

The Board's Role in Setting

Organisational Culture



BoardPro™

Governance made easy

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

Steven Bowman

Professional Director - Advisor



Catherine Maxwell

General Manager, Policy and Advocacy
at Governance Institute of Australia



Julian Fenwick

CEO GRC Solutions



Susan Huria ONZM, CMIInstD


Governance Specialist



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

BoardPro
Beautifully functioning boards

“
The Boards
Role in Setting
Organisational
Culture



Steven Bowman
Conscious Governance

www.boardpro.com

The image shows a book cover with a white background and a blue vertical band on the right. The BoardPro logo is at the top left of the blue band. The title 'The Boards Role in Setting Organisational Culture' is centered in the blue band, with a quote icon above it. Below the title is a circular portrait of Steven Bowman. At the bottom of the blue band, his name and 'Conscious Governance' are listed. The bottom of the white background features the website 'www.boardpro.com' with a right-pointing arrow. Decorative elements include four left-pointing arrows at the top left, four right-pointing arrows at the bottom right, and two 3x3 dot grids on the left and right sides.



Culture and your board

- What is culture and the role of the board?
- How do we know what culture we require?
- How do we measure culture?
- How do we create culture?



What is culture and the role of the board?

As described in the Good Practice Guide “Managing Culture”

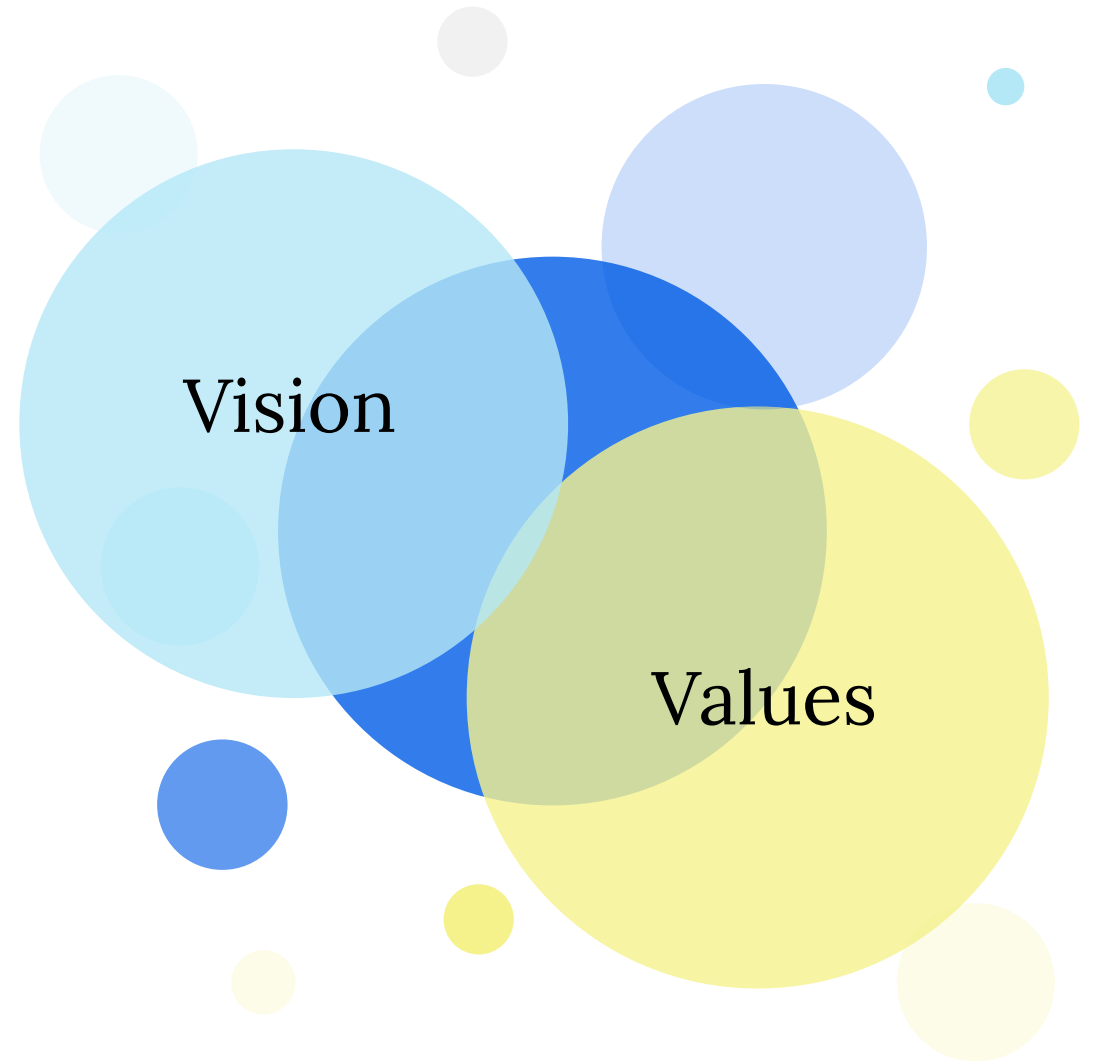
“a set of shared mental assumptions that guide interpretation and action in organisations by defining appropriate behaviour for various situations’. A colloquial definition frequently heard in workplaces is ‘what we expect around here”



How do we know what culture we require ?

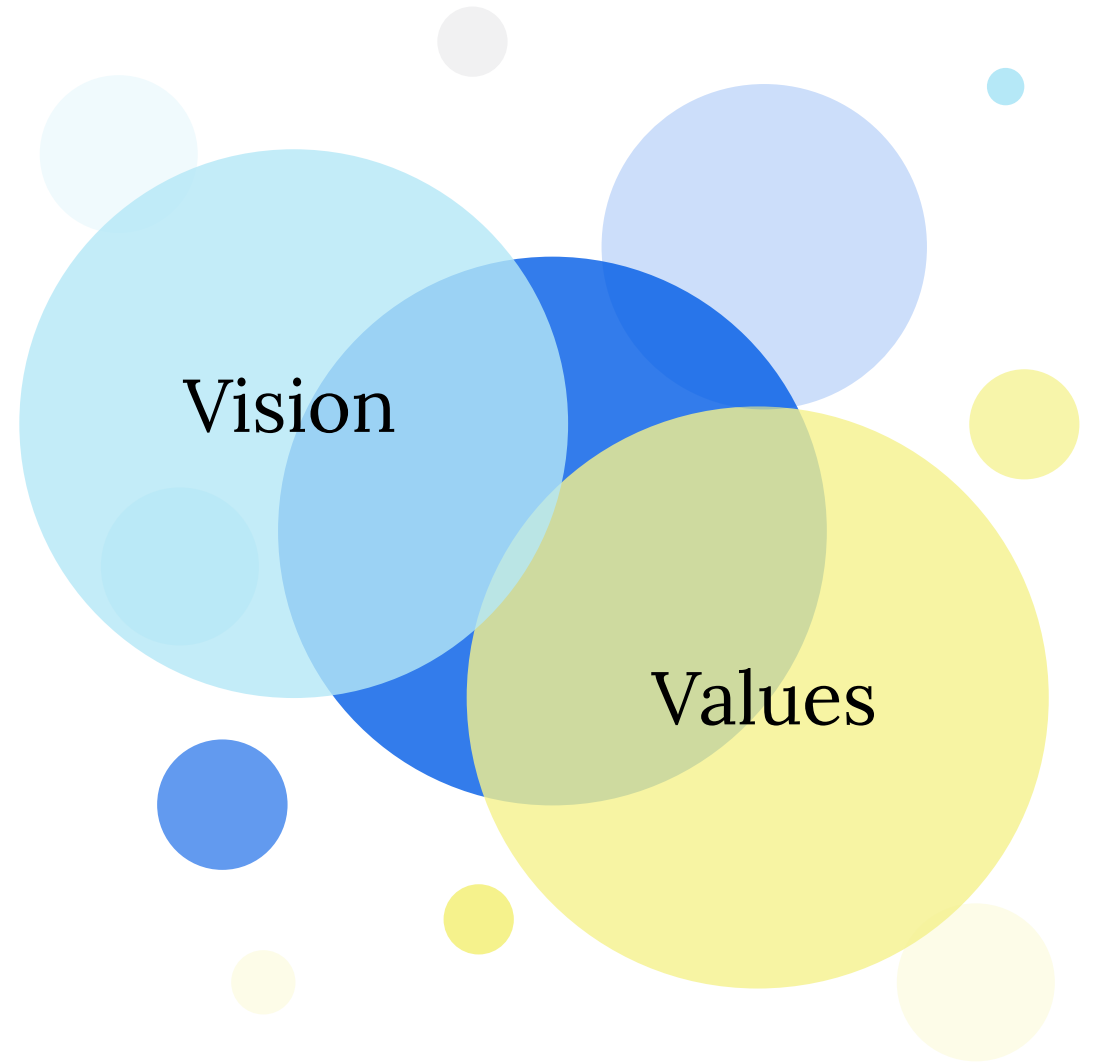
Every organization will typically have a **values** statement.

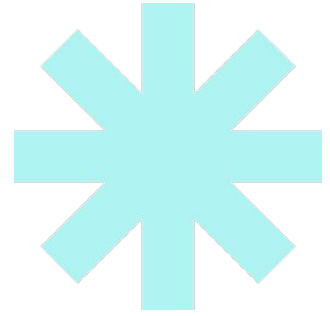
- * However, the culture of the organization may or may not be living those values, so we need to be able to **measure and monitor** how well everyone in the organization is both living and breathing these values.



How do we know what culture we require ?

Your **vision/purpose** statement provides you with a glimpse of what the future could be, and your **values** provide guidance of how we behave on the journey





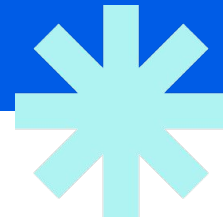
How do we measure culture?



- What do we want?
- What should that look like?.
- How do we monitor, measure and then change
- How do we measure?



How do we measure culture?



What if the first step is
not to measure culture?

**”what does our culture need to look and feel like for
us to truly be successful while making it a great
place to work?”**



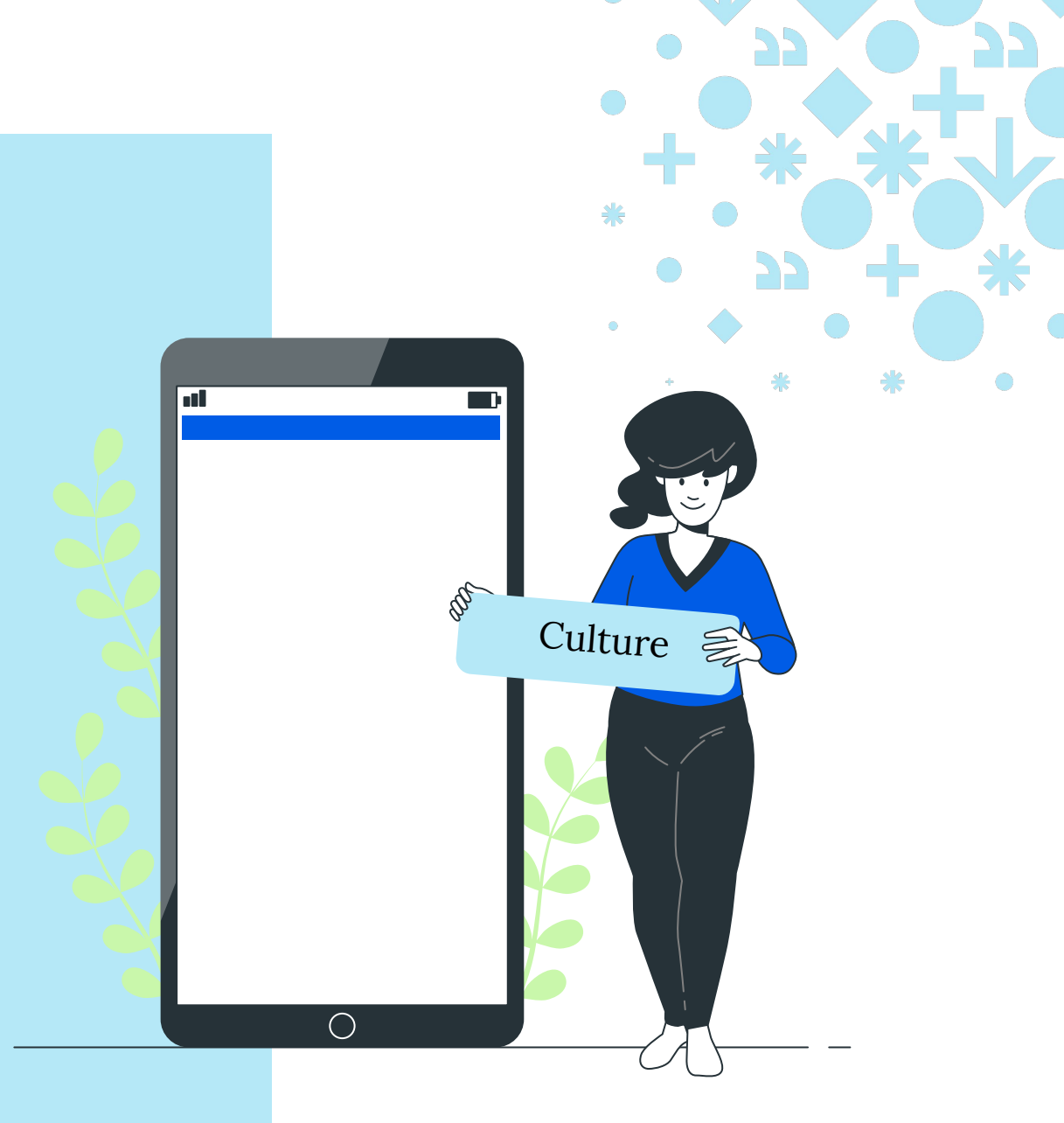


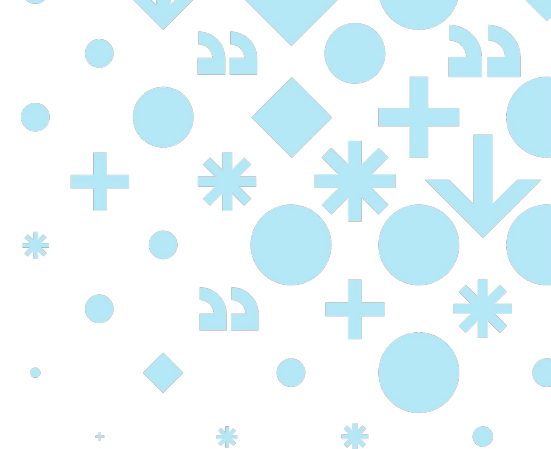
Panel Discussion

What part does the board agenda play?

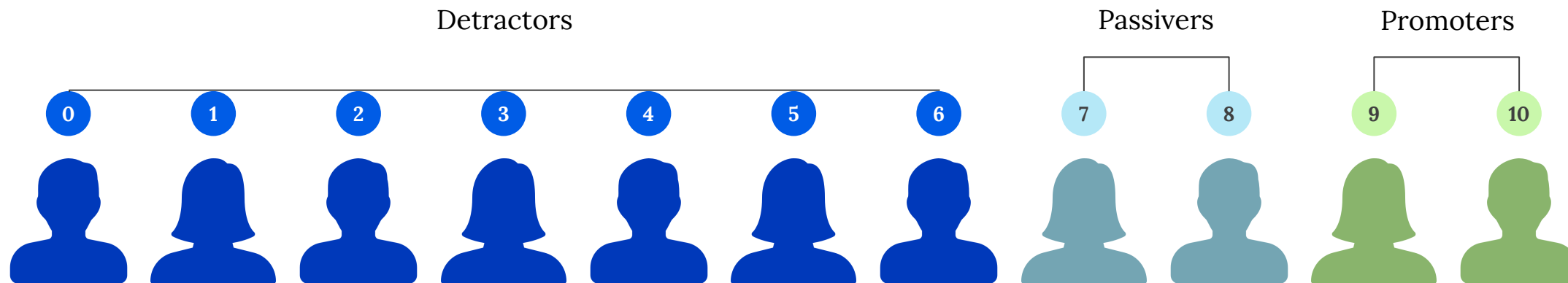
There should be a standing agenda item at board meetings where there is discussion and evidence presented through a board report that covers

- How are we going with our culture?
- What are we doing well?
- What are the opportunities for improvement





Net promoter score



65
NPS Score

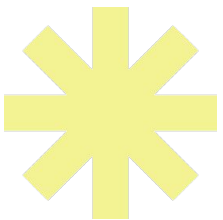


Source: Aaron Weiche, GatherUp

A complaints register

A treasure trove of possible future trends or strategic issues of relevance to the board

- Senior management to review all complaints
- Identify trends, themes, patterns
- an early warning of more fundamental problems in culture or service design and delivery





Stakeholder involvement in board meetings

Invite a key stakeholder who is strategic in outlook and ask them to discuss with the board what that stakeholder sees as the 2 key strategic issues for that stakeholder in the next five to ten years.

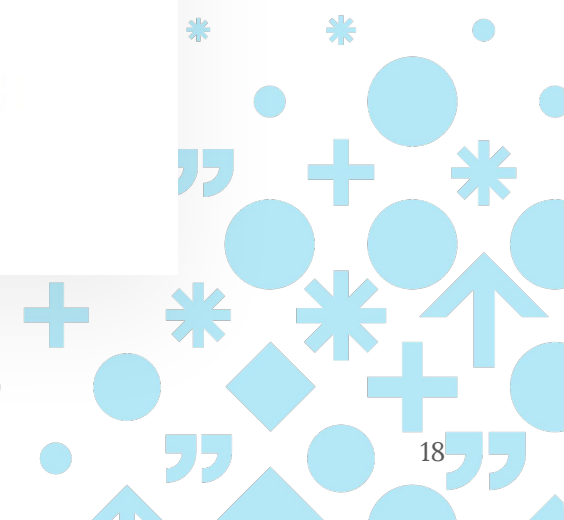
- discuss the potential implications
- organisational cultural issues they see that may get in the way



Panel Discussion



Staff Surveys





How do we create great culture

For the board and senior managers:

Your behaviour and your decisions send a message to your staff about how people are expected to behave, which in turns set the cultural standard for others to follow.

The CEO is the single greatest potential influence on the organizational culture.

- The CEO can provide conscious and aware leadership
- Provide unconscious leadership and watch a series of subcultures be created around them.



Four key elements

01

Mind-Set

02

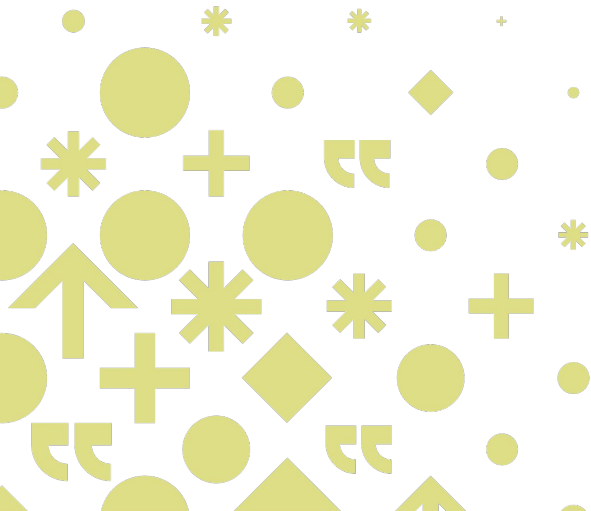
Behaviour

03

Symbols

04

Processes





In summary

A simple framework:

01

What is culture and the role of the board?

02

How do we measure culture?

03

How do we know what culture we require?

04

How do we create culture?



Steven Bowman FAICD

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



Catherine Maxwell

<https://www.linkedin.com/in/catherine-maxwell-15622a58>



Julian Fenwick

<https://www.linkedin.com/in/julian-fenwick-415848>



Susan Huria ONZM, CMIInstD

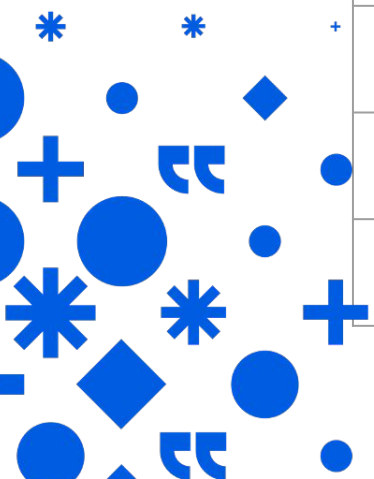
<https://www.linkedin.com/in/susanhuria>



Webinar Schedule (May - August 22)



Creating a strategic board agenda	May 26
Not For Profit Governance: What You Need To Know	June 2
The Boards responsibility for setting corporate culture	June 8
Preventing Fraud - A Boards Duty of Care (Sam MacGeorge)	June 16
Governance and Management Effectiveness - (Julie Hood)	June 23
How to conduct board evaluations	June 30
The Future Director - How the role of the board member is changing	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.boardpro.com/webinars