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**Board and Committee Competencies and Skill Sets
for Ethical Decision Making**
HIAF
25 April 2018
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The basics

- Having the right skills, experience & competencies to deliver the strategic objectives
- Recruitment processes
- Succession planning – not solely term of office
- Clarity of role & remit
- Appraisal & review of effectiveness
- Induction, training & development
- Governance documentation

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Baseline competencies

- Acting with honesty and integrity & in the best interests of the RP
- Not bringing the RP into disrepute or prejudice its reputation
- Clarity of understanding of the TOR & the member role & remit within this
- Commitment to working collaboratively
- Exercising relevant knowledge, skills & experience

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Behaviours

- Establish rapport with, give & command the respect of fellow board members, officers & other stakeholders & partners
- Treat each other fairly & with integrity
- Have the ability to exercise independent judgement using appropriate scrutiny & oversight
- Decisions must be made in a culture of openness & accountability
- Members should provide appropriate, constructive & proportionate challenge

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Ethical decision making

Always go back to your purpose

- Base decision making in the “why”; the purpose, cause, values or beliefs
- Rather than the “how” (your methods & process) & the “what” (your products or outcomes)
- Strategic vs operational

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Ethical decision making

Know the benefits of good board behaviour

- Simon Sinek, “Start with why – how great leaders inspire action”, TedXPugetSound, September 2009 - “people don’t buy what you do, they buy why you do it”
- Working with real collaboration, challenge & respect can:
 - Strengthen decision making processes
 - Make best use of governance resources
 - Build a sound culture
 - Increase overall effectiveness, efficiency & credibility

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Ethical decision making

Collective working

- Develop a cohesive, collegiate approach
- Shared understanding - all members take collective responsibility for discharging the role of the board
- Be prepared for meetings, aim for full attendance & be able to participate in discussion in an open, respectful manner
- Do not avoid difficult matters, abstain or be passive
- Avoid aggression, reopening old decisions or reiteration of "favourite" topics

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Ethical decision making

Individual members

- Take time to reflect upon their own performance & contribution – robust & proportionate self-awareness of individual strengths & weaknesses
- Members who are passive, dominant or lack the capacity for self-development can hinder effective governance
- A member who invites feedback, actively listens to & considers others views, is emotionally intelligent and is responsive to change is more likely to be effective

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Ethical decision making

Learning from mistakes

- Seek to identify solutions & learning rather than attribute blame or judgement
- Identify any issues which can be avoided in the future, but focus on what can be done to address any gaps, improve performance, manage (rather than avoid) risk
- Take some external advice & support – gain different perspectives and opinions
- In the case of members – make proper arrangements to deal cases of continued poor behaviours, or issues of conflicts, ethics or probity

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Top five tips

1. Set out your baseline expectations of behaviours in an accessible format
2. Be mindful of your purpose – & don't be afraid to use this to focus debate & decision making
3. Encourage individual board members & the collective board to reflect on effectiveness
4. Learn from mistakes but avoid blame & judgement. Take external advice where appropriate
5. Have a clear & fair process in place to deal with poor conduct and behaviours

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Questions and discussion

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Thank you

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