

# ADVANCED LEADERSHIP FOR CHAIRS

Institute of Community Directors Australia

# Program overview

- Strategic foresight for chairs: building for a future that's increasingly uncertain
  - Dr Dalia Ben-Galim, policy and strategy consultant
- Backstage and front of house: using both to make good decisions
  - Jeremy Stowe-Lindner, educator and school principal
- Ethical board leadership workshop
  - Facilitated by Nina Laitala, ICDA Trainer
- Strategic funding: developing your case for support
  - Catherine Brooks, lawyer with expertise in strategic fundraising
- The Chairs relationship with the CEO
  - Sheena Boughen, chair of the Australian String Quartet

# Check in...

## Poll

How is your relationship with your CEO currently?

- Excellent – we are true partners in leadership
- Pretty good and generally effective
- Ok but needs work
- Tense and ineffective
- I am the Chair AND the CEO



# The Chair's relationship with the CEO

Presenter: **Sheena Boughen, Chair of the Australian String Quartet**



# Welcome from Yuin Country



# WE ARE THE AUSTRALIAN STRING QUARTET





## Section 1 - The Incomplete Leader

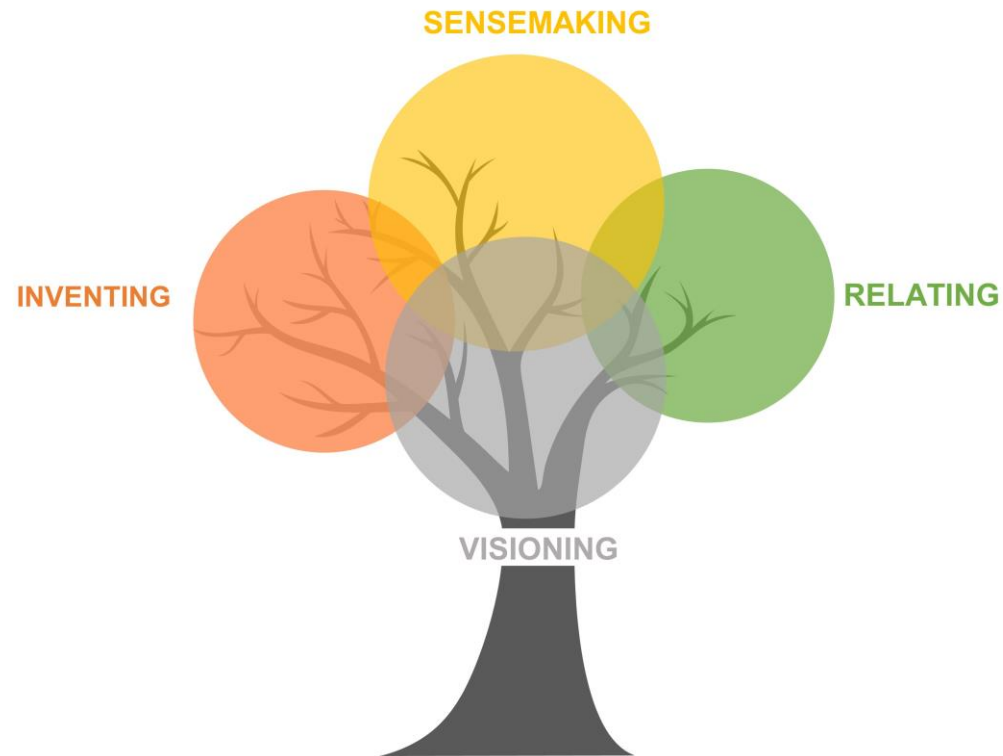
**Leadership is the capacity of a human  
community to shape its future.**

- Peter Senge



# Section 1 - The Incomplete Leader

## 4 Key Leadership Capabilities



**metrifit**  
ready to perform

Reference links:

<https://hbr.org/2007/02/in-praise-of-the-incomplete-leader>

Leadership today – Team Success and the incomplete leader – Metrifit Ready to Perform

## Section 1 - The Incomplete Leader

# Break Out Questions:

Of the follow four capabilities that the *Incomplete Leader* holds, identify the ones you and your CEO are strongest and weakest in.

*How does this add value to your working relationship, or create a tension?*

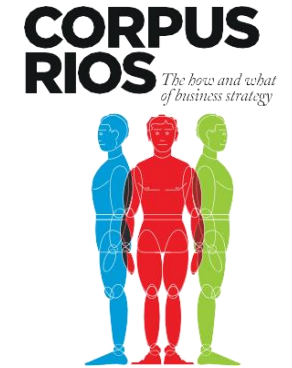
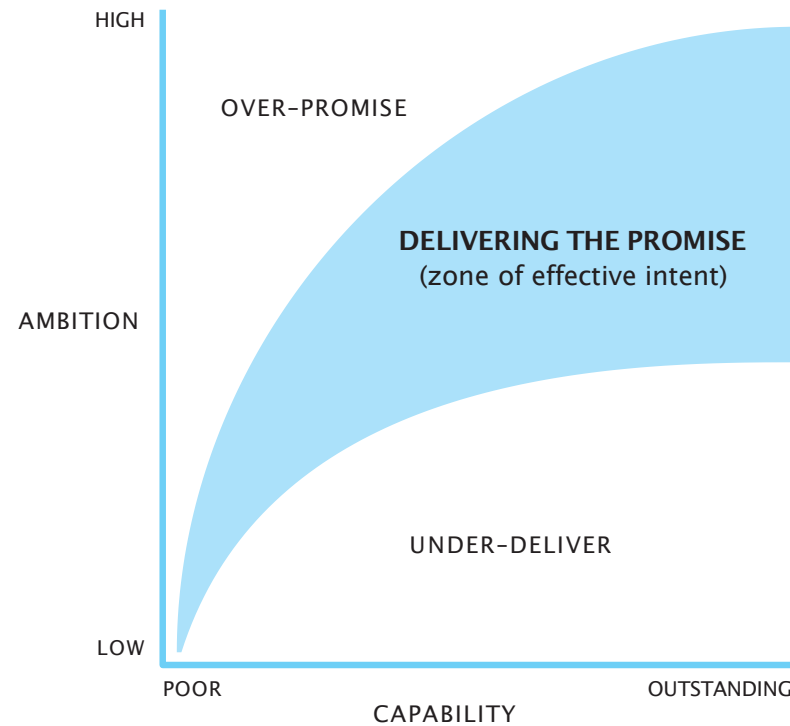
- i) Sensemaking (understanding the context in which a company and its people operate),
- ii) Relating (building relationships within and across organizations),
- iii) Visioning (creating a compelling picture of the future), and
- iv) Inventing (developing new ways to achieve the vision).

## Section 2

# All About People The Relationship

# Section 2 – All About People: The Relationship

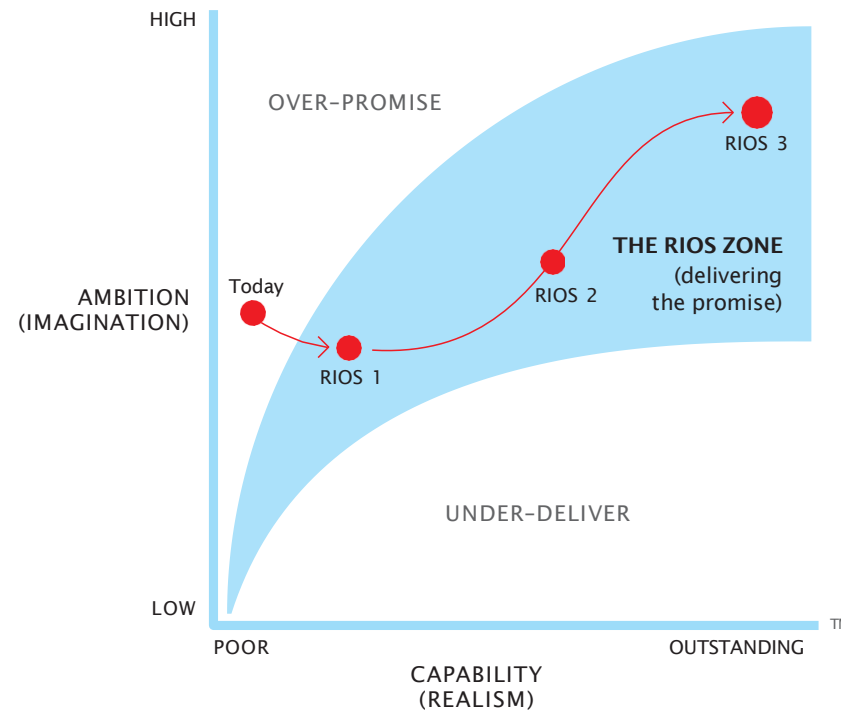
## The zone of effective intent *(delivering the promise)*



Copyright. Christopher Tipler & Associates

# Section 2 – All About People: The Relationship

## The RIOS Pathway



**CORPUS  
RIOS** *The how and what  
of business strategy*



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## Section 2 – All About People: The Relationship

### Break Out Questions:

*How do you manage the ambition vs capacity framework?*

*How are you setting conditions for success?*

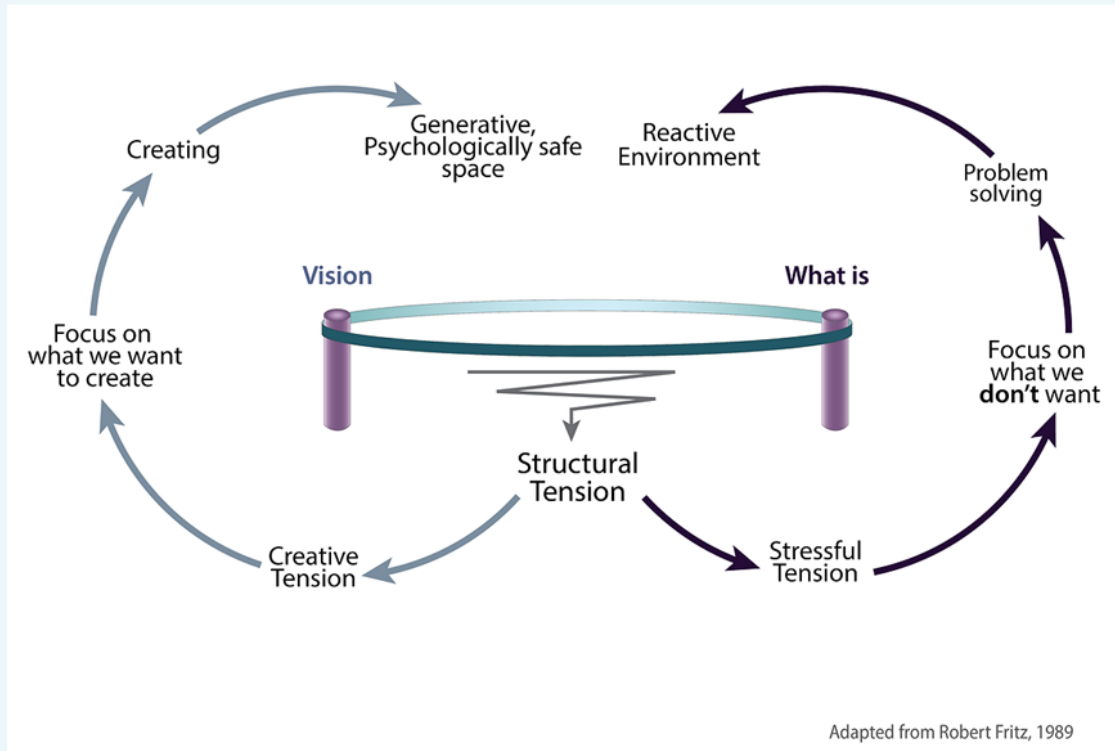
*What is the opportunity?*

## Section 3

# Tension Vs Conflict

# Section 3 – Tension Vs Conflict

## Structural Tension Model



Reference: <https://www.larafoss.com/structural-tension>



## Section 3 – Tension Vs Conflict

The Preventative approach

Open up a regular dialogue and ask –

*How are we going?*

- What's good on the ship
- What's challenging you
- What can I do to support you
- Anything else?

## Section 3 – Tension Vs Conflict

### Break Out Questions:

*Describe where you sit on the tension & conflict continuum.*

*What am I uncomfortable with re this topic?*

*Who are my allies to talk this through with?*

## Section 4 – Summary

# Top Tips

## Section 4 – Summary

# Sheena Boughen

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# What you said...

- Know more about the relationship between the Chair and CEO
- Feel more confident and comfortable in their role
- Confident navigating difficult conversations
- Navigating change
- Gaining better contacts
- Avoiding conflicts but keeping abreast of operations
- Manage diversities better
- Tips and tricks from others
- Refresh your understanding
- How other boards work, particularly within the NPF space
- Lines getting blurred between operations and governance – where is the line?
- Ensuring they are coving everything off in their role – compliance
- How to keep the board on track

# What are you taking away?

Share in the chat:

1. What is one action you'll implement straight away?
2. What has been most valuable about this course?
3. What was missing or what would you like to learn more about?



# Congratulations

## What next?

[Take your governance skills to the next level with the Diploma of Governance.](#)

[Extend your leadership skills with our Leading for Transformation course.](#)

[Consider tailored training for your board to increase your collective skills.](#)

[Attend one of ICDA's upcoming training sessions.](#)

[Find more information about all aspects of governance in ICDA's help sheets](#)

[Join the Not-for-profit Happy Hour Facebook Group](#)

## Feedback



<https://www.surveymonkey.com/r/2024advancedforchairs>