



DEVELOPING A POSITIVE BOARD CULTURE

Board Masterclass

Theme: Towards improvement of Board and Culture for Organizations

Venue: Pullman Deira, City Centre Hotel, Dubai

Date: November 29th - December 3rd, 2021

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Objective



The session is aimed at **enhancing** the participants' understanding of the importance of positive culture in an organization.

By participating in this session, you will **broaden** your perspective on the role of boards in developing positive culture in organizations.

What is culture?

Why is culture important to any organization?

Culture: The way of behavior.

Culture defines the individual and the company



Class discussion

Define your Corporate Culture

words that define your corporate culture

Culture

- Difficult to quantify but easy to see.
- Consists of the unwritten assumptions, implicit behavioral codes, unspoken language, assumed ways of operating.

All the above influence your company

Corporate culture is the only sustainable competitive advantage that is completely within the control of the entrepreneur.

– David Cummings, Co-Founder, Pardot

Customers will never love a company until the employees love it first.

– Simon Sinek, author, Start with Why

Culture is simply a shared way of doing something with a passion.

– Brian Chesky, Co-Founder, CEO, Airbnb

- **There is no magic formula for great company culture. The key is just to treat your staff how you would like to be treated.**
-Richard Branson, Founder, Virgin Group.
- **Customers will never love a company until the employees love it first.**
-Simon Sinek, Author
- **We have a culture where we are incredibly self critical, we don't get comfortable with our success.**
—Mark Parker, CEO, Nike
- **Our best weapon for building the best culture is open and honest feedback.**
-Gina lau, Team operations , Hello sign.
- **Being a great place to work is the difference between being a good company and a great company.**
— Brian Kristofek, President and CEO, Upshot

The Role of the Board

- 1. To provide effective leadership of the company**
- 2. To create positive culture of the company**
- 3. Critical role of the chair to setting the tone of the board and the culture**



**Without positive culture the board risks;
groupthink,
inertia,
disengagement,
poor decision making.**



What are some of the results of negative board culture?

Results of negative board culture

**Toxicity
self-interest
domination
power imbalance
power play etc.**



How to cultivate positive Board Culture

1. Clear understanding of the laws and bylaws

- **Make them available to all.**
- **Use simple/direct language.**
- **Use graphics where possible.**

2. Create a healthy board culture

- **Respect for all members**
- **Allow participation for all members**
- **Carefully manage the agenda to cover the substance fully**
- **All to read the board papers before the meeting.**

3. Create organized social time

- Make it possible for members to know each other at personal level and possibly away from workplace.
- Create interest in each other especially when faced with personal traumatic/happy experiences like death of a loved one or birth of a baby.
- Build practical support system while allowing personal space

4. Resolve conflicts amicably

- Conflict is inevitable in relationships.
- Resolving conflict should make the board stronger.
- Conflicts must not necessarily lead to negative results. Great inventions have been as the result of conflicts.



5. Encourage positive dissent

- Beware of groupthink.
- Encourage original/authentic thinking
- Encourage creativity

6. Help members to maintain balance

- Balance between work and play.
- To make balanced decisions

7. Balance all interests of members

- Manage individual contribution to enhance output of board
- Guard against conflict of interest
- Encourage collaboration among members



8. Address troublesome behavior

- To stem growth of negative culture
- Caucus with individual members to discover underlying issues.
- Encourage respectful engagement among members

9.Emphasis on employee wellness

**Healthy employees...feel their best physically, mentally and emotionally.
This will contribute to a positive culture**

10. Endeavor to grow off your current culture.

- Evaluate your current culture to identify elements of positive and negative culture.
- Draw a plan to eliminate negative culture
- Adopt a viable plan to grow positive culture



11. Provide meaning and purpose in work

- **Help employees live the vision and mission of the organization**
- **Enable employees to achieve personal goals in serving the company**
- **Provide adequate tools to work for the employees**
- **Create goals and help employees to work for more than paycheck.**

12. Encourage positivity

- Hire positive oriented people.
- Address problems promptly to stem negativity.
- Be bold to engage negative people to win them over but take courage to disengage if necessary.

13. Listen

- **Everybody in the organization must have a voice.**
- **The leadership must be active listeners.**
- **Take appropriate action on what is shared.**

14. Empower culture champions

- Identify culture champions and train them adequately.
- Position culture champions in strategic places.
- Create appropriate rewards for culture champions (not necessarily monetary)



Questions & Answers Session



The End
Thank You