

2 Hours In-house Workshops for Board Leaders by Dr David White

Bridging the Gaps: Trusting your board and management teams confidently and professionally

Board oversight of organisational capability is becoming an emerging issue globally.

Research shows a standout feature globally of high performing organisations is boards and executives taking action in anticipation of future performance issues based on a deep understanding of organisational capability. They also possess a supportive rather than an ad-hoc 'fishing expedition' leadership style which fosters capability building as part of a positive nurturing culture of building mutual trust and respect.

The ability of management to make sound judgments is critical. The performance of an organisation is primarily reflective of at least 30 judgements made by executive, middle and/or front-line management.

Without capability reporting, boards and executives are 'flying blind' on current and future performance.

Specific Focus Areas

- Review and understand how to align key board, management roles, responsibilities accountabilities, performance/development plans/processes, capability frameworks and development programs
- Identify possible key organisation wide capability gaps/improvements based on research and experiences
- Overview tools and practices for organisational reporting on capability as well as for individual/team continuous improvement
- Practically apply sensitive and supportive oversight into management capability without interfering into operational issues or undermining management authority

Key Capabilities to Develop

- Understand whether organisational professional development is collaborative, integrated and aligned to the proven characteristics of high performing organisations, challenges faced and corporate/business strategy
- Appreciate capability as an investment in organisational performance and competitive advantage versus an expense/cost of doing business
- Learn how to safely delegate to management based on capability assessments and relevant legal due diligence principles to support a more strategic board focus
- Develop a better understand of strategic risks and their root causes based on the oversight of management capability
- Focus boards on taking action in anticipation of capability issues and not in reaction to adverse performance and reputational issues
- Develop and foster a capability building positive culture at the top

Instilling a Stewardship Professionalism Culture

Investigations into corporate collapses and related governance issues in many countries have highlighted cultural issues over a long period of time. Boards are now being increasingly held to account for culture.

Culture needs to progress from codes of conduct, values statements and investigation of breaches. Culture needs to be designed into the systems for directing, managing and operating.

A stewardship corporate culture defines, assesses and rewards those who are willing to put the organisations interest above their self-interest and demonstrate professionalism in their competencies, systems and judgments. It forms a critical foundation for the effectiveness of all other cultures.

Specific Focus Areas

- Understand what is culture and how it is needed to be embedded but not imposed into organisations
- Review studies into the importance of culture and influence over organisational performance
- Self-assessing your organisations maturity in influencing culture
- Overview research into the multiple cultures of high performing organisations including corporate culture of stewardship professionalism
- Self-assess your organisations stewardship professionalism culture against a maturity attainment scale
- Defining board oversight and leadership over culture

Key Capabilities to Develop

- Understand the differences between culture versus just a focus on values, behaviours and organisational climate
- Learn how multiple cultures must integrate and align to create the intangibles critical for high performance including shared purpose, trust, teamwork, productivity and innovation
- Support board and executive conversations on culture that foster self-reflection, learning and development
- Provide guidance on the tools for assessing and reporting on cultures

Trainer's Profile



Dr David White FGIA GAICD Chartered Governance Professional (CGI)

A high-performance governance specialist, Dr David White has five university qualifications including a PhD in the governance of high-performing organisations, company director's diploma and an MBA.

He has over 35 years experience in the public, not for profit and private sectors with roles including as a corporate services manager, executive development program manager, governance adviser, trainer, university lecturer, change consultant and internal audit manager/committee member. This includes being responsible for executive leadership capability of a state public sector and involved in a 10 year major transformational change program for a utility.

David has developed professional judgment standards and development programs for board directors and managers based on what is proven from reliable global research from 300 studies over the last 30 years to create high performance.

He has designed and delivered facilitation of strategic/business plans, strategy maps, balanced scorecards, audits of strategic and business planning, assurance on risk management and performance, and assessed workplace capability, cultures, and management professionalism to address challenges in complex environments with organisations undergoing major cultural change.

David is currently course facilitator/designer for the Governance Institute of Australia, adjudicator coordinator for the special governance award for Australasian Reporting Awards and course facilitator for UniSA Management School.