



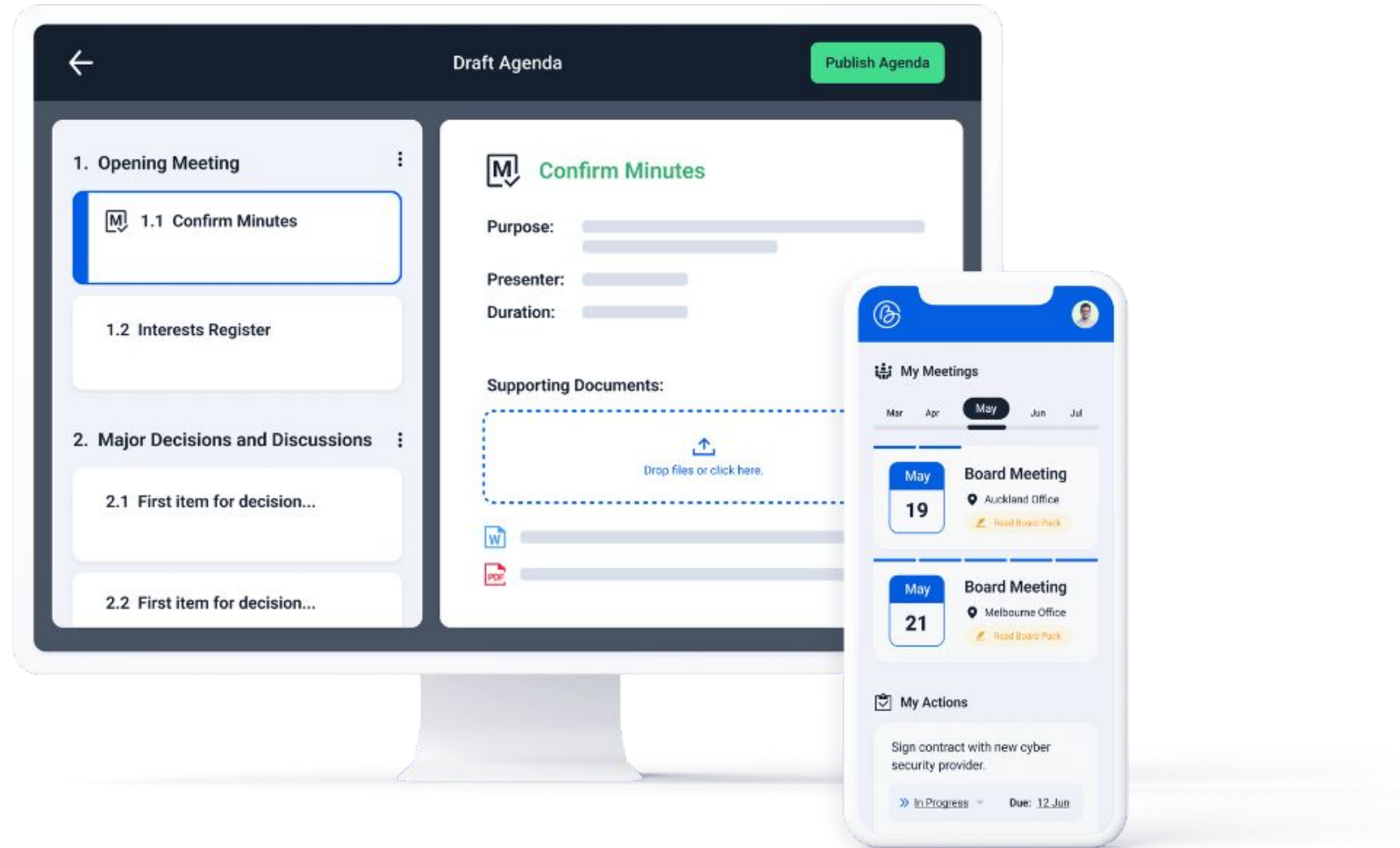
Webinar

Creating a strategic board culture

HAWKEYE
STRATEGIES









**Making the fundamentals of
governance free and
easy to implement**



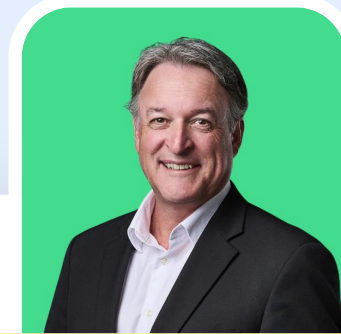
**Miranda V.
Flury**

President
Hawkeye Strategies



Simon Telfer

Managing Director
Appoint Better Boards



**Michael
Leonard**

Senior Consultant
Hawkeye Strategies



Miranda V. Flury

MPH, MBA | PRESIDENT

- Miranda lives out her purpose: **Helping to turn Board and Executives' light bulbs on.** She values elated clients and partners, continuous improvement, and rigorous methodology.
- Her governance firm is comprised of four areas:
 - 01** Facilitation & Consulting
 - 02** Director & Executive Education
 - 03** Speaking Engagements
 - 04** Coaching & Mentoring
- Miranda and her team work with Boards and Executives all over the world to enhance their businesses, and in turn, positively impacts their people and communities. She is also a sought-out international speaker, and you will find her engaging audiences on the topics of governance and strategy.



flury@hawkeyestrategies.com | hawkeyestrategies.com



The Why...

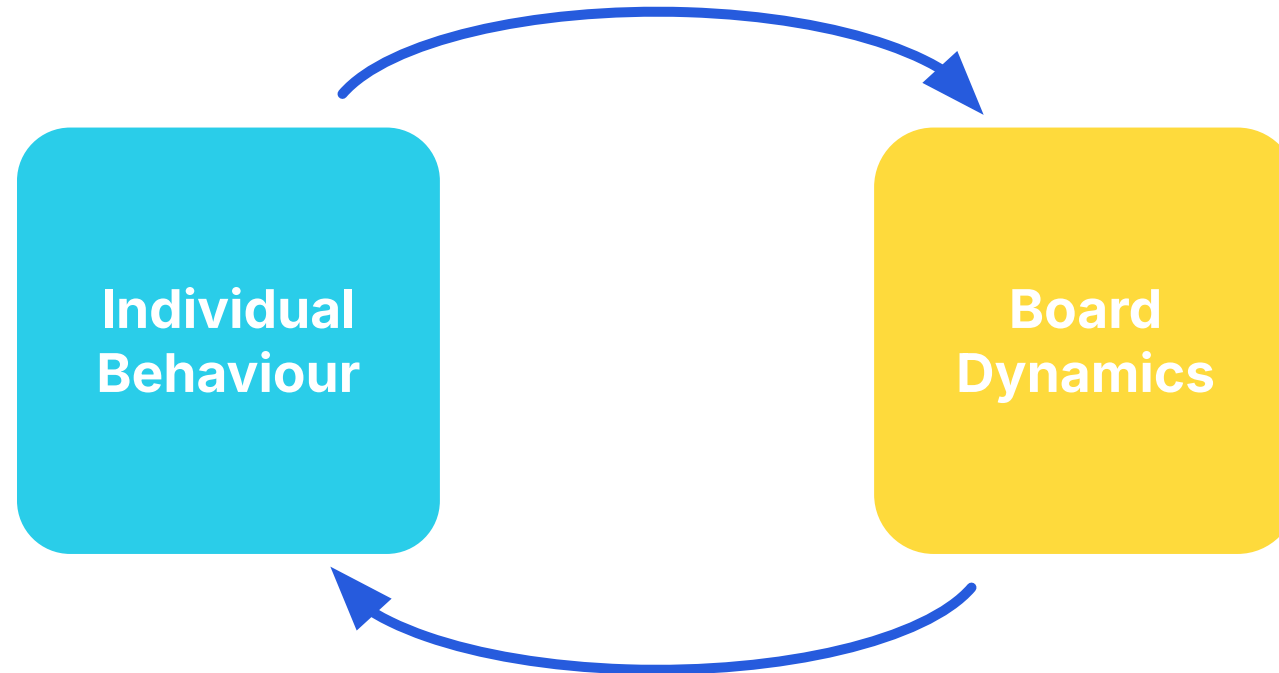


- Boards are responsible for strategy.
- Successful strategies require an aligned and enabling corporate culture.
- Culture has the power to overcome a bad strategic choice.
- Creation of a 'tension tolerance'
- Boards have 2 key roles in culture – oversight of culture risk and setting the tone from the top



What is Board Culture?

There is a 2-way influencing relationship between each individual director and the collective board dynamics





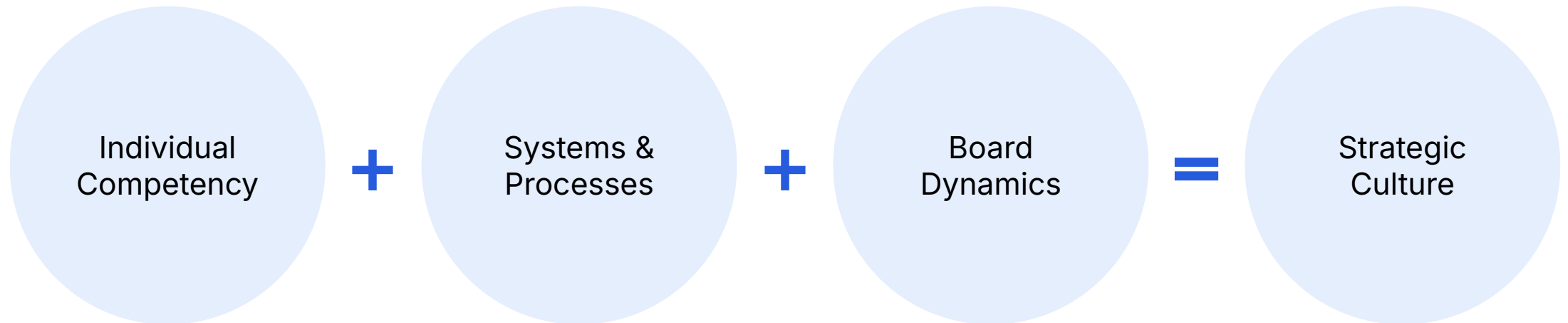
What is Strategic Board Culture?



A strategic board culture is focused on connecting engaged individual directors towards a collective purpose. It contains robust processes for decision making, a focus on the future and board dynamics of genuine trust and resilience.



What Fosters Strategic Culture?





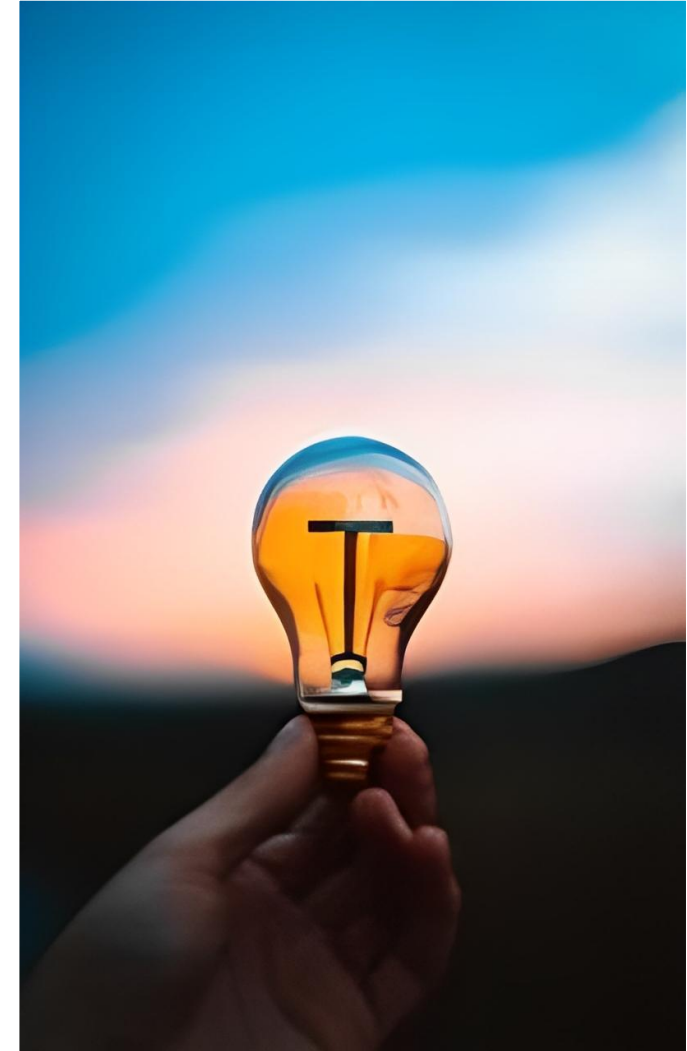
What Fosters Strategic Culture?





Increasing individual competency

- How is your strategy shifting and what new skills do you require at the board table?
- Does your Board's skills matrix include some non-traditional skills? (e.g. Global Lens)
- How do you add more rigor to evaluating director competencies?





What Fosters Strategic Culture?





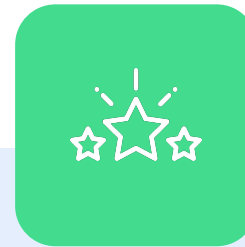
The Systems and Processes that reinforce culture



Hindsight vs
Foresight agenda
assessment



Define an 'operational'
question and confirm
a board recovery play



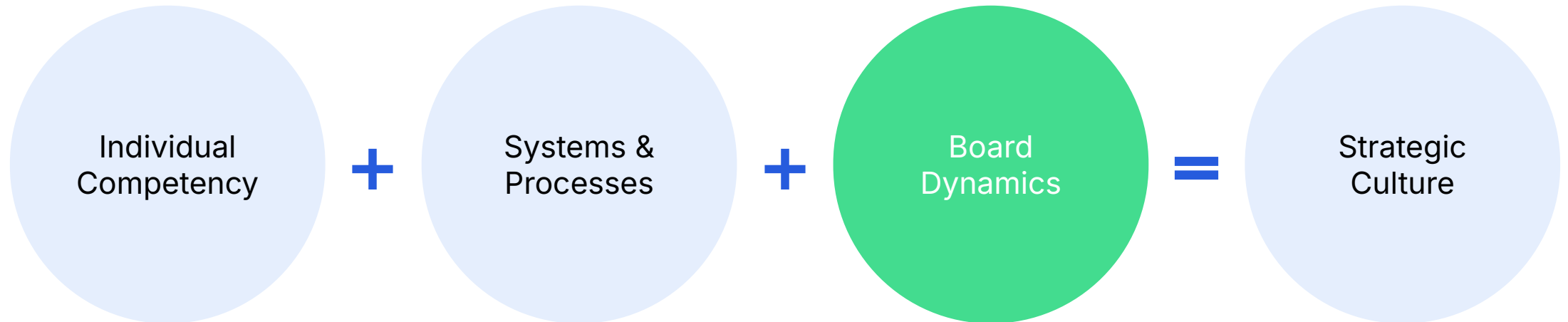
Roundtable rating



Real time assessment
questions



What Fosters Strategic Culture?





What Hinders Strategic Board Dynamics

Top 3 behaviours:

01

Blocking progress by arguing beyond reason or resurfacing a dead issue.

02

Digressing off topic or making a brief statement into a length speech.

03

Withdrawing from discussion or the group when you don't get your way, whispering, multitasking.





What Builds Strategic Board Dynamics



Top 3 behaviours:

- **Social connections** by spending time together, some without management. Seek the 'like' and 'unlike'.
- **Humanizing interactions** that deepen your understanding and connection with one another.
- **Balancing airtime** and listen to the contrarian.



Key Takeaways



1
Explore what culture is required based on your strategy.

2
Update your skills matrix and evaluation of director competencies.

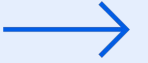
3
Determine the board recovery play out of an operational discussion.

4
Schedule more social time with the board prior to board meetings.

5
Be deliberate about creating a tension tolerance.



References



01

Whitehurst, Jim. (2016) Leaders Can Shape Company Culture Through Their Behaviors, Harvard Business Review.

02

Dettmann, Joe, Klemash, Steve. W., Smith, Jamie. C. (2019) Five Ways to Enhance Board Oversight of Culture, Harvard Law School Forum on Corporate Governance.

03

Goleman, Daniel. (2000) Emotional Intelligence: Why It Can Matter More Than IQ,

04

Ryan Babineaux, Ryan, Krumboltz, John. (2013) Fail Fast, Fail Often Fail Fast, Fail Often: How Losing Can Help You Win,

05

The Culture Imperative (2024) Institute of Corporate Directors.

06

Dailey, Patrick R. The Anatomy of Board Culture, Boardspan Library, www.boardspan.com

07

How to Rate Your Level 10 Meetings, growexceptionkal.com

08

Wyman, Oliver (2003) The Congruence Model: A Roadmap for Understanding Organizational Performance, Delta Organization & Leadership.



**Miranda V. Flury MBA,
CoopDirector.D**

in www.linkedin.com/in/mirandavflury



**Michael Leonard
ICD.D**

in www.linkedin.com/in/michael-leonard-icd-d-9939b312



Simon Telfer

in www.linkedin.com/in/simontelfer



Webinar Schedule

Feb - Mar 2025



116.	Creating a strategic board culture	Ondemand
117.	Crisis management for boards	Feb 20
118.	Practical use cases for AI in governance	Mar 6
119.	The role and responsibilities of the Company Secretary and relationship to the Board	Mar 19
120.	Going Paperless in the boardroom: Tips for Transitioning to a Board Portal	Mar 21
121.	Exploring foundational governance principles ISO 37000	Mar 28



Masterclasses Schedule

Live 2025 - Q1

Harnessing AI for boardroom success

Feb 13

The Seven principles of good governance

Feb 20

Presenting to boards

Mar 18



Thank you



HAWKEYE
STRATEGIES

