



Masterclass - Module 2

Writing for boards – Content and context

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LEADERSHIP. CLARITY. ACTION.

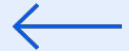
Agenda Content List

Module 1

Understanding boards' information needs
Case study: Centro

Module 2

Writing for boards – Content and context
Case study: James Hardie Industries



Module 3

Summarise, Simplify and Structure
Case study: Social Philanthropy ANZ

Module 4

Process and other issues
Case study: Centro and James Hardie Industries





Module 2

Writing – Content and context



Typical Agenda

→ Activity

- Present, Quorum, Apologies, COI
- Minutes from previous meeting
 - Actions arising
- Chief Executive's report
- Finance report
- Matters for decision
- Matters for discussion
- Matters for information
- Other Business
 - Announcements & Communications
- Evaluation of Meeting
- Review of Actions from Meeting
- Close

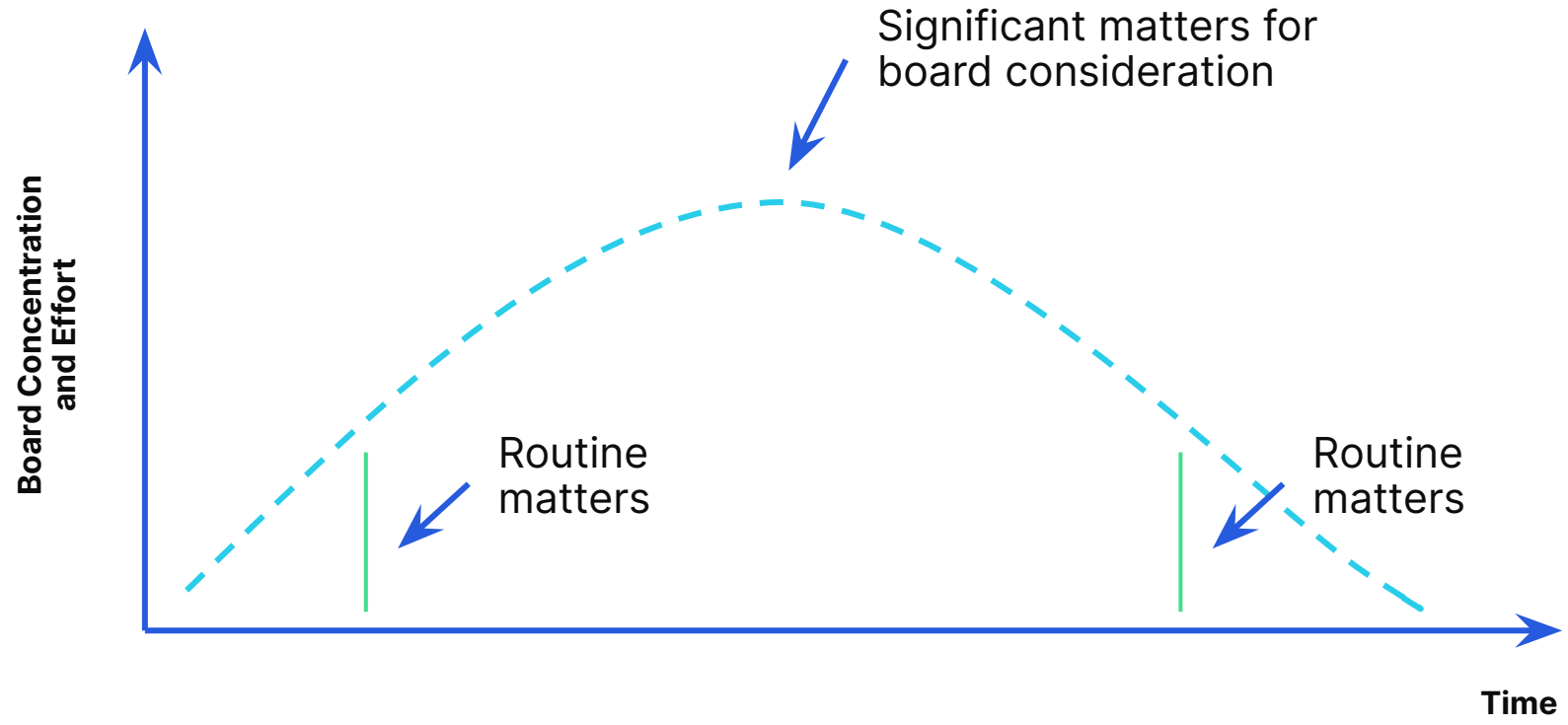


→ Action

- Noting
- Decision: Approval
- Noting
- Noting &/or Discussion
- Noting &/or Discussion
- Decision
- Discussion/Noting
- Noting)
- Discussion
- Noting
- Discussion (Decision if change)
- Noting
- Noting



The Meeting Agenda



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A Balanced Agenda

© Robert I. Tricker, International Corporate Governance: Text Readings and Cases





Where is your agenda item?

01

Is it for decision or noting?

02

Factual report or conceptual strategy?

03

Internal or external focus?

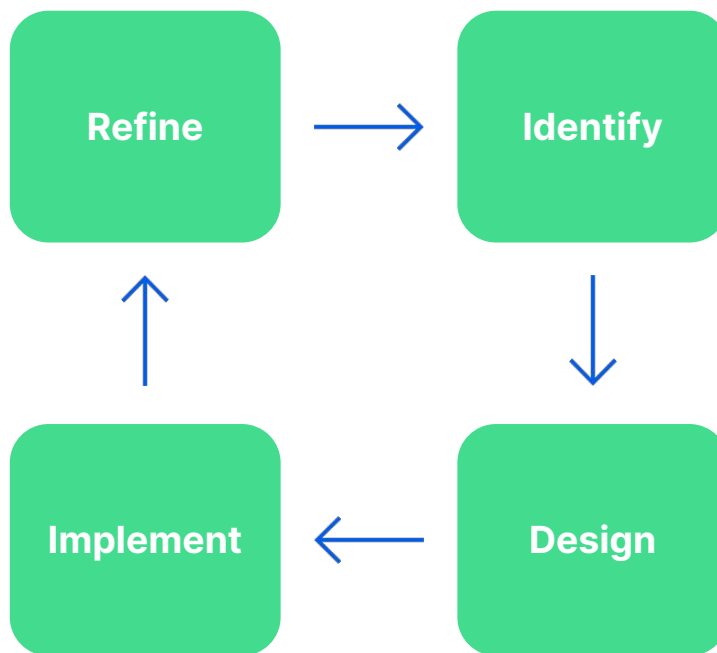
Get in the right part of the agenda



Reporting cycle

- Reviewing forward agenda
- Board's feedback on papers
- Updating templates based on feedback & external developments

- Meeting agenda
- Commissioning/briefing of report authors
- Writing & reviewing
- Collating the papers & distributing to the board



- Board's priorities
- Balance between strategy, performance, governance
- Board's preference for style, format, level of detail
- Meeting calendar & planning
- Templates/standard format to be used
- Training for the paper authors
- Choice/means of distribution



What do your papers cost?

01

Number of meetings per year

02

Number of papers in the pack

03

Number of pages per paper

04

Time to write each page x hourly cost

05

Time to read each page x hourly cost

06

Plus, printing and distribution or portal fee

07

Possibly plus, external consulting help



Worth getting it right!



WIIFM

What the board get from
your presentation?

How does it help them:

- Discharge their duty
- Achieve the vision
- Deliver the mission
- Avoid or mitigate risk



The 4 Mat Format

What is the purpose of your paper?

- What is in it for the board?
- What are the facts?
- What is the future / next steps / plan?
- What else / what could go wrong?

→ **Close / Call
to action if
appropriate**



Exercise

Practice on your own topics:

- What is in it for the board?
- What are the facts?
- How will it develop?
- What else / what could go wrong?

→ **Call to
action if
appropriate**



Case Study

James Hardy

Page 26 →



James Hardy Questions

01

What process do you use to ensure that all people writing board papers have access to the latest and most accurate information?

02

Late papers do sometimes happen. What process do you use to alert the board that a new paper has been added to their pack?

03

Tabled papers are fraught with difficulty. What process can you use to ensure that directors have time to read and consider these?

04

At the meeting in question two directors were overseas and attending via telephone. How would you ensure they could read and consider the tabled paper?





End of module 2

- 01 Do you have any questions?
- 02 What was the most insightful idea you gained today?
- 03 What will you do differently from now on?

