

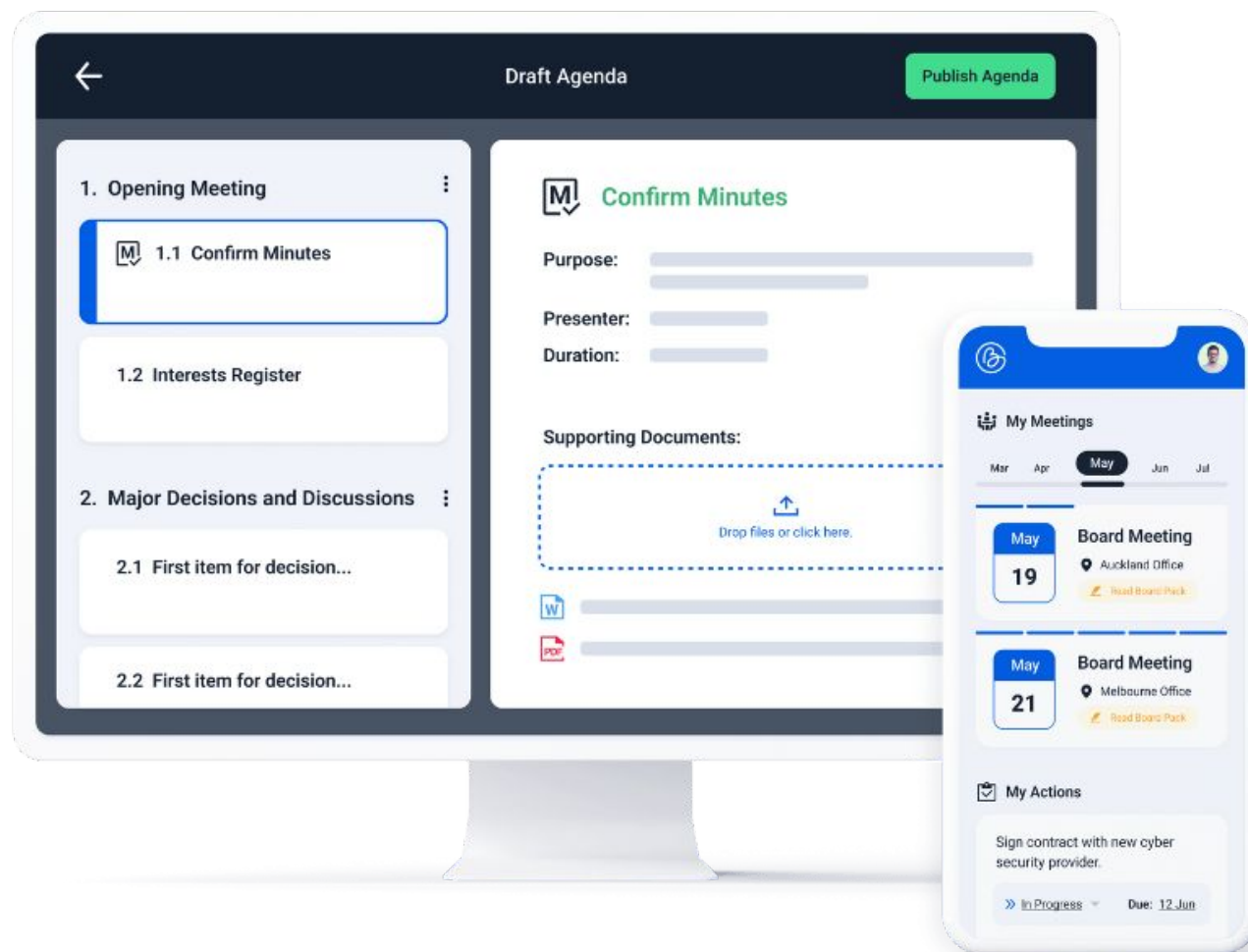


How to continually refresh your annual

Board strategy









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



Steven Bowman

Managing Director
Conscious Governance



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Founder and CEO
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Chairman
ElementX

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and topic whitepaper,
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Relax, listen and ask
questions**



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How to Continuously
Refresh your Annual
Board Strategy



Steven Bowman
Conscious Governance



Why refresh your strategy?



- Boards role is to create the future for the communities they serve
- Constantly monitor those activities which might impact your agreed business strategy
- Strategic plan is your main accountability document. It must always be current.
- Constant change in the internal and external environment in which we operate, and our strategy must be adaptable to reflect this.



Refreshing techniques



Structure the board agenda

01

Strategic items at the top of the agenda

02

Items of 'note' at the end for 'confirmed as read'

03

Dashboard for items monitored (Refer CEO report template)



01

Strategic gossip !

02

Directors to raise discussion topics
(Whispers of the future)

03

Provide an opportunity for research

04

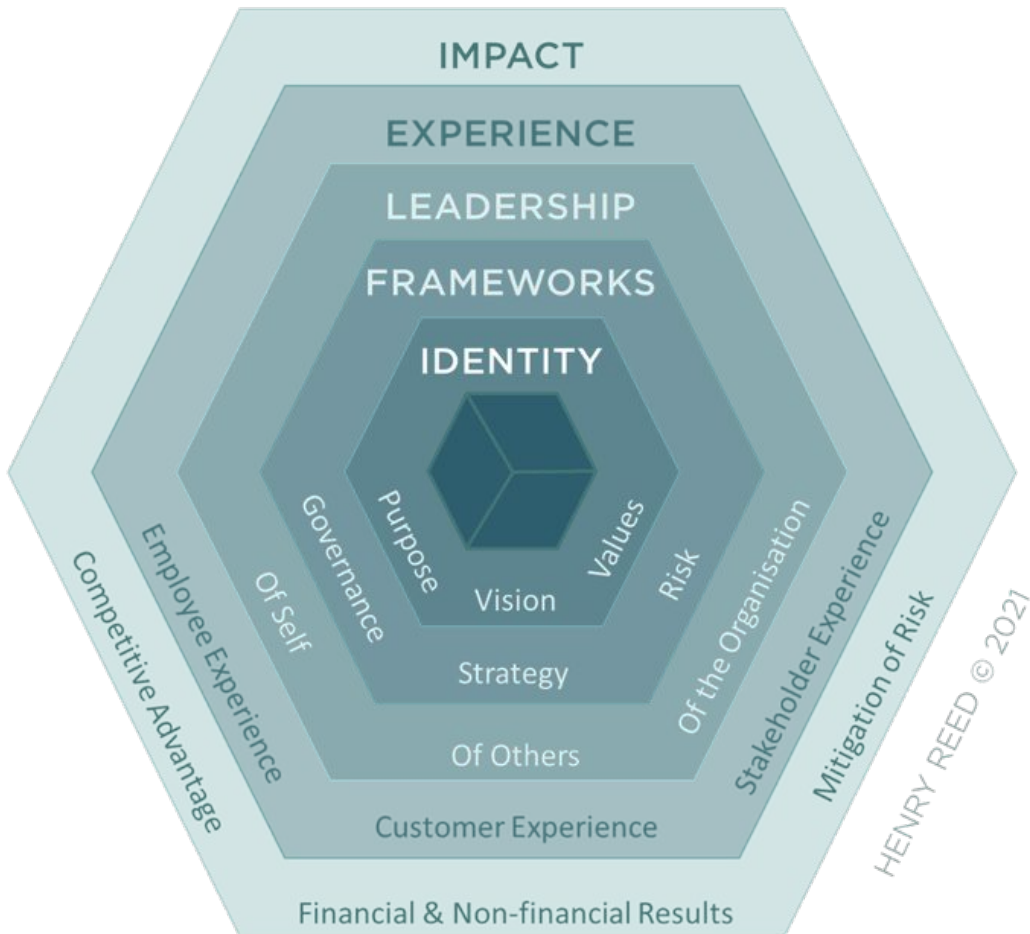
When discussing strategy or shifts in
thinking around strategy always check
alignment to Purpose and focus on
achievement of Vision.

QUESTION:

Is our strategic plan robust
enough



Model of *Organisational Effectiveness*



- Identity must come first
- Strategy must be aligned to Purpose (why)
- Strategy is supported by Governance and Risk
- Strategy must drive the organisation's operations



Emerging strategic issues

01

Allocate time for emerging strategic issues

02

25% of meetings allocated and time should be spent on emerging strategic issues

03

Strengthens board culture



The CEO Report



01

Succinctly highlight key issues

02

4 -5 key metrics

03

Focussed on the future not the past

04

Raise strategic issues/risks



External stakeholders

01

Invite those with a strategic outlook

02

Discuss potential implications for the next 3 - 5 years

03

Is the strategic plan robust enough to deal with these issues?



Key staff



Invite key staff



Have them present the top 2 strategic issues



Not necessarily part of the leadership team



Strategic implications

Strategic implications →



- Deal with the 'so what' question
- Create an agenda item - Strategic implications for board discussion
- Include this agenda item as a standard line item in your CEO report



Strategic Questions

For board discussion →

- Ask questions no-one else thought of !
- What might stakeholders think of this?
- What implications are there in 5 - 10 years?
- What have we missed?
- Does this align with our values?
- What will be the impact (short-term and long-term) on our people (all those we interact with), our ways of working, our reputation, etc?
- What has changed that may impact our strategic goals or ability to deliver on these?



- What has worked?
- What hasn't worked?
- What have we missed?
- What do we need to add to the strategic plan?
- What shall we take out?

Annual review of strategic plan



In summary

01

Structuring the board agenda

02

Board reporting protocols

03

Allocating meeting time for emerging strategic issues

04

CEO Report

05

External stakeholders





06

Key staff

07

Strategic Implications (a key section on the board report)

08

Strategic questions for board discussion

09

Scenario planning

10

Annual review of strategic plan





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Webinar Schedule

<https://www.boardpro.com/resource-centre/webinars>

61.	How to continually refresh your annual board strategy	On Demand
62.	Create a CEO Report that will delight your board	Oct 5
63.	Board remuneration and director fees - research findings	Oct 19
64.	How late reporting kills the CEO	Oct 26
65.	Cultural Literacy - The Rules of Belonging	Nov 2
66.	Exposing the hidden risk of organisational culture - Deep dive	Nov 16
67.	Understanding board dynamics	Nov 30
68.	10 questions boards should ask about Cyber Security	Dec 14



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