

---

# Understanding Board Dynamics





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

**Lynda Carroll**

CEO Align Group



**Mele Wendt MNZM**

Board Chair & Director and Consultant



**Steven Bowman**

Professional Director - Advisor



**Martin Oxley**

Board Advisor



**Slides, webinar video,  
whitepaper and presentation  
will be sent to you. Relax,  
listen and ask questions**



BoardPro  
Beautifully functioning boards

«  
Understand the  
Board Dynamics



Lynda Carroll  
CEO Align Group

[www.boardpro.com](http://www.boardpro.com)

# Purpose of our session



To understand the key ingredients of effective board dynamics and how these contribute to the role of the board and effective board decision-making.

This is important as the more diverse our boards, the more opportunities there are for conflict and poor board dynamics.



---

# Agenda



01

The purpose of  
the Board and effective  
decision-making

---

02

Key ingredients of  
trusting relationships

---

03

Common drivers  
of conflict

---

04

The Chair's role

---

# Purpose of the Board

— Institute of Directors, Four Pillars

01

Determining Purpose

02

Effective Governance Culture

03

Holding to Account

04

Effective Compliance



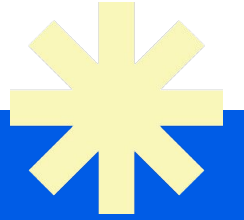


Discussion



Dialogue





# Consensus

Does consensus mean we all need to agree?





# Panel Discussion

**Trust  
worthiness**

**=**

**Credibility + Reliability + Intimacy**

---

**Self-Orientation (interest)**





# Common sources of Conflict

- A desire for control
- Inter-personal issues
- Factions
- Poor communication
- Ineffective chair
- Lack of role clarity





# Panel Discussion



# Poor boardroom dynamics



**01**

CEO and/or  
Chairs dominate  
meetings

**02**

People talking  
over one another

**03**

One director  
tends to  
dominate each  
topic

**04**

Taking turns is  
often confused  
with true  
participation

**05**

New Directors  
tend to  
contribute less

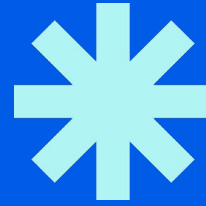
# Role of the Chair

- Prior to the meeting
- During the meeting
  - *Facilitate meetings*
  - *Sound board processes for effective decision-making*
  - *Ensuring collective responsibility*
- Post meeting
- Deal with inappropriate behaviour





# Planning for those “difficult conversations”



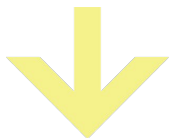
## Maintaining the relationship

- How will that person be feeling
- How will you maintain their self-esteem
- How will you deal with their response  
angry or upset
- How will you support them to change their behaviour



## Achieving the desired outcome

- Being clear on desired outcome
- Having a clear agenda to get there





# Panel Discussion



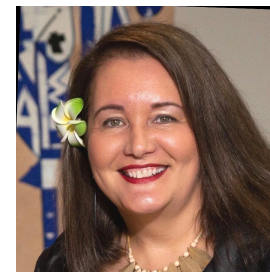
**Lynda Carroll**

<https://www.linkedin.com/in/lynda-carroll-39b3a213>



**Mele Wendt MNZM**

<https://www.linkedin.com/in/mele-wendt-mnzm-b7016b15>



**Steven Bowman FAICD**

<https://www.linkedin.com/in/stevenbowmangovernance>



**Martin Oxley**

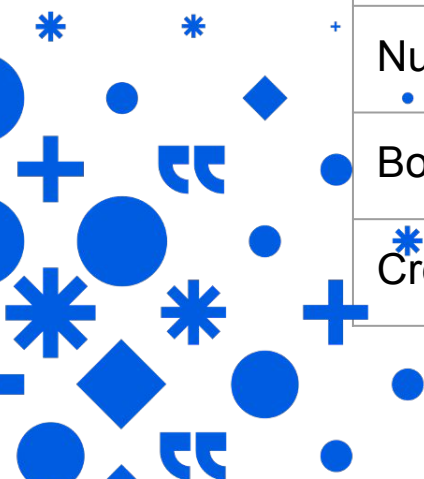
<https://www.linkedin.com/in/martinoxleynz>



# Webinar Schedule (May - August 22)



Understanding board dynamics	May 19
<b>Creating an effective board agenda</b>	<b>May 26</b>
The Boards responsibility for setting corporate culture	June 8
Preventing Fraud - A Boards Duty of Care (Sam MacGeorge)	June 15
Governance and Management Effectiveness - (Julie Hood)	June 23
How to conduct board evaluations	June 30
How to build a portfolio of board roles	July 7
Nuances of governing in a privately owned business	July 28
Board appointments that form great boards	August 11
* Create a CEO Report that will delight your board	August 25



[www.boardprohub.com/webinars](http://www.boardprohub.com/webinars)

