



WGOB Chairs Forum

Virtual Session 2

June 8, 2023

Hosted by Women Get On Board Inc.

Agenda

5:30 pm-5:45 pm | Welcome & Reflections

5:45 pm-6:15 pm | Getting to a Board Decision Presentation with Scott Baldwin

6:15 pm-6:35 pm | Breakout Groups

6:35 pm-6:50 pm | Group Discussion

6:50 pm-7:00 pm | Wrap up & Next steps



Meet the team



Facilitator

Deborah Rosati, FCPA, FCA,
ICD.D, GCB.D
Founder & CEO
Women Get On Board Inc.



Program Manager

Laura English
Membership & Program Manager
Women Get On Board Inc.



Welcome to WGOB Chairs Forum

The WGOB Chairs Forum is a peer-to-peer forum featuring roundtable sessions to support interactive learning and networking. The forum is intended to be an exclusive community of women Chairs who meet to share their knowledge and board leadership experiences.

Rules of Engagement:

- Chatham House Rules
- Sessions will not be recorded

Landing Page

Save the link to your
Landing Page:

[https://app.glueup.com/
event/wgob-chairs-
forum-67934/](https://app.glueup.com/event/wgob-chairs-forum-67934/)

This is where you can
find all Program
resources & connect via
the Program's
Community



Program Structure

1. Virtual Session 1

Focus: What is the biggest challenge you face as a Chair? ✓

February 15, 2023 | 5:30-7:00pm ET

2. Virtual Session 2

Focus: Getting to a Board Decision ←

Guest Speaker: [Scott Baldwin](#)

June 8, 2023 | 5:30-7:00pm ET

3. Virtual Session 3

Guest Speaker: [Wendy Kei, FCPA-FCA, F.ICD](#)

September 13, 2023 | 5:30-7:00pm ET

4. In-Person Session

December 13, 2023 | 5:30-8:00pm ET

Save to calendar

You were sent a calendar invitation to each session at the beginning of the program if you do not have these dates with zoom links in your calendar already please contact Laura:

laura.english@womengetonboard.ca

**You will be reminded of each session 1-week & 24-hours in advance - add connect@womengetonboard.ca to your safe senders list*



Reflection from Session 1

Great Chair's Checklist Cultivating Professionalism

1. The Meeting is your “showtime”
2. Be in the Moment-Ask good questions, Reserve judgment
3. Watch for cognitive biases
4. Take Notes on CEO and director behaviour for subsequent coaching
5. Advocate assessment, cross training, professional development
6. Focus “in-camera” sessions on good/bad meeting elements, advice for CEO
7. Debrief with CEO immediately on the meeting and what was discussed “in-camera”
 - Seek opinion on meeting
 - Confirm understand on decisions
 - Build trust through sharing
8. Be-self aware
 - Seek feedback on your own performance,
 - Reflect, diagnose, plan
 - Remember “WAIT”-Why I am talking

Reference: The Great Chair-by Brian Hayward-page 194-195



Reflection from Session 1

What is the biggest challenge you are facing as Chair of a Board?

Key Takeaways in the Group Discussion:

1. Relationship between the Chair and CEO
 - Power and gender dynamics
 - Creating a relationship of trust and mutual respect between Chair & CEO
2. Relationship with other board members
 - Managing various individuals with strong personalities & taking charge of the agenda as a chair - On the opposing side, the challenge associated with volunteer board members and engagement/preparation
 - Remembering that you as the Chair have more access to information - staying on top of keeping that data organized, what the organization is doing and inputs from stakeholders and activists
 - Challenges with “old guard” board members and new members and building relationships/ trust within the board
3. Communication
 - More focus with new board members vs. long-tenured board member
 - Virtual/Hybrid work environment challenges
 - Keeping board members active in their participation, ex. video being off and using tools and technologies to create trust and working relationships
4. EDI-(Equity, Diversity & Inclusion)
 - More focus with new board members vs. long-tenured board member



Meet our Guest Speaker



Scott Baldwin, MBA, ICD.D

**Co-founder
DirectorPrep.com**

Scott Baldwin is a board leader with practical governance know-how and an entrepreneurial mindset. As a certified corporate director, he serves private, non-profit, and government funded organizations by sharing deep expertise in e-learning, digital media, and the creative arts industry.

He is the author and publisher of a bi-weekly blog, The Savvy Director, and co-founder of DirectorPrep.com ... a for-profit, social purpose company that provides practical tools and support to directors preparing for their board role, so they are ready to collaborate and influence decisions with confidence.

Website: <https://directorprep.com>



Getting to a Board Decision

- By providing directors upfront with a **process and a plan** for how the decision will be made, the board chair makes it more likely that analysis paralysis can be avoided.
- **Routine** decisions
- Larger, **Strategic** decisions with impact
- Work to understand the diverse **personality profiles** of the directors you lead.
- [Tuckman model](#) for team building applied to board decision-making.

Personality Profiles

DirectorPrep.com
READY FOR YOUR BOARD MEETING?

- Dominant
- Inspiring
- Steady
- Cautious

Think about how you would work with someone of a different personality type when you have a conversation.

DirectorPrep.com
READY FOR YOUR BOARD MEETING?

Dominant

- Authoritative
- Take Charge
- Direct
- Risk Taker
- Problem Solver
- Self Assured
- Confident
- Decisive

Tasks vs. People – what drives you?

- Endless Ideas
- Determined
- Visionary
- Overall Focus
- Extroverted
- Opinionated
- Often Insensitive
- Can be bossy & egotistical

Inspiring

- Lively
- Super-extrovert
- Emotional
- Enthusiastic
- Motivator
- Entertainer - Up-front person
- Good team person

Tasks vs. People – what drives you?

- Optimistic
- Feelings dominate decisions
- Speaks first - thinks later
- Not a detail person
- Wants everyone to like them - be happy
- Disorganized

Steady

- Loyal, steadfast
- Calm, easy going
- Rarely gets angry
- Encourager
- Good listener
- Calming effect on others
- Team person

Tasks vs. People – what drives you?

- Works well with encouragement
- Avoids violence
- Dry sense of humour
- Natural peace maker
- Does not like change
- Likes consistency
- Avoids involvement

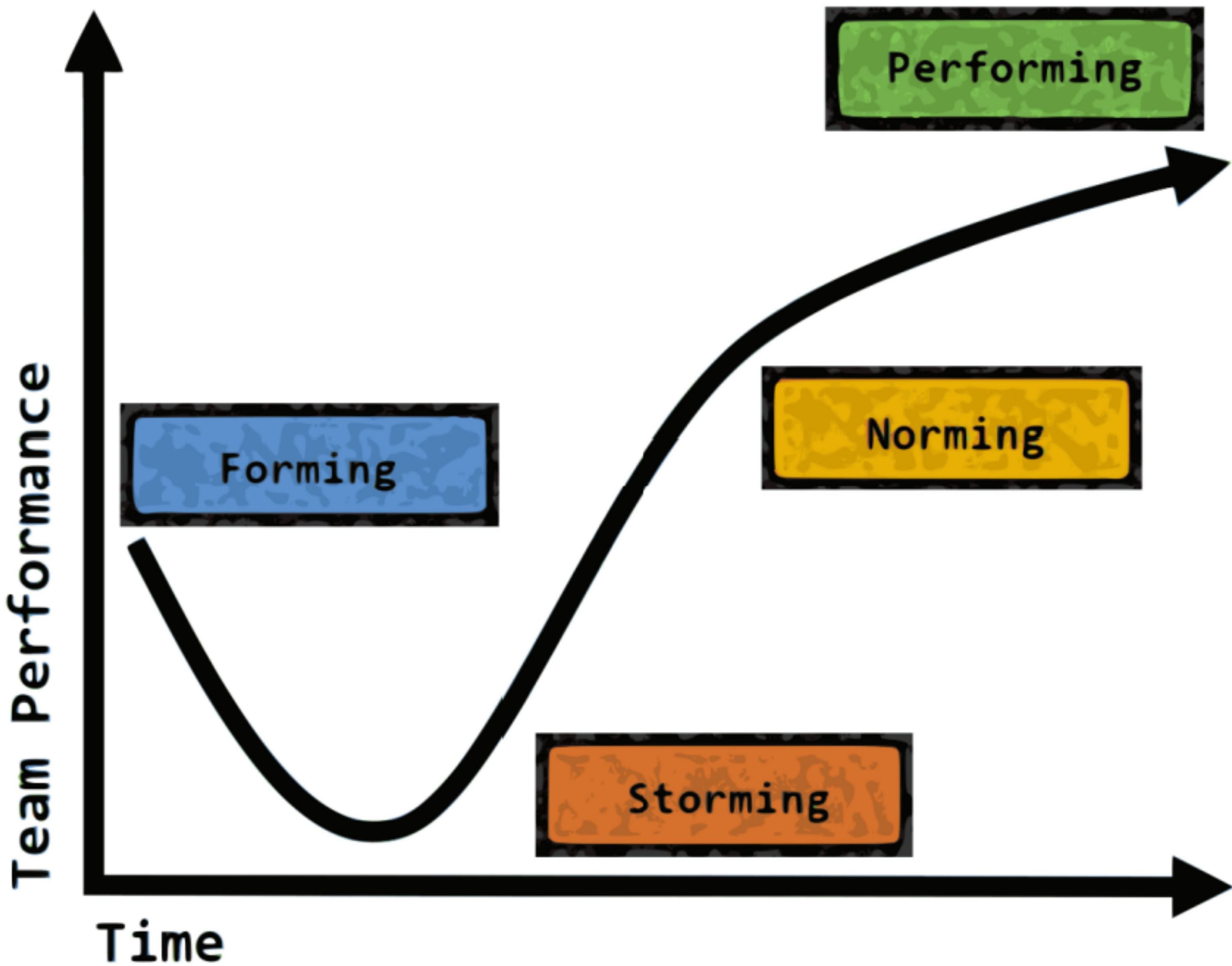
Tasks vs. People – what drives you?

Cautious

- Introvert
- Sensitive
- Detail person
- Accurate
- Planner
- Analytical
- Methodical
- Deliberate
- Dependable
- Quality extremely important
- Follows the rules
- Perfectionistic
- Critical of self and others
- Moody
- Suspicious
- Don't accept change readily

Tuckman Model

4-Step Team Decision-Making



Forming

Before the discussion, the board chair:

- Puts forth how to get the item on the agenda and the meeting rules of order.
- Asks for confirmation that the right questions are being asked.
- Frames the discussion as information, discussion, or decision.
- Ensures the desired outcome is noted in the pre-read materials.
- Checks to ensure the board is working on solving the right problem.
- Confirms the problem and proposes the process to work on it.

Storming

To encourage divergent thinking during the discussion, the board chair:

- Asks directors to defer judgment for a short period of time to let the process run.
- Allows the board to do a bit of blue skying.
- Asks what other ideas are out there.
- Asks whether all alternatives have been considered.
- If there's a committee recommendation, asks if there is anything else to consider.
- Ideates divergent thinking and dissent – such as bringing forward a stakeholder voice that hasn't been heard before.

Norming

To drive toward consensus, the board chair:

- Understands that dominant style thinkers will want to drive toward consensus right away.
- Has eager people hold off long enough for the quieter people to speak up.
- Facilitates convergent thinking to bring the board team toward consensus (not necessarily unanimity.) Consensus means everyone feels they were heard, and everyone in the room is willing to give the decision a chance, even the dissenting voices.
- Builds in mechanisms to monitor the results of the decision.

Performing

To move forward, the board chair:

- Asks what resources are needed to get things started.
- Ensures there's a clear direction from the board for management to execute the decision.
- Asks if anything needs to be re-prioritized or even stopped in order to move forward.
- Asks what is needed from management to evaluate whether the right course of action has been chosen.
- Asks what the board expects from management for the decision to be successful.

When to call for the Vote

Two questions:

- How do you know when it's time to wrap up discussion and vote on the motion?
- How should the Chair vote in the event of a tie or slim majority?

Breakout Groups

As Chair of a Board, what processes have you used
in Getting to a Board Decision?

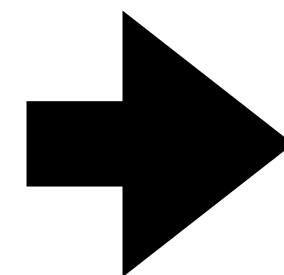


Group Discussion



Next Steps

- Schedule 2 more Peer-to-peer virtual meetings - the overall objective is to have met with your cohort by the end of Session 4
- Share your feedback (you will receive a thank you with a feedback survey tomorrow) including:
 - What topics of discussion do you think will be relevant for our next virtual session?
- Share any thought leadership with us at laura.english@womengetonboard.ca



Virtual Session 3
Guest Speaker: Wendy Kei, FCPA-FCA, F.ICD
September 13, 2023 | 5:30-7:00pm ET



Thank you!

