



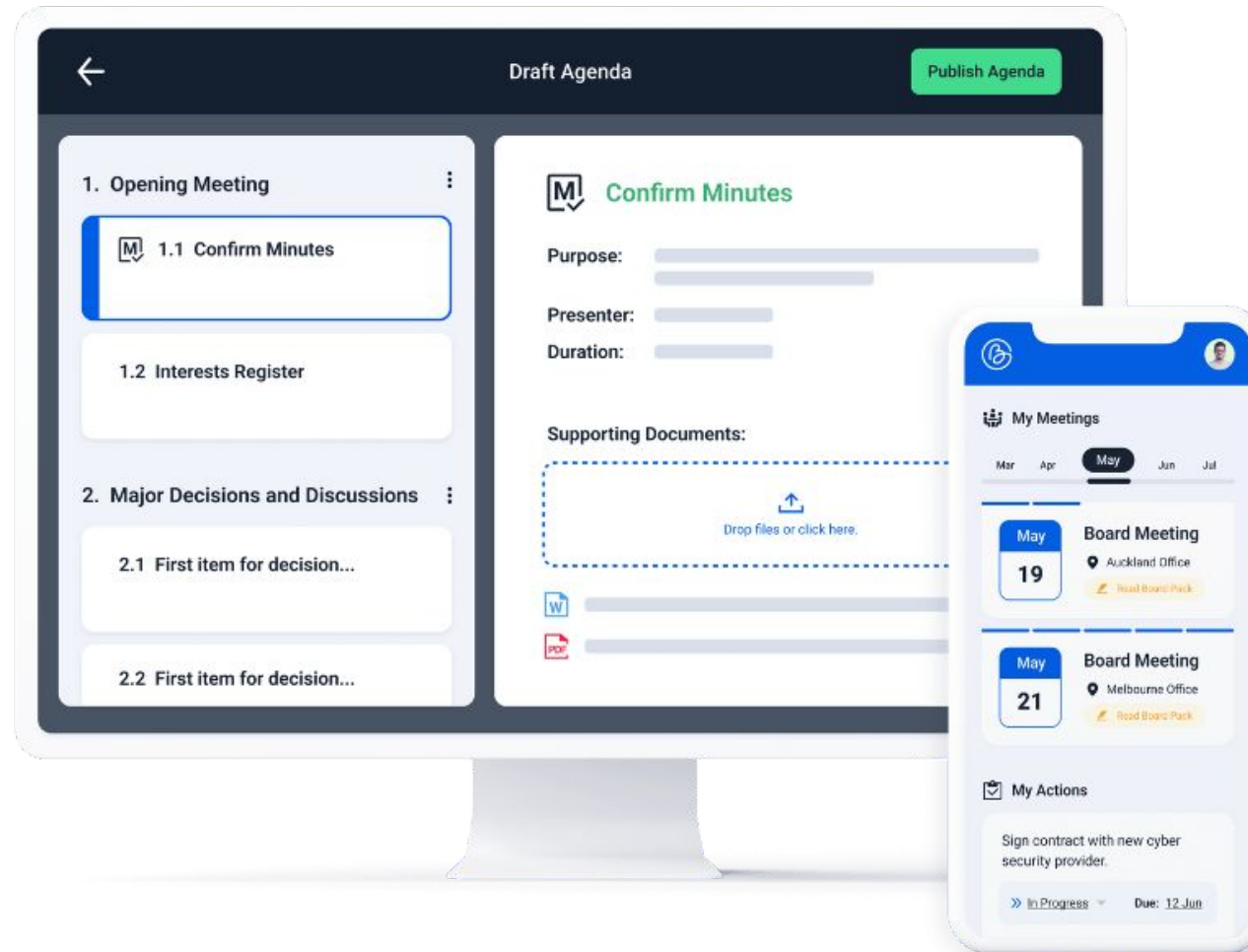
# Setting your strategic board agenda

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Learn how to develop and structure a strategic board agenda that keeps the board focused on the important matters during the meeting







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



**Brett Herkt**

CEO - Co Founder  
**BoardPro**



**Steven Bowman**

Director  
**Conscious Governance**



**Lynda Carroll**

CEO  
**Align Group**



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

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# Context

ISSUE	THE CAUSE	ACTION
Ignorance	Directors don't understand their role	Directors must learn their role
Familiarity	Directors understand and are comfortable with operations	Stop interfering in operational matters, and act like a Director
Faith	Directors understand and are comfortable with operations	Performance manage the CEO; remove them if needed

Adapted from [https://www.skills2lead.com/Leader\\_Newsletter-governance-vs-management.html](https://www.skills2lead.com/Leader_Newsletter-governance-vs-management.html)

**We will add a fourth reason, based on our real-world experience...**

ISSUE	THE CAUSE	ACTION
Poor Preparation	The CEO and the Chair fail to prepare or stick to a strategically focused Board Agenda	Dramatically enhance your Board Agenda, using the following thirteen Top Practices (and more!)





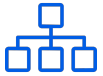
# The Chair Owns the Sequence of Events





# Place your vision at the top of the agenda

1



Why your organization exists



Steers the conversation



Guides behavior



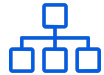


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## Create a cover sheet



Photograph of key work



Reminds directors why the organization exists



Explore your mission moment



3

## Strategy ahead of operational matters

01.

Avoids 'rabbit holes'

02.

Prioritize first for strategic matters

03.

What keeps the CEO awake at night?



4

## Use a consent agenda



**or....a 'block agenda'**

Reduces time on ' for noting' points only

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Group of items placed together

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48 hours before the meeting

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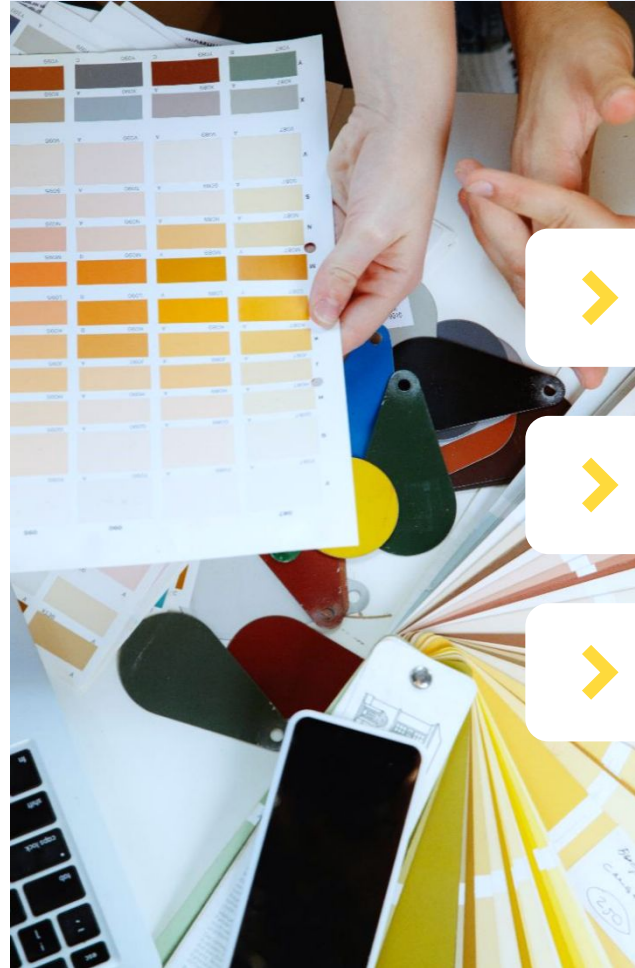
At the discretion of the chair





5

**Color code  
or note, or better  
still, use a board  
portal**



**“Items for Noting”**



**“Items for Discussion”**



**“Items for Decision”**





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## Careful use of ratios

When determined in advanced, some selected, key ratios can help the Board to focus on the strategic issues behind the finance and other numbers

01. Create a legend to explain what they mean

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02. Define trigger points for action



### 4 TYPES OF RATIOS

#### **PROFITABILITY RATIOS**

How well does the company generate profits?

#### **LEVERAGE RATIOS**

How extensively is the company using debt?

#### **LIQUIDITY RATIOS**

Does the company have enough cash to pay the bills?

#### **EFFICIENCY RATIOS**

How efficiently does the company use its assets and capital?

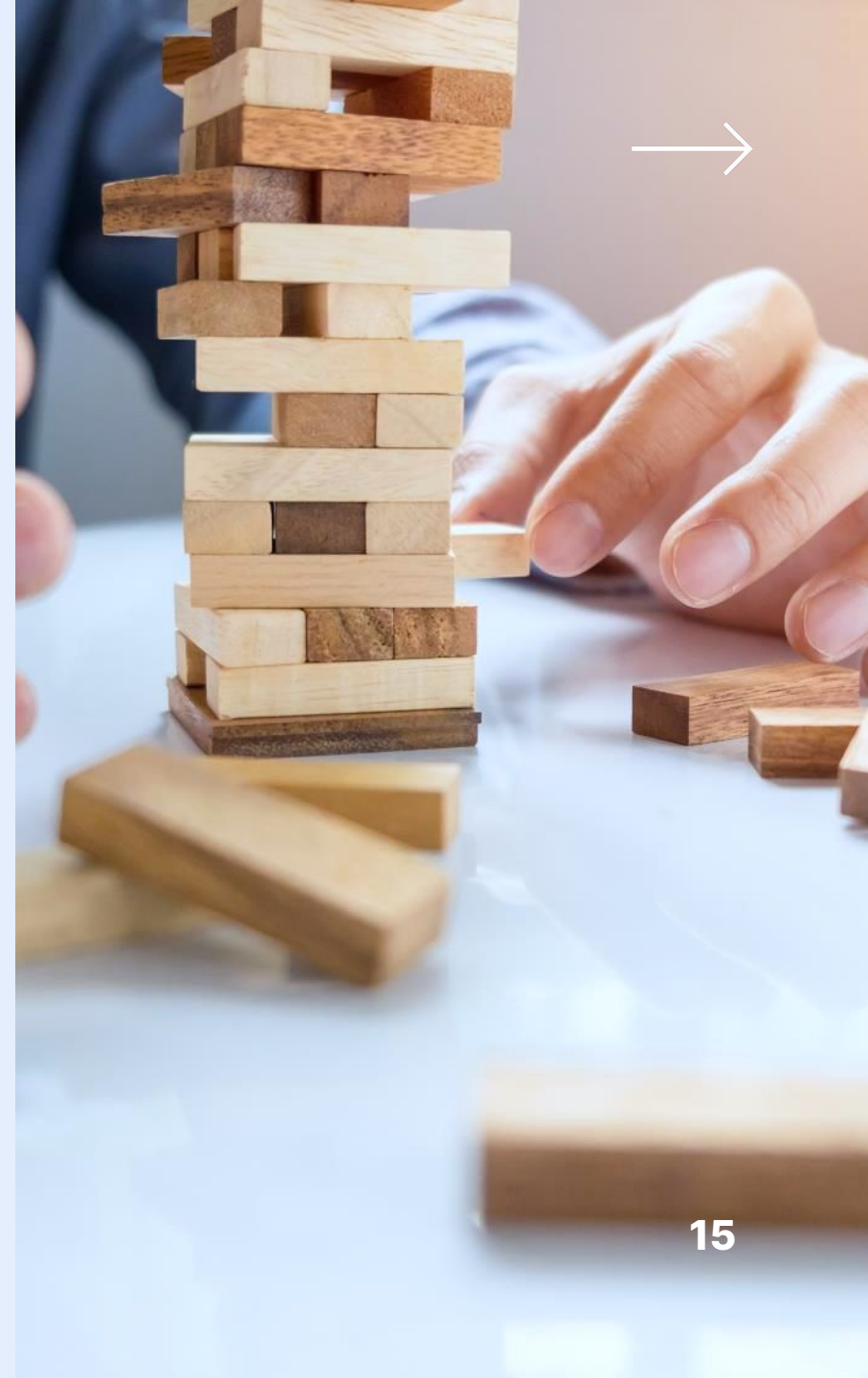




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## Manage 'board owned risks'

- Separate classification for board owned risks
- CEO and exec team must remain vigilant over all risks
- Risks can be opportunities







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## Use dashboards... sparingly

These summary style reports can graphically represent and summaries key data

01. Measure items of real impact to the organization
02. Include 'people' and 'culture' measures
03. Trend information is very useful



# Leading



Influence future  
performance

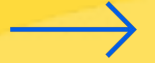
Analyze  
past performance



# Lagging

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**Use leading  
indicators not  
lagging  
indicators**



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## Measure the right things

➤ Client and target numbers

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➤ Clients lost

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➤ Benchmarks

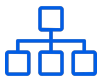




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# The CFO and CEO Declaration



The organization  
is solvent



Key payments  
update





## XYZ Ltd AGENDA Board of Directors

### A Strategically Focussed Agenda for the Board Meeting...

The Consent Agenda technique used in this Agenda is a powerful tool that reduces the amount of time spent on reports that are 'For Noting' only. This is sometimes called a Block Agenda (Le where a group of items are placed together and approved by the Board as a 'block').

Note to Directors: An Agenda item with the green background colour means this item is for Noting Only, and these items will be voted to be accepted as group (or as a block item) under Agenda Item 4. Up to 48 hours before the meeting, Board Directors may request that the Chair take an item off the Consent Agenda item so that it can be discussed by the full Board. It is at the discretion of the Chair whether to allow the item to be moved onto the Agenda for discussion (or not).

Insert **Vision Statement** here – The Chair and CEO can use this to focus the discussions.

Date:	Thursday 19 July 2022
Time:	2:15pm to 4:30pm
Location:	Macquarie Room, 60 Martin Place Sydney
	Zoom URL: TBA
<b>TO BE PRESENT</b>	
Board of Directors:	AB (Chair), CD (Dep Chair), EF (Treasurer), and Directors GH, IJ, KL, MN.
Management:	YZ (CEO), WX (GM), UV (GM),
Apologies:	Director OP
Secretariat Support:	ST (EA to CEO)



# The Strategic Agenda Template

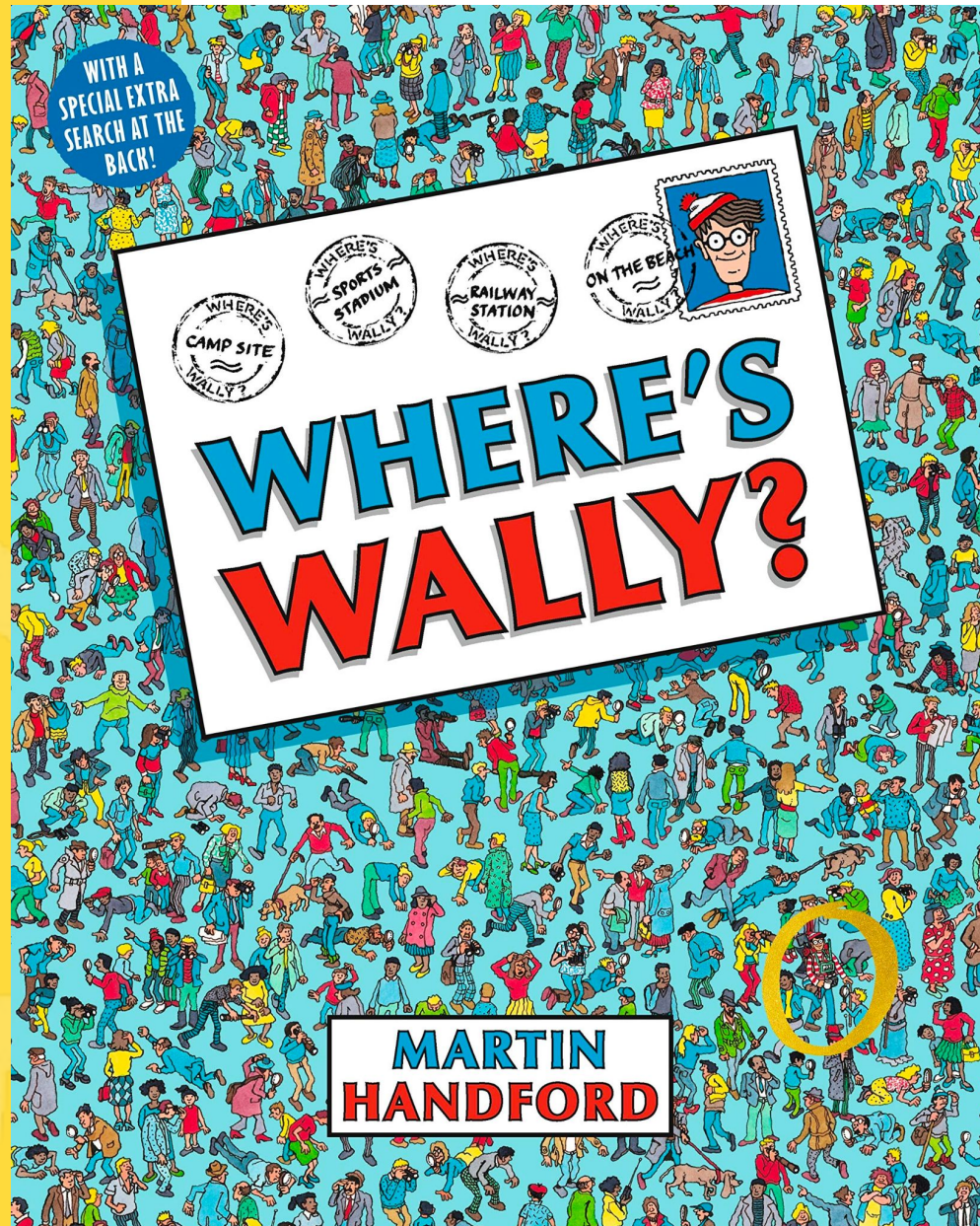


# Your Strategic Agenda Template - with...

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**Brett Herkt**

**in** [www.linkedin.com/in/bretttherkt](https://www.linkedin.com/in/bretttherkt)



**Steven Bowman**

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# Webinar Schedule

**38.** Setting the strategic board agenda

**December 8**

**39.** Effective board administration for early stage companies

**February 8**

**40.** How to get your board on board and engaged

**February 16**

**41.** What is board engagement and how to get more of it!

**February 23**

**42.** Creating effective minutes for your board meeting

**March 9**

**43.** **Ask Me** - Everything Governance

**March 16**

**44.** The importance of a rigorous annual board work plan

**March 23**

**[www.boardpro.com](http://www.boardpro.com)**  
**PROMO CODE: agenda**