

IS YOUR BOARDROOM OPTIMIZED FOR SUCCESS?

THE 3 THINKING HABITS THAT WILL SHAPE YOUR COMPANY'S FORTUNE

THE CONSCIOUS BOARD

A truly conscious board knows how to **inspire stimulate and rejuvenate itself.**



The greatest strength of a conscious board is its ability to

'LIVE THE QUESTION' HOW?

By asking questions in a more unlimited way. A truly Conscious Board opens up a completely new raft of possibilities for the organization.

The Conscious Board is not attached to convention. It is always willing to take risks: destroy old systems, structures and routines and replace them with new ones. Similarly, destroy any predetermined point of view about how the organization should be.

Conscious Boards have a sense of adventure and curiosity and are comfortable allowing their processes to flow, rather than insist upon rigid form and structure. When change occurs, conscious boards are able to flow with it and even thrive off the new dynamic it can create.

THE UNCONSCIOUS BOARD

The Unconscious Board is primarily survival and rule oriented. It is often:

Attached to tradition
Attached to a single point of view
Protective of its turf
Eager to blame external forces
Risk averse

The Unconscious Board will make many decisions. From the outside it is busy being busy, unaware of what influences their prevailing decisions, actions or feelings. Luck, outside events, other people or fate are thought to have had an influence on their current situation.

They assume what they now have is possibly as good as it gets. They often are engulfed by problems and finding the answers is often challenging. These Unconscious Boards are seeking more for the organisation but are unsure how to effect change.

The Unconscious Board is one who is buffeted around by circumstances they feel are not quite under their control. Things happen around them, often leaving them bemused and worried.

THE ANTI-CONSCIOUS BOARD

The Anti-Conscious Board is orientated by **attainment and sensation.**

It is too busy:

Watching out for itself
Fearing the unfamiliar
Focusing on compliance rather than on values
Creating conflict and discord to uphold a dysfunctional agenda.
Playing politics

An Anti-Conscious Board can become status and power hungry, often wanting to build an empire to satisfy its ego. This can lead Board members to work long hours and neglect their life and families.

These Boards do not allow the free flow of information (performance, financials, strategy etc.), actively cultivate a climate of fear and punishment (systematized organizational disincentives), and have such fixed points of view that no other possibilities are allowed.

It is focused on systems and processes that create order and ignore the winds of change. Control is sustained through hierarchical authoritative structures that often cater to their need for status, advantage and privilege.

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8 SIGNS YOUR BOARD BEHAVES CONSCIOUSLY

1. A willingness to ask probing and difficult questions
2. Testing information for truth, with independent evaluation of proposed issues
3. Recognition of intuition
4. An understanding of the nexus between risk, opportunity and strategic advantage
5. Multiple scenarios considered on relevant matters
6. A willingness to confront facts and mistakes
7. Ownership of performance targets
8. Custodians of the vision

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10 SIGNS YOU HAVE AN UNCONSCIOUS BOARD

1. Lack a sense of shared vision
2. Operate from a comfort zone
3. Poor leadership
4. Poor communication
5. Hurried decisions based on inadequate data.
6. Incoherent and ambiguous strategic direction.
7. Unclear board structure, processes and resources.
8. Directors don't have a clear understanding of their role, responsibility and micromanage as a result.
9. Accountability arrangements are unclear or weak.
10. Never probe into difficult issues and tend to be dependent on collegiate influence.

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8 SIGNS YOUR BOARD IS ANTI-CONSCIOUS

1. A culture of self-delusion
2. Dysfunctional relationship between CEO and chair or board
3. Particular interests are favoured
4. Constantly on the defensive
5. Elite power base, where people are either in favour or out of favour
6. A punitive climate of fear where staff are unable to speak out to challenge the behavior and thinking of those in more senior roles
7. Fixed points of view which lock them into a routine without understanding the business
8. A tendency to micromanage