



## **FACTSHEET**

# **Leading for Effective Governance: Tips and Hints that Work**

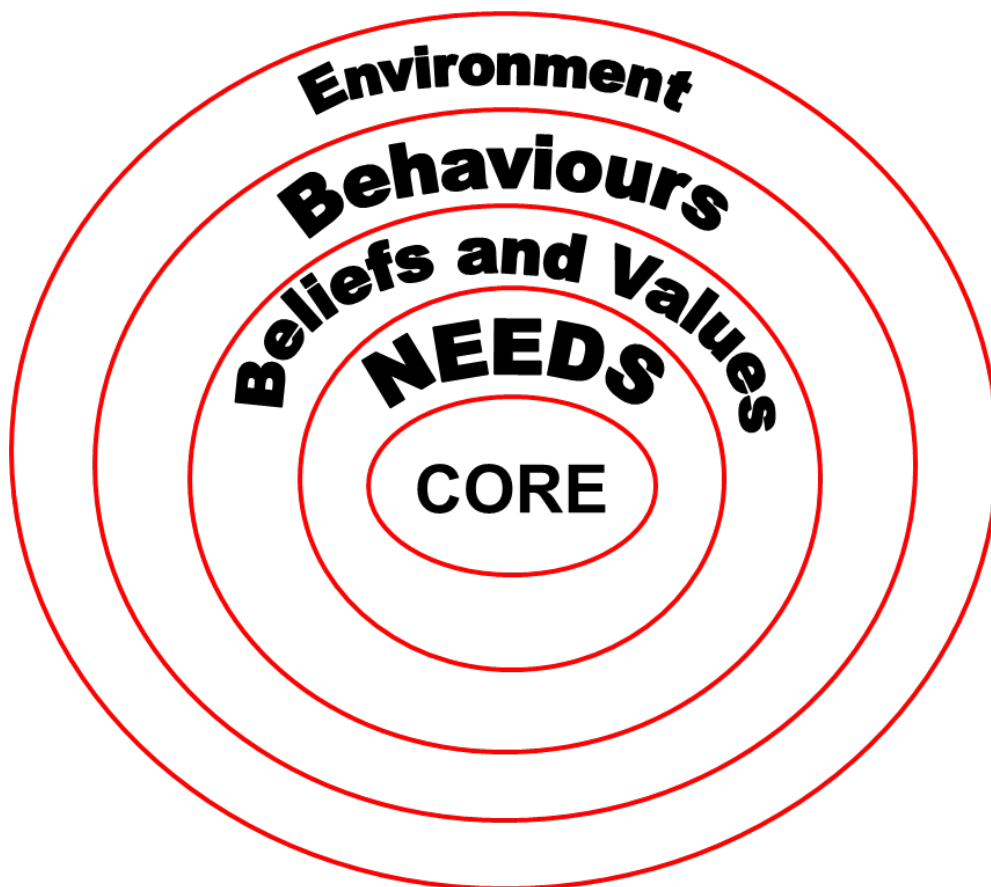
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## **Circles of Influence would be in the Shape of an Onion**



### **What do you do when...?**

- The nature of the challenge is not in doubt, but the nature of the solution is.
- The scale of the challenge is underestimated.
- There is no recognition that there is a problem.
- There is a fast pace of change.
- Uncertainty is the new normal.

## **Starting Points?**

- What are you not discussing?
- Discuss it:
  - discuss board behaviours, routines and culture; and
  - experiment, innovate, disrupt routines.
- Start high on the curve.
- Doing:** more effective structure.
- Doing:** more effective meetings.
- Doing:** more effective team working.
- Doing:** more effective measurement, monitoring and evaluation.

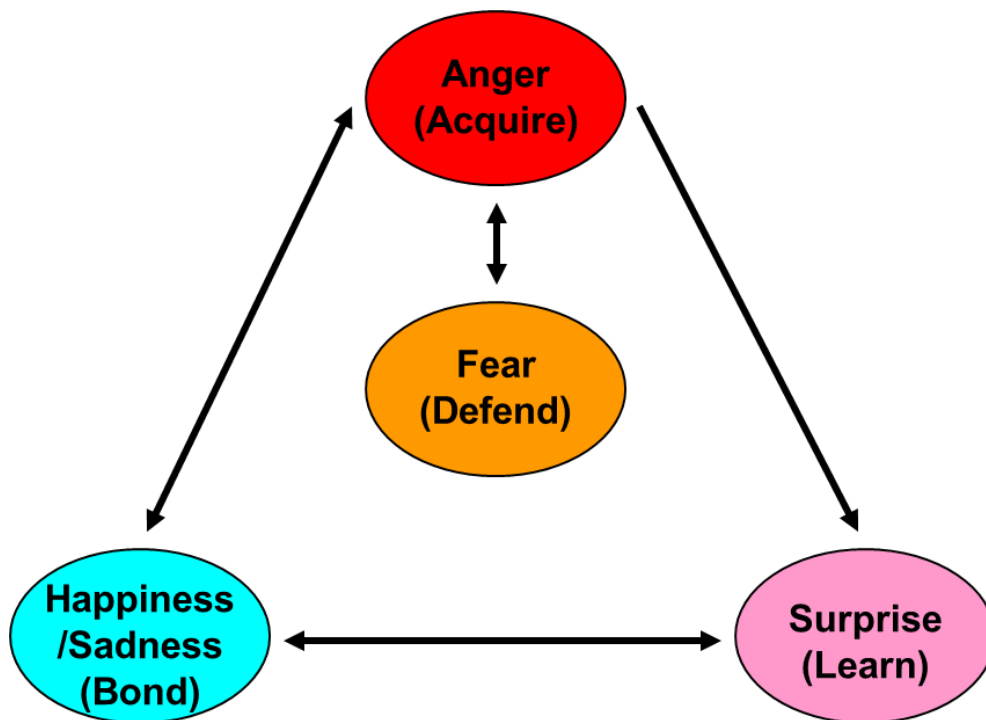
## **Elements of a High Performing Team**

- Common purpose.
- Goals.
- Trust.
- Respect.
- Mutual Accountability.
- The Board-CEO relationship is constructive and collaborative. Board members confront hard issues.

## **Enhancing Trust & Confidence**

- Fighting Fear Step 1: Understanding Fear.
- Fighting Fear Step 2: Recognising Fear.
- Fighting Fear Step 3: Turning fear into Proactive Action.
- Agree steps/strategies for reassurance.
- Implement the action plan.
- Evaluate and monitor developments.
- Work proactively.
- Learn from experience.

## Emotions that Lead to Action



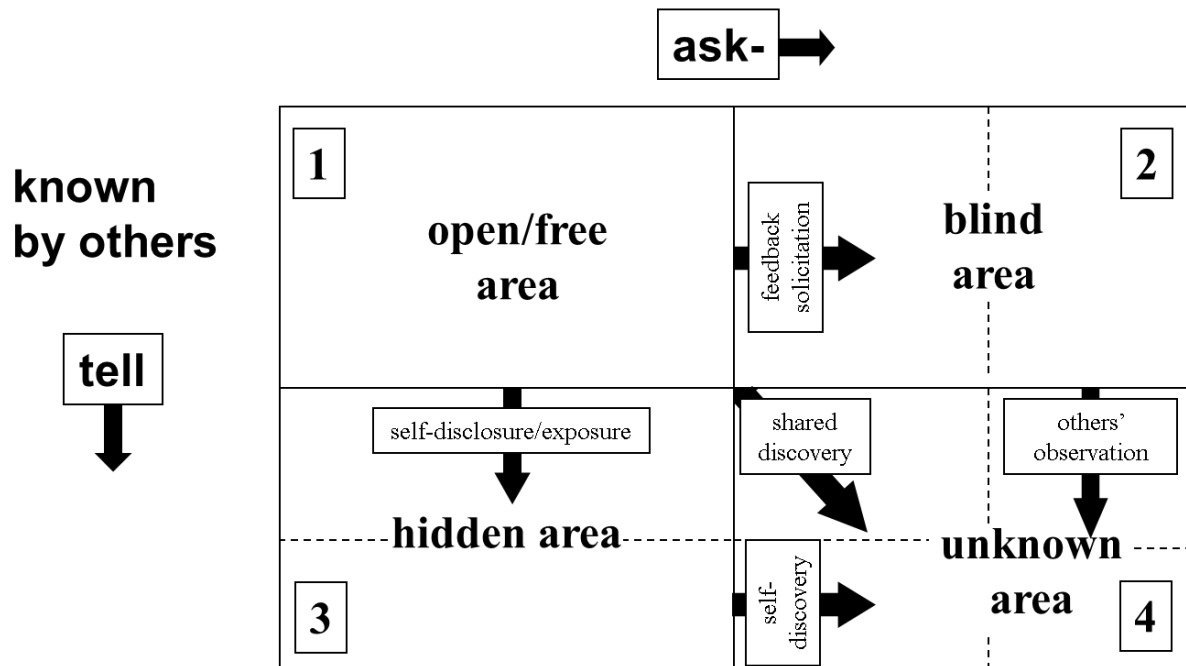
### Team Climate

For best results, establish a climate where you can:

- Have delicate discussions.
- Explore opposing opinions.
- Feel OK about asking simple questions and offering constructive challenge.
- Discuss facts and ideas without criticising people.
- Differentiate and integrate different views.
- Support and challenge each other.
- What is the nature of the designed alliance?

Source: Professor David Mathew ([www.teams-and-leadership.com](http://www.teams-and-leadership.com))

## Johari Window Model

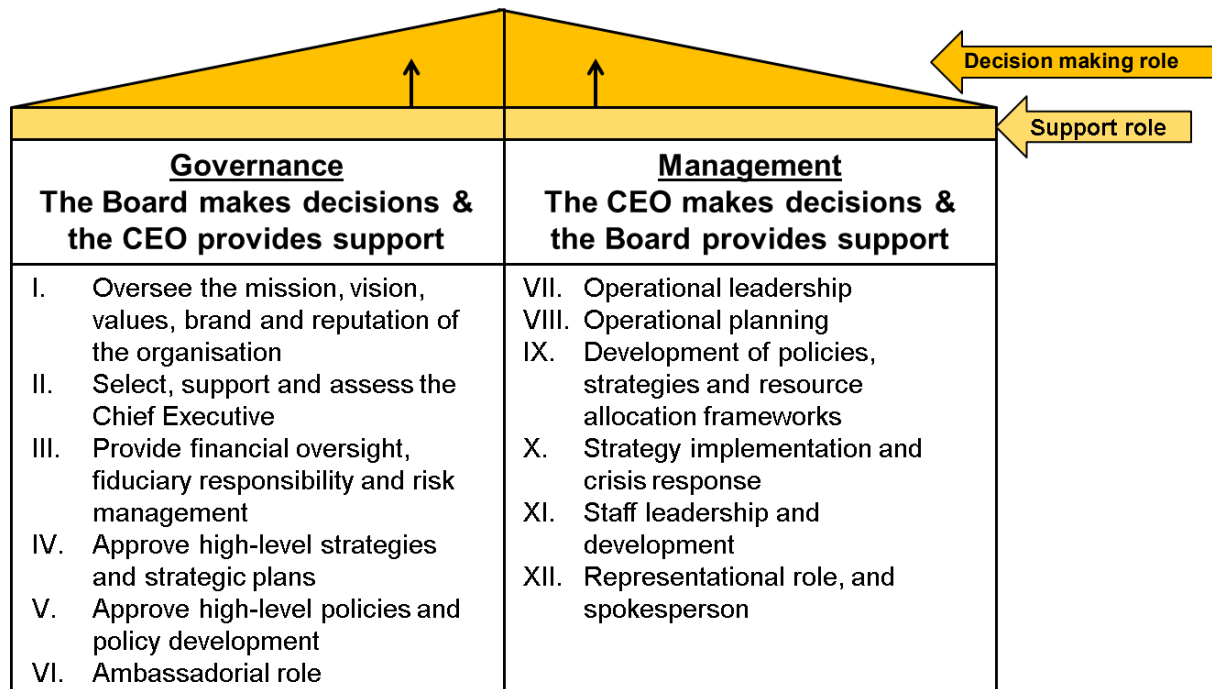


### Viewing the Bigger Picture: Start with the highest potential

- Establish the conditions and pre-conditions that will lead to that potential.
- Determine questions and stories that can help establish those conditions.
- Listen with compassion and understanding for outcomes, strengths and values.
- Engage emergence. Turn upheaval into opportunity. Create space for creativity and innovation. Aim for win-win.

# Clarify Leadership roles of the Chief Executive and the Chair

## Leadership Roles of the Board and CEO



## Resources

### **Publications:**

- ***Good Governance: a practical guide for trustees, chairs and CEOs*** (NCVO, Dorothy Dalton).
- ***Lost in translation: A complete guide to Chair/Chief Executive partnerships*** (Tessé Akpeki).
- ***Setting Chief Executive Officer Remuneration: a perspective for Boards*** (Tessé Akpeki).
- ***The Non-profit Secret: The Six Principles of Successful Board/CEO Partnerships*** (Jonathan D Schick).
- ***Better communication = Better governance: Practical strategies for voluntary sector boards*** (Tessé Akpeki & Tess Woodcraft).
- ***The Pollyanna Principles*** (Hildy Gottlieb).
- ***building highly engaged boards: Governance as Leadership: Reframing the Work of Nonprofit Boards*** (Richard P. Chait, William P. Ryan, Barbara E. Taylor John Wiley and Sons, Inc. 2005)
- ***...supporting and leading alongside an engaged board: Mobilizing Your Nonprofit Board.*** An eight-week online course for executive directors only (Kennedy School of Government, Harvard University), [www.ksgexecprogram.harvard.edu](http://www.ksgexecprogram.harvard.edu)
- ***The Practitioners Guide to Governance as Leadership.*** (Cathy A Trower, Jossey-Bass 2012)
- ***Daring to Lead.*** (CompassPoint 2011)

### **Websites:**

- ***Tessé Akpeki Associates Limited.*** [www.tesseakpeki.com](http://www.tesseakpeki.com)
- ***Leadership Governance Management Bank.*** [www.leadershipgovernancemanagementbank.com](http://www.leadershipgovernancemanagementbank.com)