



GOVERNANCE FOR AN AGILE ORGANISATION

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SESSION AGENDA

1. What is an “Agile” organisation?
2. How does Governance impact on opportunities & choices?
3. What isn’t “Agile” and what gets in the way?
4. Transforming “Over Governance” into “Strategic Awareness”
5. How are you spending your time, energy and attention?
6. Future Boardrooms & Governance for an Agile organisation

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What is an “Agile” organisation?

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The following 6 principles will help you create an agile culture for your service team and organisation:

- Don't slow down delivery
- Decisions when they're needed, at the right level
- Do it with the right people
- Go see for yourself
- Only do it if it adds value
- Trust and verify

Source : <https://www.gov.uk/service-manual/agile-delivery/governance-principles-for-agile-service-delivery>

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What would you do if.....

- Large Contract ceases suddenly
- No new contracts/tenders in pipeline
- Income generation strategies don't work
- Opportunity to expand arises
- Trust & Relationship breaks down between Board/CEO & Executive

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How does Governance impact on opportunities & choices?

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DO LESS OR DELETE	DO MORE
<p>Lack of Delegations of Authority Lack of adherence to them</p>	<ul style="list-style-type: none"> • Delegations are documented and adhered to • Board empowers CEO to make decisions • Feedback in real time • Board make timely decisions
<p>Compliance & Risk take up most of the “airtime” in reports/meetings</p>	<ul style="list-style-type: none"> • Compliance & Risk needs to be “fit for purpose” • Risk as Strategic Advantage
<p>Focus is always on the negative</p>	<ul style="list-style-type: none"> • Culture starts with you • Acknowledge • Thanks & Gratitude • Celebrate success & fail fast/fail forward
<p>Time wasted talking around in circles Questions used as weapons</p>	<ul style="list-style-type: none"> • Use Questions as a Powerful Strategic Filter • How does that relate to our Vision?
<p>Requests from Board or CEO ignored</p>	<ul style="list-style-type: none"> • Record actions in minutes • Follow through, visibility • What would it take for this to happen?

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What isn't "Agile" and
what gets in the way?

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DO LESS OR DELETE	DO MORE
Lack of “strategic awareness” by the Board & CEO/Exec.	<ul style="list-style-type: none"> • Strategic Plan with clear KPIs/impacts/outcomes • Strategic Agendas & Discussions • Board reports aligned to strategy • Annual Governance Calendars
Long & Frequent Meetings without decisions & clear agreement on actions	<ul style="list-style-type: none"> • Shorter, better chaired meetings • Strategic Questions • Time between meetings to think
Decision-making too slow & long business cases	<ul style="list-style-type: none"> • Choice Making • Succinct Business Cases • View Risk as Strategic Advantage • Scrums/Huddles - shorter meetings standing up or via Zoom • Experimentation & Iteration
Too many sub-committees that don't add value & just generate “busy” work	<ul style="list-style-type: none"> • Strategic use of sub-committees • Relevant & Terms of Reference • Governance Evaluations • Free up CEO & Exec to action
Lack of Board diversity (cognitive, gender, sexuality, cultural, disability, industries /expertise etc.)	<ul style="list-style-type: none"> • Tech -Enabled Boards • Remote & Pop Up Boards • Diversity in Succession Planning

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Transforming “Over Governance” into “Strategic Awareness”

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Mindset

Abundance verses Scarcity

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Governance for an Agile Organisation

- Risk as Strategic Advantage
 - Diversifying Income
- Utilising “under utilised” assets
- Co-design with clients/consumers
 - Experimentation & testing
 - Sprints
 - Diversity on Boards

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Powerful Strategic Questions for Every Board Member

- ▶ 1. What's not working? What do we need to do about it?
- ▶ 2. What are we missing?
- ▶ 3. What would it take for this to happen?
- ▶ 4. Is this directly related to our vision, and how can we align it more closely?
- ▶ 5. Are we dealing with the real issues or merely symptoms of those issues?
- ▶ 6. How will this decision impact our community and stakeholders?
- ▶ 7. How will our stakeholders - donors, community leaders, regulators, etc. - react to this?
- ▶ 8. What other options might get us to the same or a better place?
- ▶ 9. What questions should we be asking that we haven't asked yet?
- ▶ 10. What will be our indicators of success?
- ▶ 11. Are we asking the right questions?
- ▶ 12. What is our policy on it? (If none, What issues are critical in drafting an appropriate policy?)
- ▶ 13. Is this policy still relevant/the best way to handle situations such as this?
- ▶ 14. If we couldn't do it this way, how else might we do it?
- ▶ 15. What are the "Yes Buts", and what needs to change?

Steven Bowman, Conscious Governance

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How are you spending your
time, energy & attention?
What 3 things will you do differently?

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Future Boardrooms & Governance for an Agile organisation...

‘The Board’s role is to make the
choices that create the future for
the communities it serves.’

Steven Bowman, Conscious Governance

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Thank You.



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The Insightful Director Podcast on iTunes



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