



Masterclass - Module 4

# Process and other issues

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LEADERSHIP. CLARITY. ACTION.

# Agenda

## 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 4

# Process and other issues



# Commissioning



01

Provide a template or samples

02

Set word limits

03

Be clear about the importance

04

Establish the timelines

05

Provide a source of background information

**Train The Writers**



# Anticipate Questions

→ Review the paper with your peers

→ Show it to your family and friends?

→ Get an expert to review it

**Ask them to highlight:**

01

Things that are not clear

02

Areas they want to know more about

03

Problems they are worried about



# Process and protocols for questions after papers issued



- Routed through CEO, Co Sec, or Chair
- Response direct or via CEO, Co Sec, or Chair
- Copy all directors in response or just the one who asked
- Time to respond (avoid JHI tabled papers)
- Formal or informal channels



# Committees

- More depth than board papers
- Likely to have more focused expertise
- Need to record committee activities in minutes that your **board** will understand



You only succeed  
if you make it  
back out alive!





# Follow up

01

Summarise agreement or decisions for the minutes

02

Agree next steps

03

Identify any deliverables

04

A 'Thank you' never does any harm!



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# Case Study

Centro and James Hardie



# Help everyone who writes to your board in future

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Thorough brief for writers:

- Board likes and dislikes
- Templates or preferred format
- History of this topic with board
- Context outside their area of expertise
- As much strategy as you can safely share

# End of module 4

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?



Hungry  
for more?

**contact**



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