



Masterclass - Module 3

Summarise, Simplify and Structure

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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

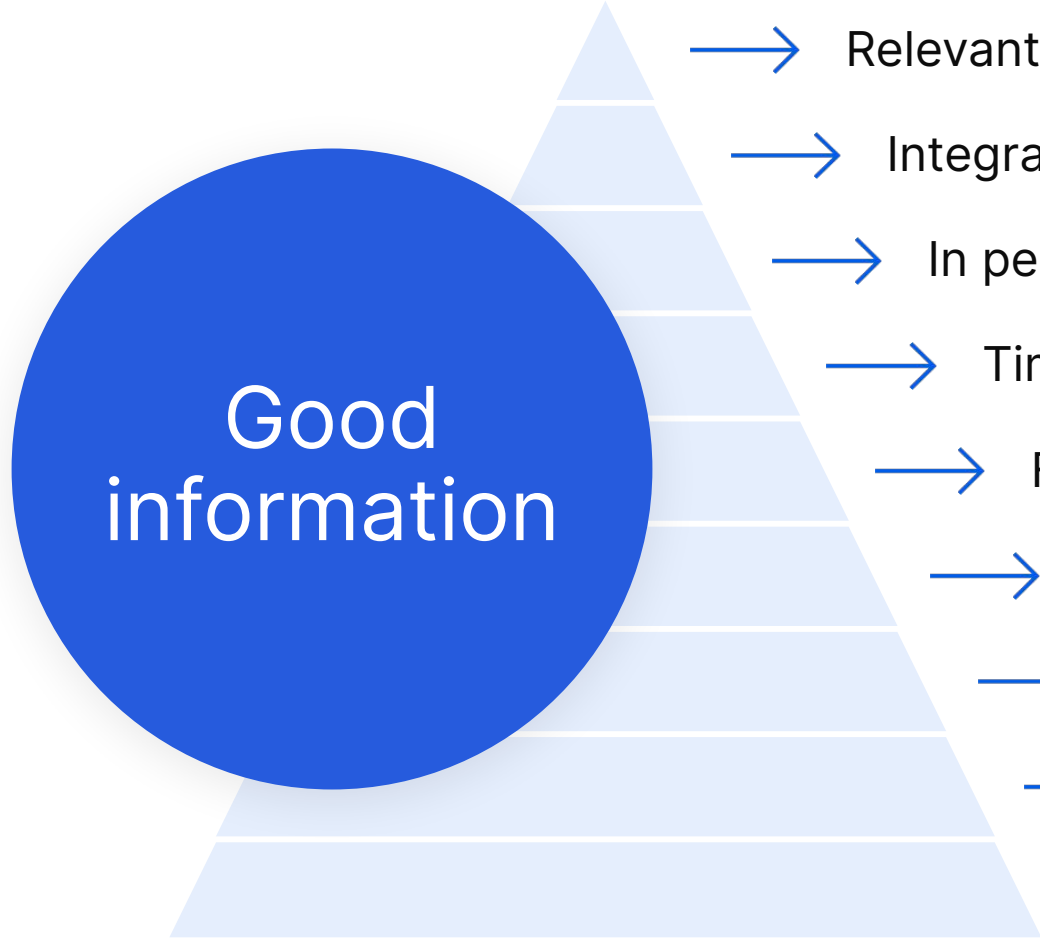




Module 3

Writing – Summarise, Simplify, and structure





Good
information

- Relevant
- Integrated
- In perspective
- Timely
- Frequent
- Accurate
- Consistent
- Clear
- Brief!!!





Issues with Board Papers

- Length
- Focus on legal and financial issues
- Backward looking
- Risk not mentioned
- Jargon
- Electronic delivery



How will you write your paper?

01

Is there a resolution?

04

Is length in perspective to importance?

07

Do my facts fit those of other presenters?

02

What is relevant to the board?

05

Is there a resolution?

03

Do my facts fit those of other presenters?

06

What is relevant to the board?

→ **Do you understand your boards' needs?**



Standard Templates

H

Help to set expectations

E

Ensure key sign-offs

L

Length is controlled

P

Provide structure



Headings

- 01 Purpose
- 02 Background
- 03 Issues
- 04 Proposed way forward / options
- 05 Risks
- 06 Recommendation
- 07 Next steps

→ What else?



Spelling check



Spelling check

You understand words that are misspelled as long as the first and last letters are in the correct place - the order of letters is unimportant



Grammar check



I am herewith returning the stipulation to dismiss in the above entitled matter; the same being duly executed by me

(From a real letter written in **'correct'** legal phraseology)

Grammar check



Here is a signed copy of the motion to **dismiss this matter**





Language choices

- 01 Stay positive
→ What does “It is not unexpected” mean?
- 02 Use ‘active voice’
- 03 Punctuate carefully
- 04 Consider inflection, emphasis and emotion



Watch out for Passive Voice



01

The cake was baked by my sister.

02

The report will be reviewed by the manager.

03

The product was purchased by millions of people.

04

The book was written by a famous author.

05

The project has been delayed by the team recruitment.

06

The new software was developed by our engineers.

07

The room was cleaned by the janitor.

08

The letter was sent by the post office.

09

The car was repaired by a skilled mechanic.

10

The problem was solved by our IT department.

Active voice

01

My sister baked the cake.

02

The manager will review the report.

03

Millions of people bought the product.

04

A famous author wrote the book.

05

Team recruitment delayed the project.

06

Our engineers developed the new software.

07

The janitor cleaned the room.

08

The post office sent the letter.

09

A skilled mechanic repaired the car.

10

Our IT department solved the problem.



Beware of double meanings

→ Did he get them to fund his business?

OR

→ Did he denigrate them?



Manly-based entrepreneur Justin Cameron is executive chairman of Think Better Group, which has invested in sustainable brands from cloth nappies to oat milk products. PHOTO: OSCAR COLMAN

SurfStitch founder bags ABN AMRO fund for sustainable retail business



Don't!

- ✘ Don't use personal email for work communication.
- ✘ Don't share sensitive information with unauthorized personnel.
- ✘ Don't arrive late for meetings.
- ✘ Don't use unapproved software on company computers.
- ✘ Don't disclose customer data without proper authorization.
- ✘ Don't make changes to the project scope without approval.
- ✘ Don't ignore customer complaints.
- ✘ Don't use company resources for personal projects.
- ✘ Don't leave confidential documents unattended.
- ✘ Don't engage in discriminatory behaviour in the workplace.



Do!

- ✔ Use only company-provided email for work communication.
- ✔ Share sensitive information only with authorized personnel.
- ✔ Arrive on time for meetings.
- ✔ Utilize approved software on company computers.
- ✔ Obtain proper authorization before disclosing customer data.
- ✔ Seek approval before making changes to the project scope.
- ✔ Address customer complaints promptly and effectively.
- ✔ Use company resources exclusively for official tasks.
- ✔ Ensure confidential documents are properly secured.
- ✔ Keep the work environment free from discrimination.





Inflection and emphasis

I didn't say that he stole the money.

Emphasise a different word each time, identify how the meaning changes:

01 I didn't say that he stole the money. → meaning:

02 I didn't say that he stole the money. → meaning:

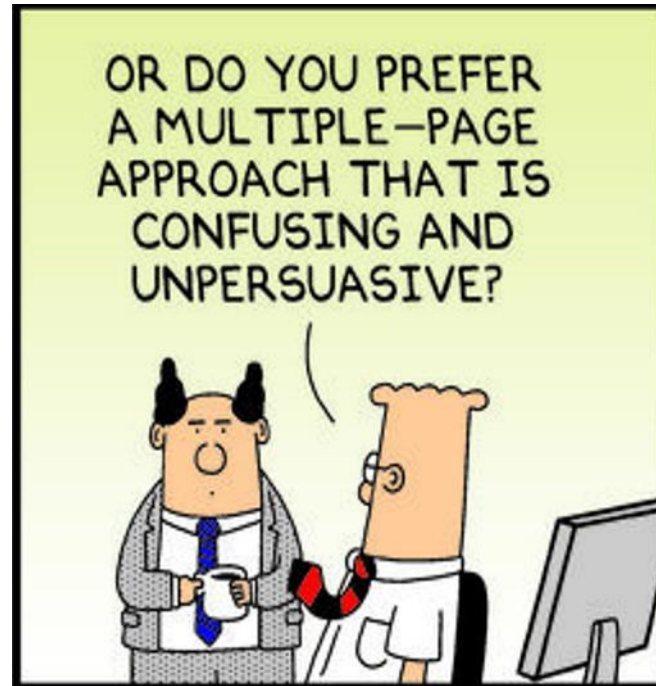
03 I didn't say that he stole the money. → meaning:

04 I didn't say that he stole the money. → meaning:

05 I didn't say that he stole the money. → meaning:

06 I didn't say that he stole the money. → meaning:

Charts



Avoid confusing charts

Exponential technologies are driving wave after wave of exponential innovation

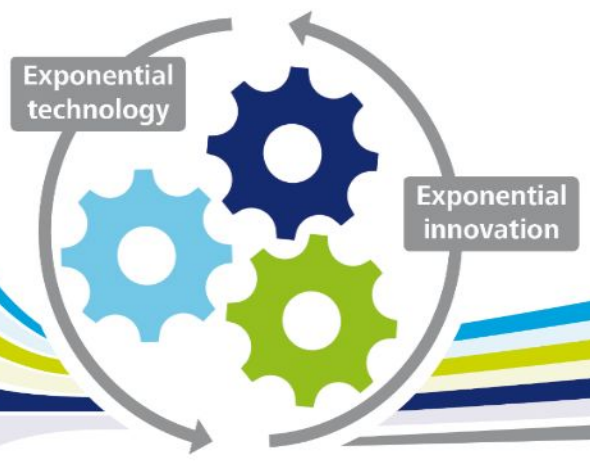
Unprecedented improvements in the 3 core digital technologies

- cost/million transistors from \$222 to \$ 0.06
- cost/gigabyte of storage from \$569 to \$ 0.03
- cost/megabytes per second from \$1245 to \$23

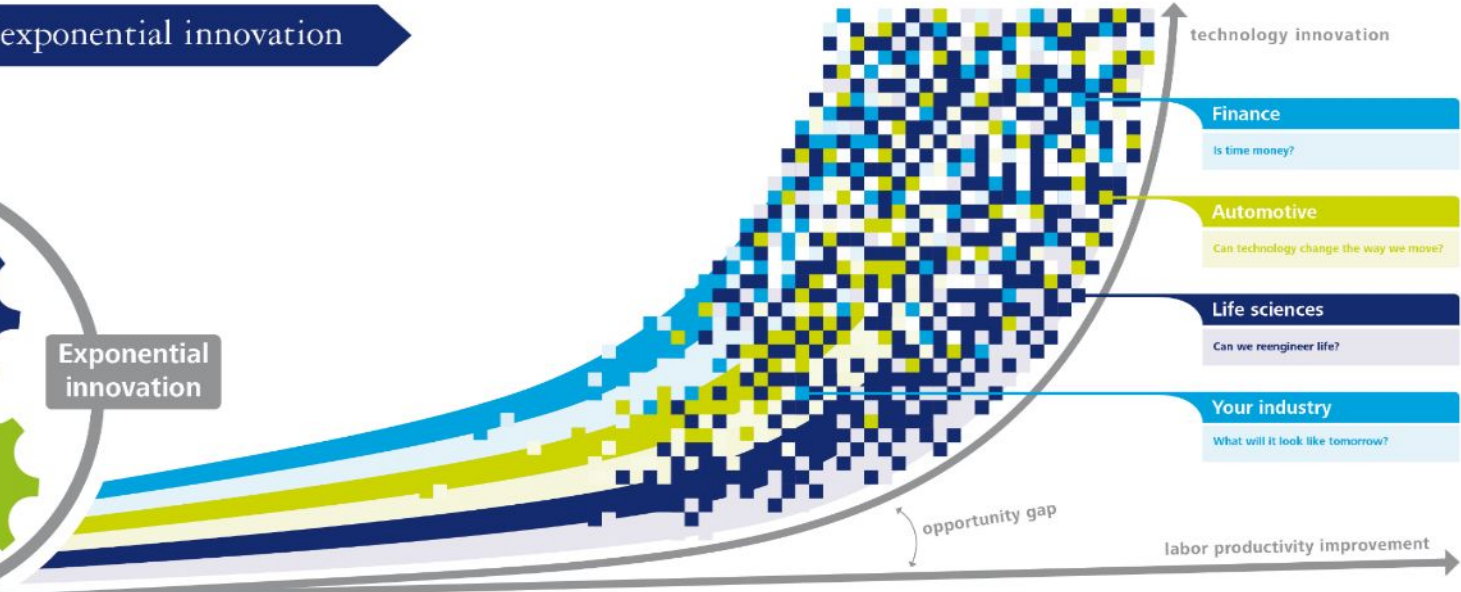
Interactions with other technology domains amplify disruptive power

- dynamic ecosystems
- open platforms

Moving across industries and blurring boundaries



- Where to start?**
- Realize that advances in core digital technologies is reshaping the nature of competition.
 - Integrate your Innovation processes with customers and dynamic ecosystems to enable shorter product release cycles.
 - Reorganize teams around learning and performance improvement.





Presentation matters

- 01 No small print
- 02 Appropriate graphics
- 03 Clear chart labels
- 04 Check print out
- 05 Check portal

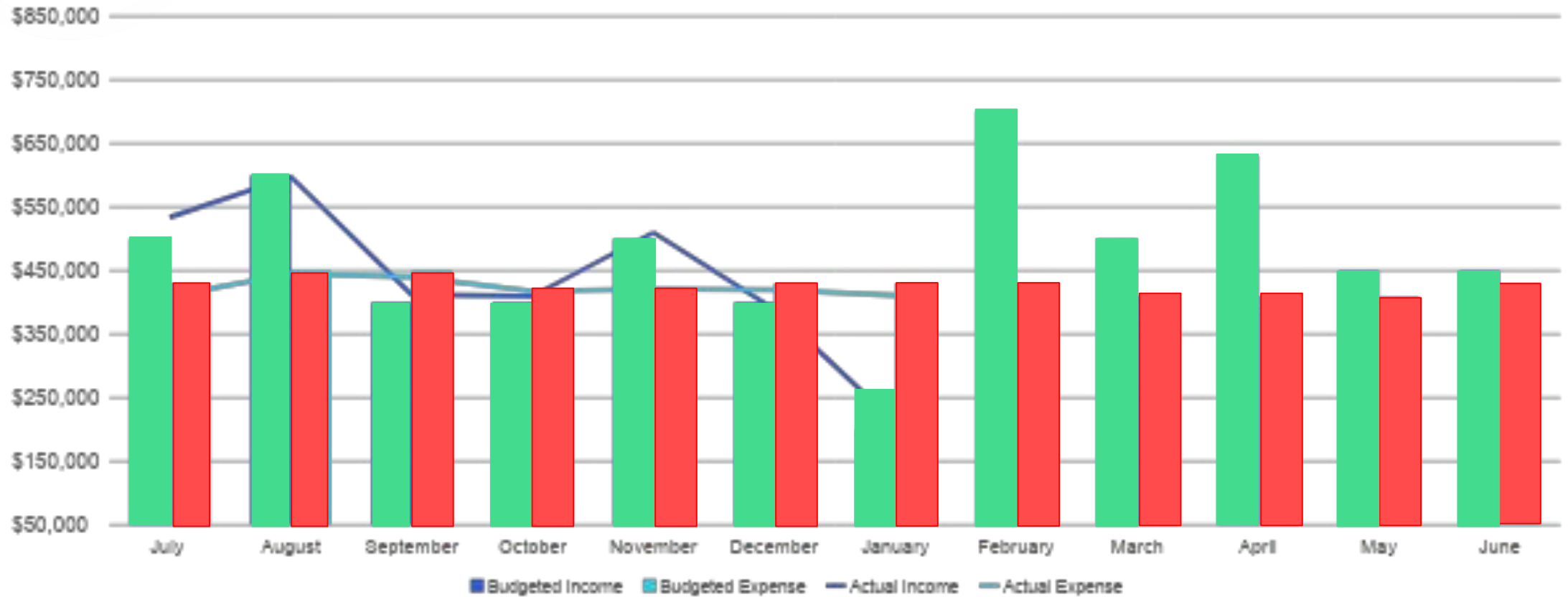
Reporting financial data

	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER
Budgeted Income	\$500,000	\$600,000	\$400,000	\$400,000	\$500,000	\$400,000
Budgeted Expense	\$430,000	\$450,000	\$450,000	\$420,000	\$420,000	\$430,000
Actual Income	\$534,000	\$598,000	\$412,000	\$410,000	\$510,000	\$389,000
Actual Expense	\$410,000	\$445,000	\$440,000	\$418,000	\$421,000	\$420,000

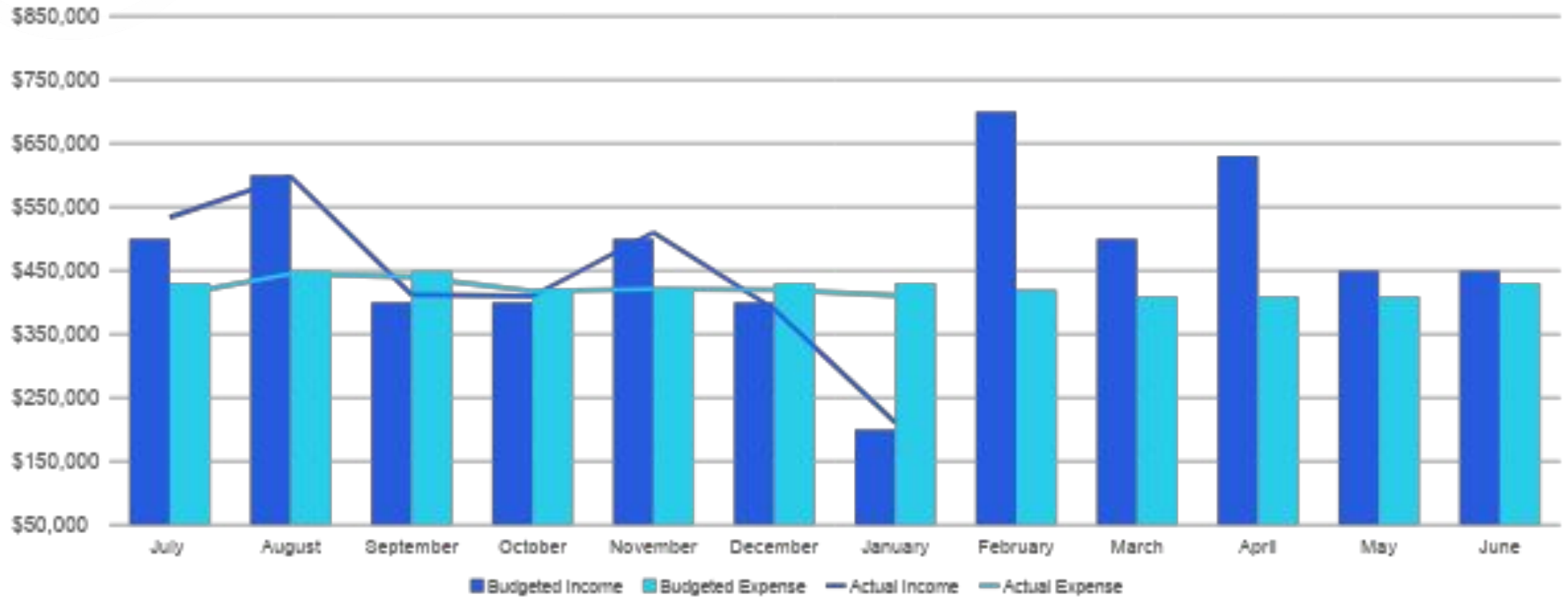
	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE
Budgeted Income	\$200,000	\$700,000	\$500,000	\$630,000	\$450,000	\$450,000
Budgeted Expense	\$430,000	\$420,000	\$410,000	\$410,000	\$410,000	\$430,000
Actual Income	\$211,000					
Actual Expense	\$411,000					



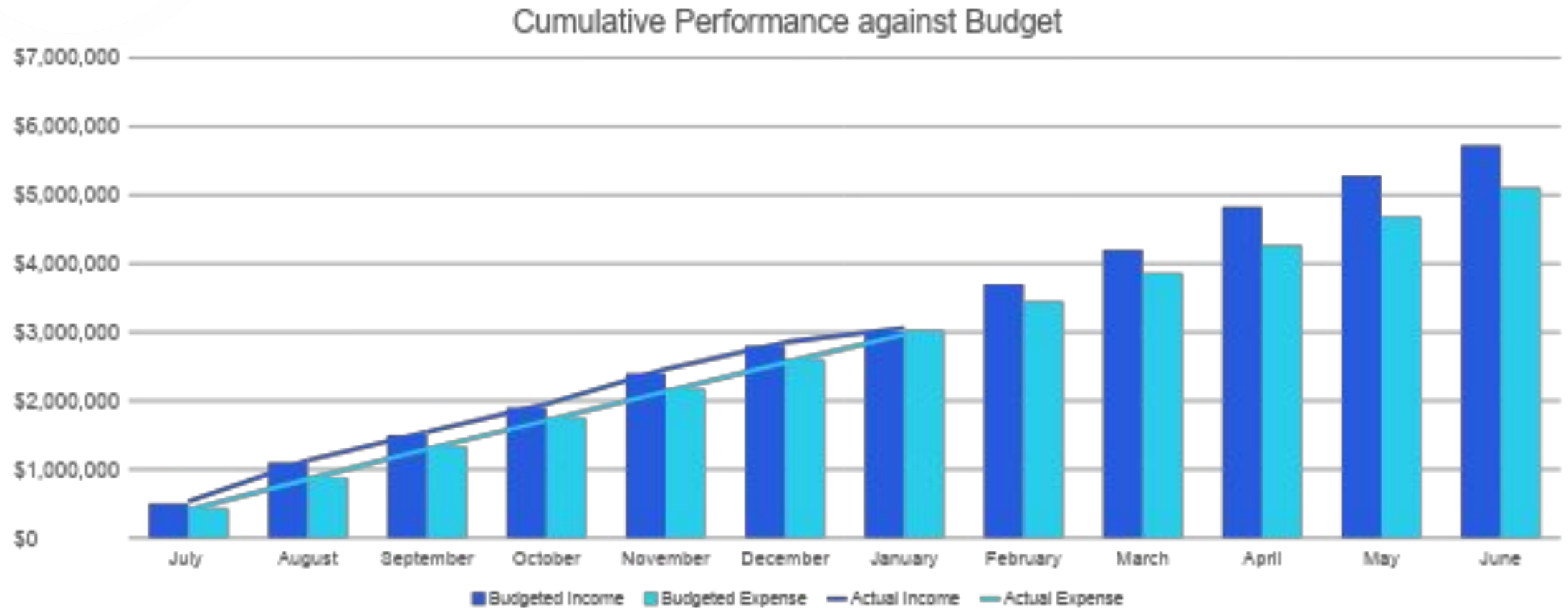
Reporting financial data



Reporting financial data



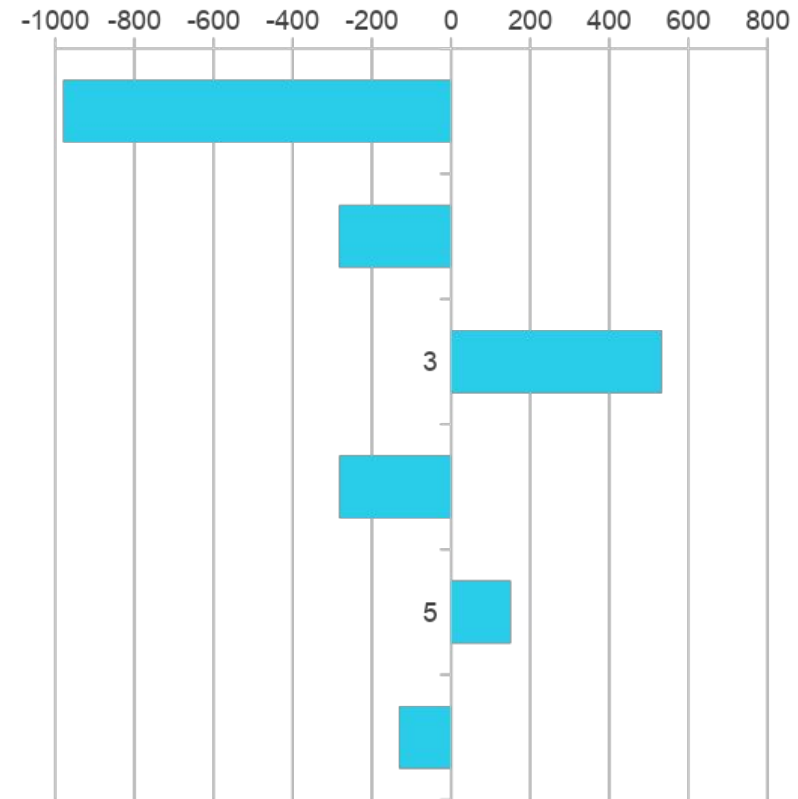
Same data different format



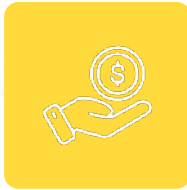
Percentages & Graphics

Year to date trading variances:

- Operating revenue → **5.6%**
- Other revenue → **7.8%**
- Operating Expenditure → **10.8%**
- EBIT → **3.9%**
- Net interest expense → **11.1%**
- PBT → **2.2%**



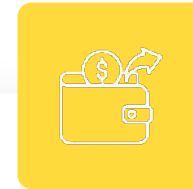
Explaining data



Operating revenue is down due to lower demand (**6%**) offset by reduction in debtor days and increased vigilance on overdue debtors



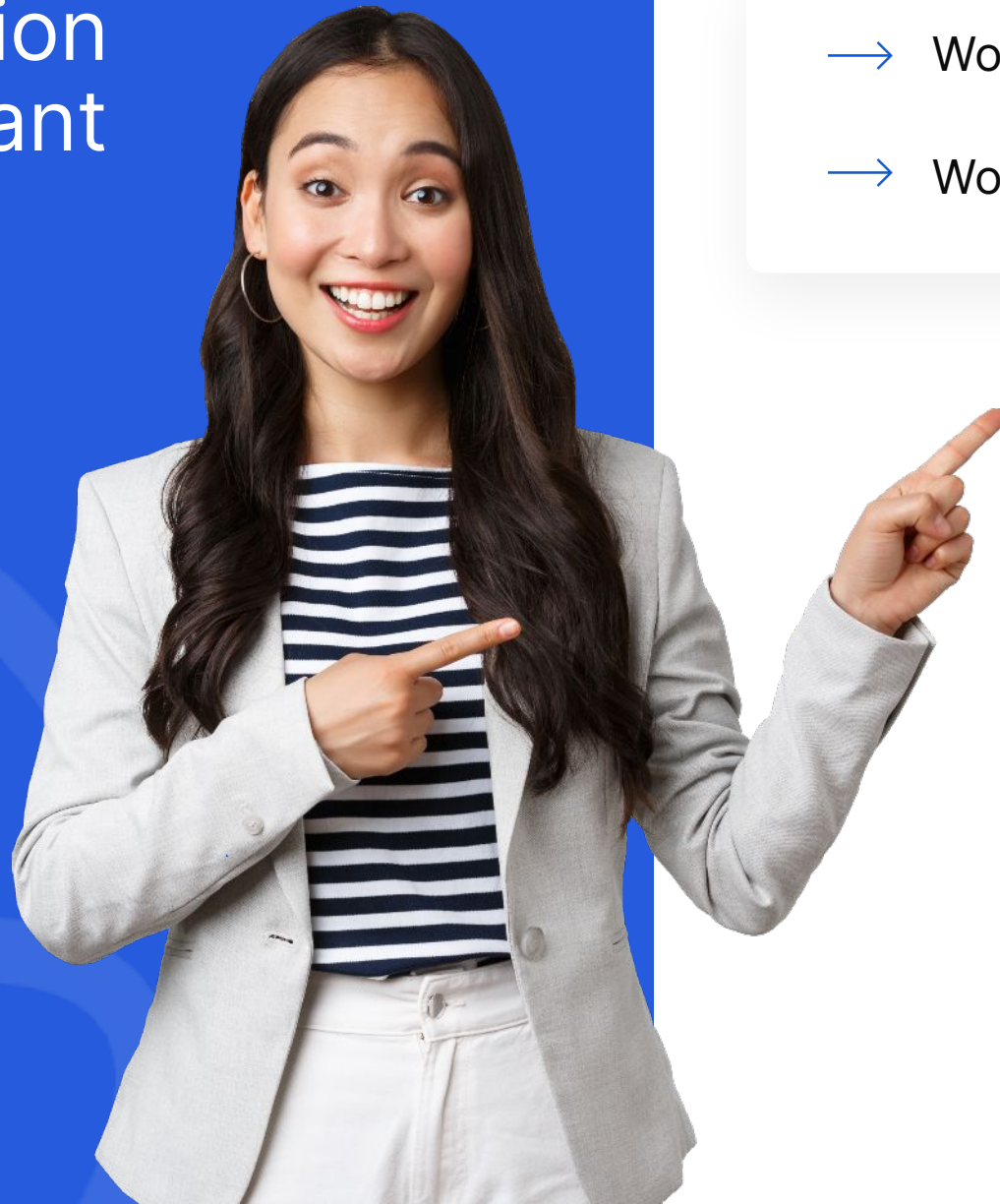
Operating expenditure (OpEx) is lower in line with demand



Net interest expense has reduced as accounts are settled more quickly



Punctuation is important



→ Woman: without her, man is nothing.

→ Woman, without her man, is nothing.

→ Let's eat kids.

→ Let's eat, kids.

Simple language



Pursuant to Section 5(a) of the Act, in accordance with the established procedures delineated in Schedule XII of the Regulations, it is required that individuals desiring to undertake commercial activities within the designated zone shall submit a formal application accompanied by the requisite documentation to the prescribed authority prior to the commencement of said activities.



If you want to do business in the specific area, you need to follow the rules in Section 5(a) of the law. To get started, you should send an application and the necessary documents to the right office before you start your business





Simple language



Persons found in contravention of Clause 12(c)(i) may be subject to enforcement actions pursuant to Sections 24(a) and 24(b) of the Ordinance, including but not limited to fines and legal proceedings.



If you break the rules in Clause 12(c)(i), you might face fines and legal action as explained in Sections 24(a) and 24(b).



What is she asking for?

“Keep, ancient lands, your storied pomp!” cries she with silent lips. “Give me your tired, your poor, Your huddled masses yearning to breathe free, The wretched refuse of your teeming shore. Send these, the homeless, tempest-tossed to me, I lift my lamp beside the golden door!”

→ Simplify the call to action in five words or less

End of module 3

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?

