual development of Board members**
To address recognised skills gaps in capability to operate at Board level. The Board development programme can also be undertaken in parallel with our Senior Leadership Development Programme to develop a deeper individual leadership capability to operate at Board level.
- ☆ **Pairs Coaching is optionally available to the Chief Executive and Chair (or other Board members)**
To enhance this key Board relationship. This involves coaching the Chief Executive and Chair at the same time to enhance their relationship and ways of working.

WHO WE ARE



BAZ HARTNELL is a leadership consultant with a senior commercial background who combines coaching, mentoring and leadership consultancy to increase the capacity of directors, managers and their boards and teams to become more effective. He is a member of the European Mentoring and Coaching Council and an Affiliate of the Centre for Leadership Studies at the University of Exeter. Possessing an MBA and an MSc in One to One and Team Coaching, he undertakes board development and executive coaching to Chairs, CEOs, executive directors and managers in various private and public sector organisations.



DR SUE HOLLAND is a leadership consultant with a business background. She works both 1:1 with leaders and with teams to provide challenge, insight and support in the pursuit of leadership development and organisational results, particularly through periods of transformation. She is described by her clients as attentive, calm and curious, skilled in exploring issues creatively and sensitively. As a consultant, Sue has worked extensively with CEOs, VPs and directors in both the private and public sectors. She has a Diploma in Executive Coaching and a Diploma in Gestalt Process Consultancy and is a member of the European Mentoring & Coaching Council.

TO FIND OUT MORE

Please contact Starr Performance by calling **01460 239143** or by emailing **info@starr-performance.co.uk**

The website, **www.starr-performance.co.uk** contains more information on what we do at Starr Performance, including testimonials and case studies from satisfied clients.