

SportAssist

Activity Booklet

Board Governance



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Appendices

Board Handbook

Templates-tools to assess if you have the right mix of people on a Board;
Behavioural Preferences Matrix and Personal Profile Mind Map

Useful Resources & Contacts

SportAssist Activity Booklet

Board Governance



Workshop Objectives

- ✓ To examine the role and responsibilities of Boards and Board Members.
- ✓ To examine ethics and personal risks in relation to Board Governance.
- ✓ To examine the process involved in accepting a board appointment.

SportAssist Activity Booklet

Board Governance

Activities



Activity 1: "Board Governance- An Overview"

Outline;

- (a) Your personal experience of Board Governance.
- (b) If you have experience, identify why you became a Board Member.

Discuss;

- a) What Board Governance is (try and define it)?
- b) Why effective Board Governance is important?
- c) The role of Boards and Board Members collectively?
- d) How Boards work?

Notes



Activity 2: “Attributes & Responsibilities of Board Members”

(a) In broad terms identify what would make a good candidate for a Board Member?

<p>Notes</p> <p>Eg The ability to take a big picture approach</p>

(b) Identify roles, duties, responsibilities and personal attributes for the Chair and Board members/trustees.

Chair

Roles, Duties & Responsibilities	Ideal Attributes
<ul style="list-style-type: none"> • Lead strategic thinking • Manage relationships 	<ul style="list-style-type: none"> •

Board Member/Trustee

Roles, Duties & Responsibilities	Ideal Attributes
<ul style="list-style-type: none"> • Work for the benefit of the organisation • Contribute to debate 	<ul style="list-style-type: none"> •

(c) Personal Risks-Ethics & Values

As Boards set the 'tone' of an organisation, it is important that directors and trustees are seen to behave with professionalism, integrity and high ethical standards. Explore what this means in real terms and support with specific examples.

Notes

(d) Identify what Board Members, directors or trustees must not do whilst serving on a Board.

Notes

(e) Discuss the meaning of the term '**Conflict of Interest**' and give an example to illustrate when a Board member would be expected to declare a Conflict of Interest''.

Notes

- (f) Discuss the benefits to an organisation of having a **“Board Manual”** as a base document and suggest what might be included in such a document.

Notes

(g) Right People Mix- “Profiling Board Members”

There are a number of questionnaires available to assess whether your group has the correct balance of qualities and skills. Profiling your Board members is a useful way to;

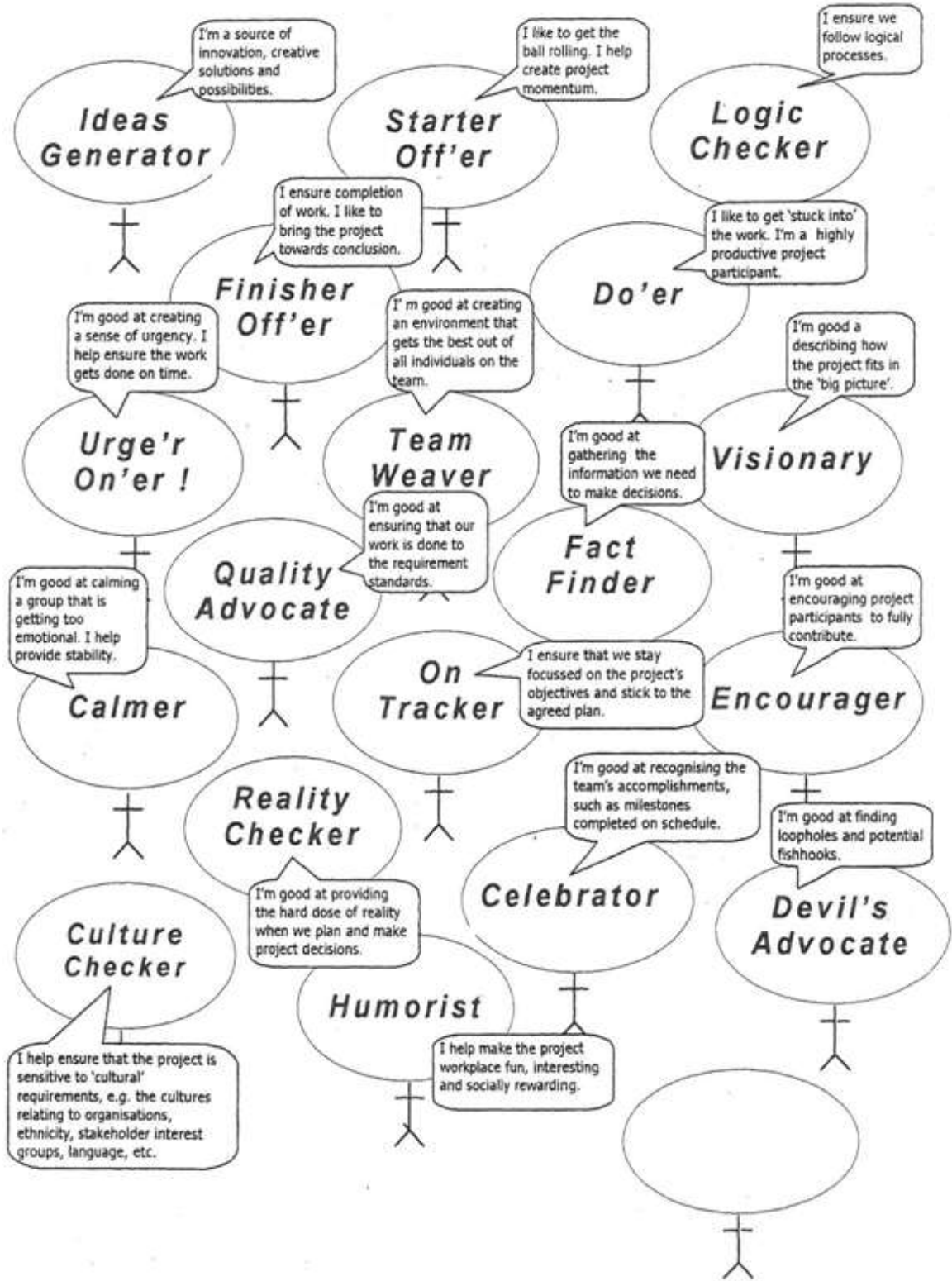
- Recognise individuals strengths and styles
- Identify and recognise individual contributions to the Board
- Assess the Board’s balance and synergy, to find weak spots
- To review the Board’s effectiveness

“Profiling Board Members”

- (1) Using the profile sheet overleaf, complete a **“Profile”** for yourself by selecting 5 characteristics that best apply to you. If possible compare your characteristics with other Board Members to assess where your strengths are and where you are lacking as a group. Are the people profiled in the correct roles on the Board?

Your Name & Role

Profile

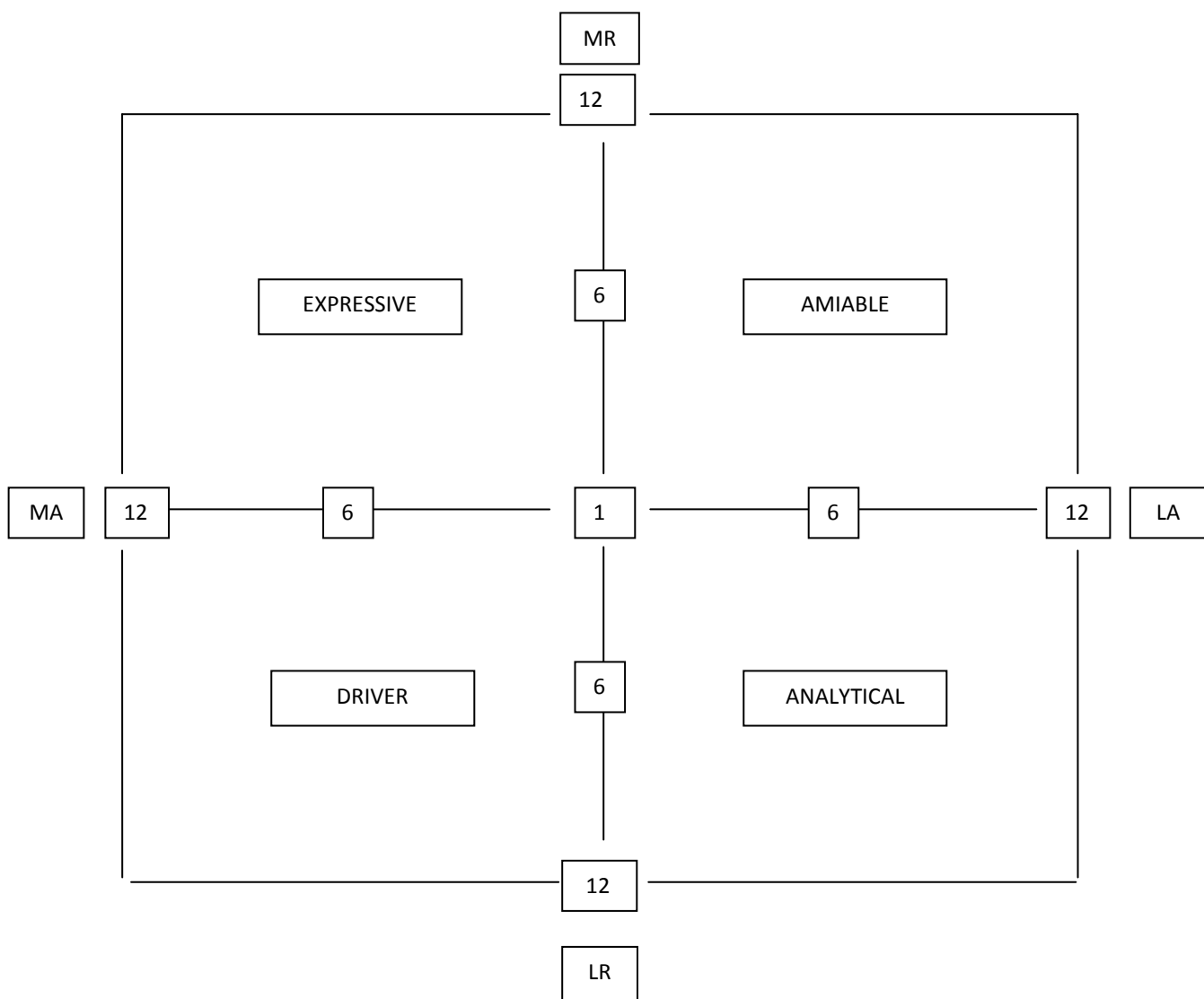




(2) Behavioural Preferences Questionnaire

Have you got a good balance of the right people on your committee? Complete the ***Behavioural Matrix Questionnaire*** to identify your behavioural characteristics and compare the results to others on your Board. (You could repeat this activity at your next Board Meeting. Use a separate questionnaire for each Member).



Behavioural Preferences Matrix



Reference: Behavioural Styles derived from *'People Styles at Work: Making Bad Relationships Good and Good Relationships Better'* Robert Bolton and Dorothy Grover Bolton (Ridge Associates 1996)

Behavioural Preferences Questionnaire

Instructions

- Please work through all FOUR columns of the questionnaire, placing a tick,  in one of the boxes on each line.
- Please add up the number of ticks in each column and record your score for each of the FOUR columns in the totals sections.
- On the **Behavioural Preferences Matrix (previous page)** please plot your score for each section on the appropriate middle line, using a cross ;
- **MR**-More responsive
- **LR**- Less responsive
- **MA**-More analytical
- **LA**-Less analytical
- Join up the crosses to form a box. The section with the largest box illustrates your behavioural preference, based on your responses to the questionnaire.

	More Responsive	Less Responsive	
	Gesture frequently	Gesture infrequently	
	Move more freely	Move more rigidly	
	Have more facial expressiveness	Have less facial expressiveness	
	More playful	Less playful	
	Dress less formally	Dress more formally	
	Freer and less guarded in expression of feelings	More guarded in expression of feelings	
	Focus more on feelings	Focus more on facts	
	More people than task orientated	More task than people orientated	
	More interested in small talk anecdotes and jokes	Less interested in small talk anecdotes and jokes	
	Allow feelings to influence decisions more than facts	Make decisions based more on facts than emotions	
	Demonstrate less structure in use of time	Demonstrate more discipline in use of time	
	Supervise in a more personal manner	Supervise in a more disciplined manner	
	Total	Total	

	More Assertive	Less Assertive	
	Move more rapidly	Move more slowly and deliberately	
	Speak more quickly, intensely, loudly	Speak more slowly and softly	
	Sit upright/forward	Lean back	
	More emphatic when stating opinions, making requests	More tentative when stating opinions, making requests	
	More confrontational	Less confrontational	
	Take the interpersonal initiative	Let others take the interpersonal initiative	
	Tell oriented	Ask oriented	
	Decide more quickly	Decide less quickly	
	Take more risks	Take less risks	
	Exert more pressure for decisions	Exert less pressure for decisions	
	More eye contact	Less eye contact	
	More demanding	More accepting	
	Total	Total	

Interpretation of your Results -The Four Behavioural Preferences (Characteristics)

Expressives integrate a high level of assertiveness with much emotional expression. Expressives tend to look at the big picture, often take fresh novel approaches to problems and are willing to take risks in order to seize opportunities and realise their dreams. Their love of fun, use of humour and spontaneous ways often lift morale of their co-workers. The Expressives' ability to charm persuade, excite and inspire people with a vision of the future can be a strong and motivating force. Expressives tend to decide and act quickly.

Focus- Vision
 Opportunity
 Passion

Drivers blend a high level of emotional self control with a high degree of assertiveness. They are task-orientated people who know where they are going and what they want. They get to the point quickly and express themselves succinctly. Drivers are typically pragmatic, decisive, results orientated, objective and competitive. They are usually independent, willing to take sound risks and valued for their ability to get things done.

Focus- Results
Action
Speed

Amiables combine higher than average responsiveness with comparatively low levels of assertiveness. They tend to be sympathetic to the needs of others and are often quite sensitive to what lies below the surface behaviour of another person. Of all social styles, Amiables are most likely to use empathy and understanding in interpersonal problem solving. The Amiables' trust in other people may bring out the best in their customers, friends and workers.

Focus – Feelings
Harmony
Relationships

Analyticals combine a high level of emotional self control with a low level of assertiveness. Analyticals tend to take a precise, deliberate and sympathetic approach to their work. They usually gather and evaluate much data before acting. Analyticals are generally industrious, objective and well organised workers.

Focus- Details
Logic
Facts

Each of the above behavioural preferences are useful depending on the situation that you find yourself in.

Expressive –Presenting a vision for the organisation

Amiable –Helping a staff member who is upset or concerned

Driver –Achieving goals and deadlines

Analytical-Analysing a budget over run

It is an important skill for a leader to recognise the situation that you are in and choose a style that suits the situation or job role. This is called developing secondary preferences.



Consider when it is beneficial to have an **Expressive**, a **Driver**, an **Amiable** and an **Analyst** in the process of Board Governance.

An example in Board Governance when an '**Expressive**' would be useful.

An example in Board Governance when a '**Driver**' would be useful.

An example in Board Governance when an '**Amiable**' would be useful.

An example in Board Governance when an '**Analyst**' would be useful.

Notes



Activity 3: “Accepting a Board Appointment”

- (a) Explain the concept of “due diligence’ and identify why it is important to carry out due diligence before you accept a Board Appointment.

Notes

- (b) Suggest some key questions that you would be advised to ask before you accept a Board appointment.

Notes

- (c) Discuss the type of training or professional development that might be beneficial to serving or potential Board Members.

Notes

Appendices

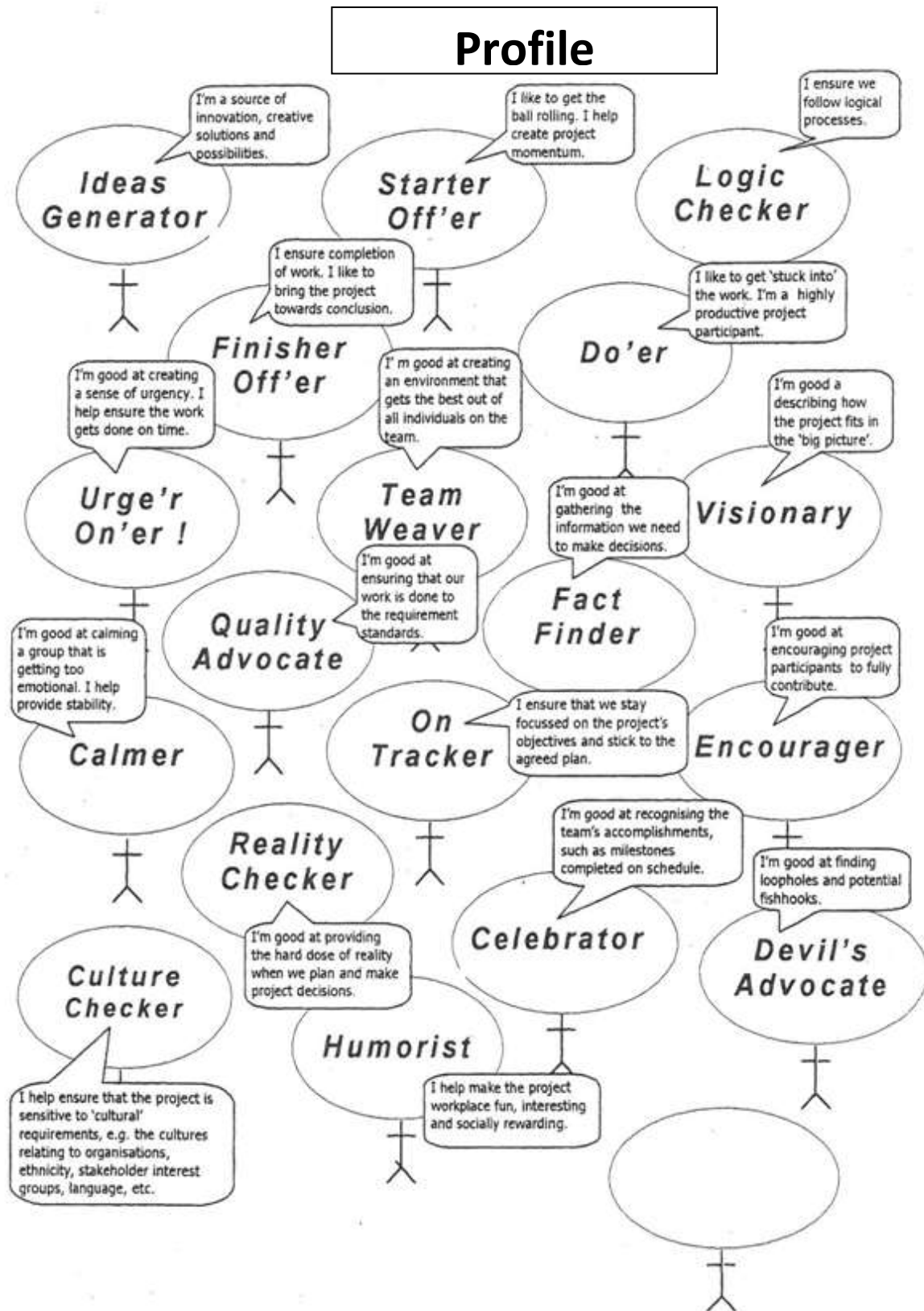
- **Board Manual**
- **Team Profile**
- **Behavioural Preferences Matrix**
- **Useful Sources of Information**

Board Manual

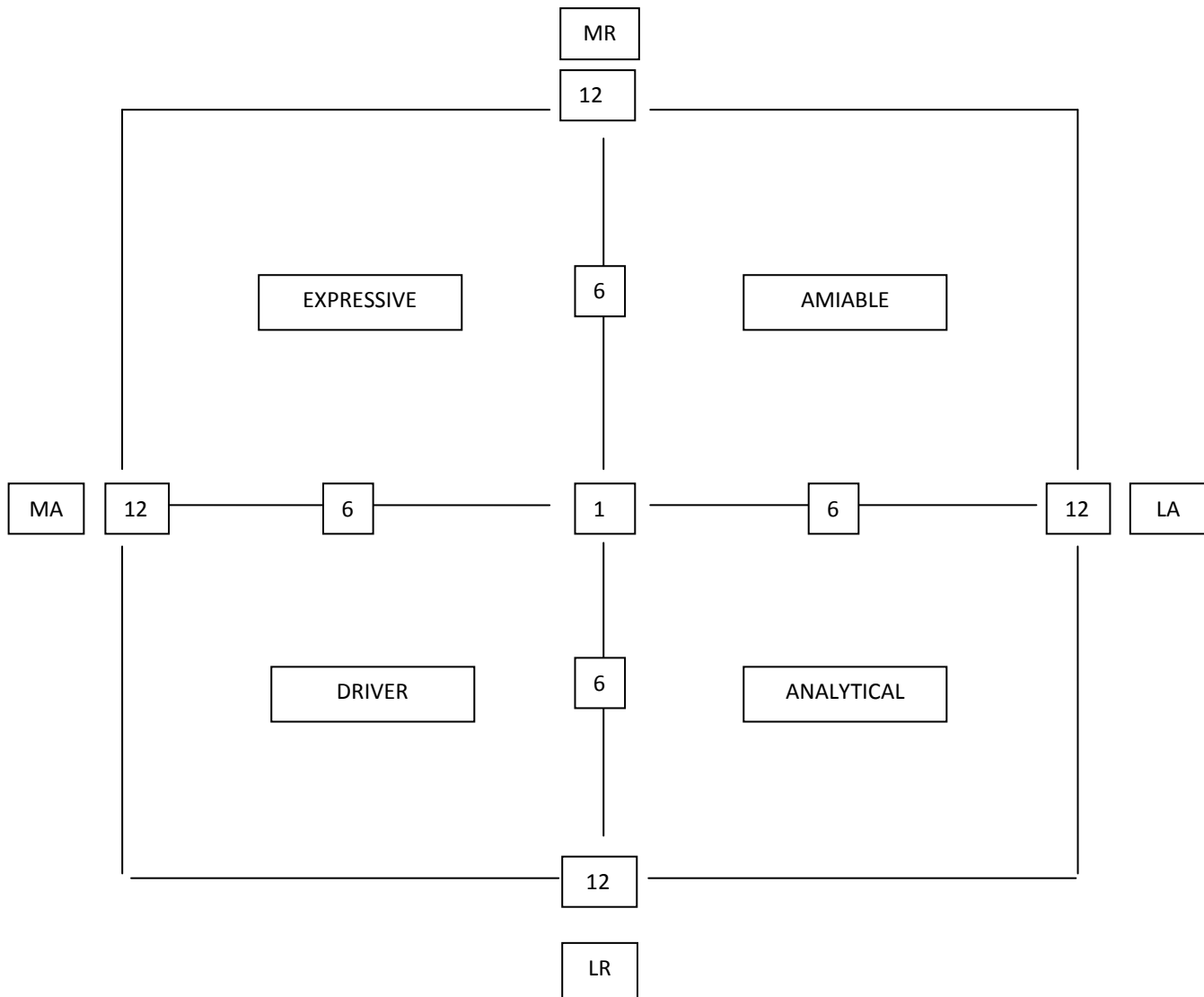
- ❖ A Board Manual is an organisation's first opportunity to orient new board members. Therefore, your board will be as well informed about your organisation as you make them. It's important that a lot of thought and consideration goes into the development of your organisation's Board Manual
- ❖ Board Manuals are not just information; they are an opportunity to brand your organisation with your new board members. It gives them insight into the type of organization you have how it operates and what it focuses on.
- ❖ A Board Manual is also an important document for succession planning.

Contents

- **Introduction** – An introduction to your organisation that includes its mission, vision and values and information on what approach it takes in achieving its goals.
- **Background**– Educating your board about how your organisation began and any changes to its structure and goals during its life span. This should also include information about what and who stimulated the creation of the organisation, as well as the process followed to create the organisation.
- **Board meeting minutes** – It should include minutes from the past year's board meetings, financial reports and any attachments that go with those minutes.
- **Organisational Chart** – It's hard for an individual to make good policy decisions for an organisation if they don't have a good handle on what the structure of the organisation. That is why supplying an up-to-date organisational chart is important.
- **List of funders** – Board members should be provided with a list of who the funders of the organisations are, what their investments are in the organisation and whether the funding is annual, multi-year or one time.
- **Organisational Policy Manual** – Board members should be given a copy of the organisational policy manual in either hard copy or electronically. A board member should be able to become familiar with existing policies to be able to make good decisions about adjustment to policies or the creation of new policies
- **Position descriptions**-these can be used to guide operations and support individuals in their role.




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Useful Resources

For further help and support please contact the Sport Development Team at Sport Tasman;

Sports House Board Room (Saxton Stadium Complex)
142 Saxton Road,
Stoke 7011

Steve Mitchell (Senior Advisor-Sport Development)
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03 923 2322
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03 577 8855
chris.morris@sporttasman.org.nz

Useful Websites

www.sparc.org.nz/en-nz/communities-and-clubs/Toolkit-for-Clubs/
www.sporttasman.org.nz
www.mindtools.com/commskll/runningmeetings.htm