

Personalities in the Boardroom

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Content

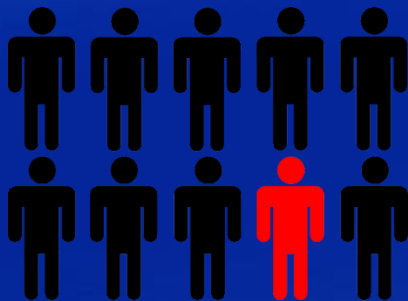
- Role of Directors and Board
- The Talent Pool
- Personality Styles
- Director Attributes and Leadership Styles

4 Key Tasks of the Board

- Establish and maintain vision, mission and values
- Decide strategy and structure
- Delegate to management
- Account to shareholders and be responsible to stakeholders

Summarized from IoD Standards for the Board, IoD, July 2006

Board Leadership is Changing



Broad Talent Pool

Professional Expertise

Education

Gender

Values

Attitudes

Experience

Age

Connections

Independent

Beliefs

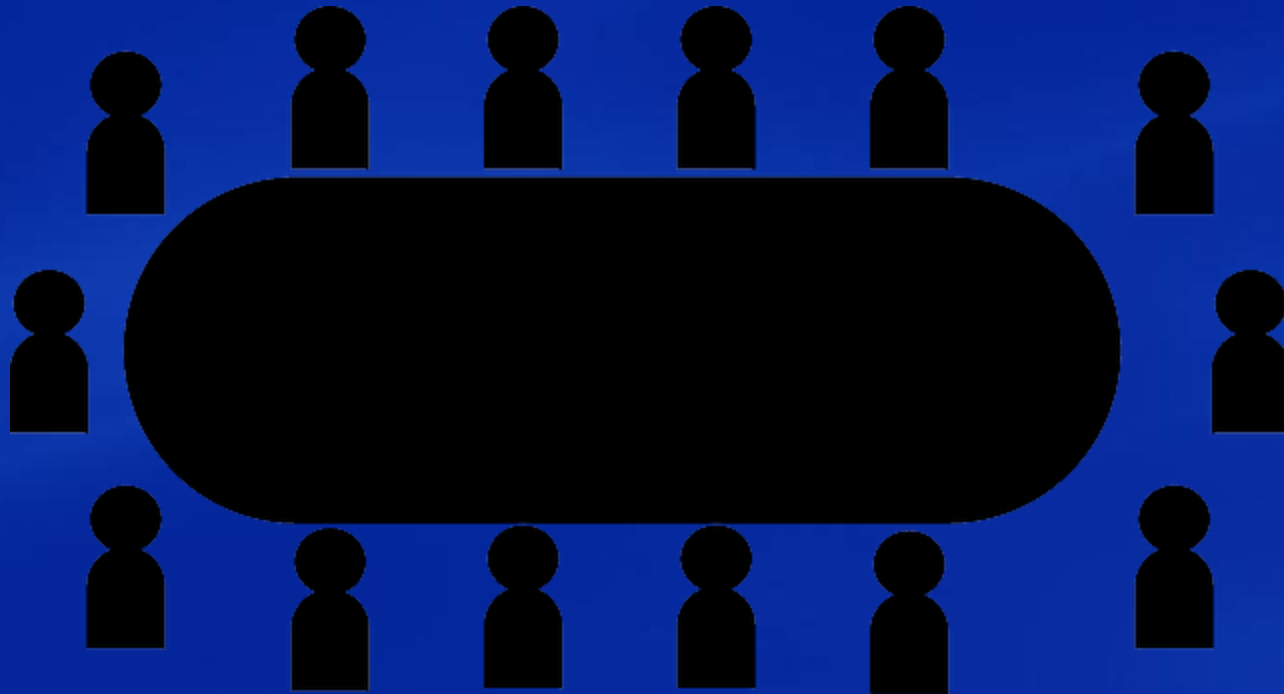
Non-independent



Aligning directors



Individual & Collective Responsibility



Personality Styles

Low Responsiveness
(Controls)

Analytical

Driver

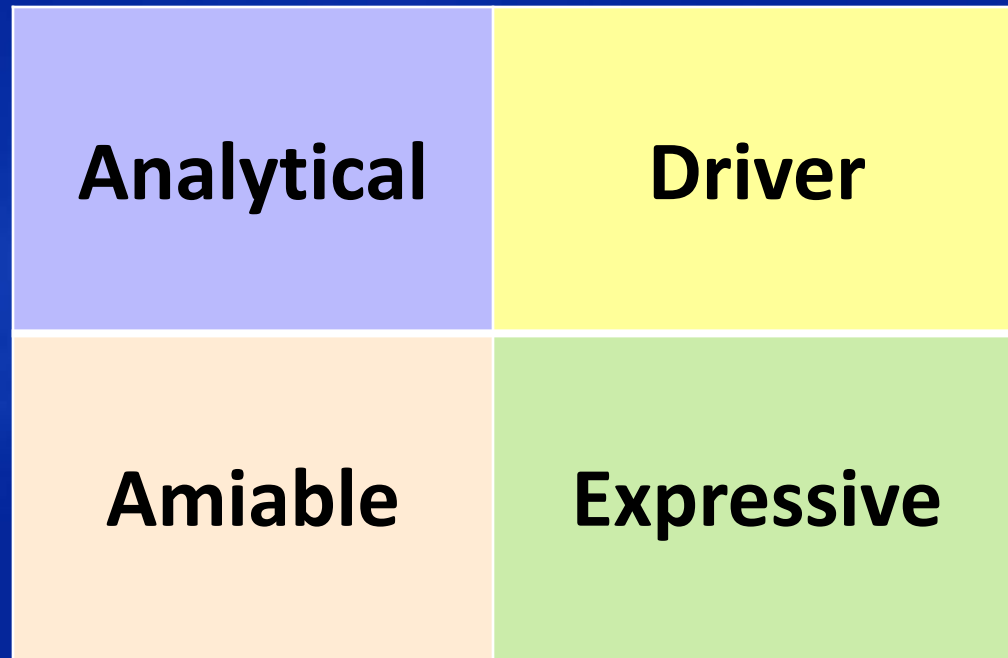
Low Assertiveness
(Asks)

High Assertiveness
(Tells)

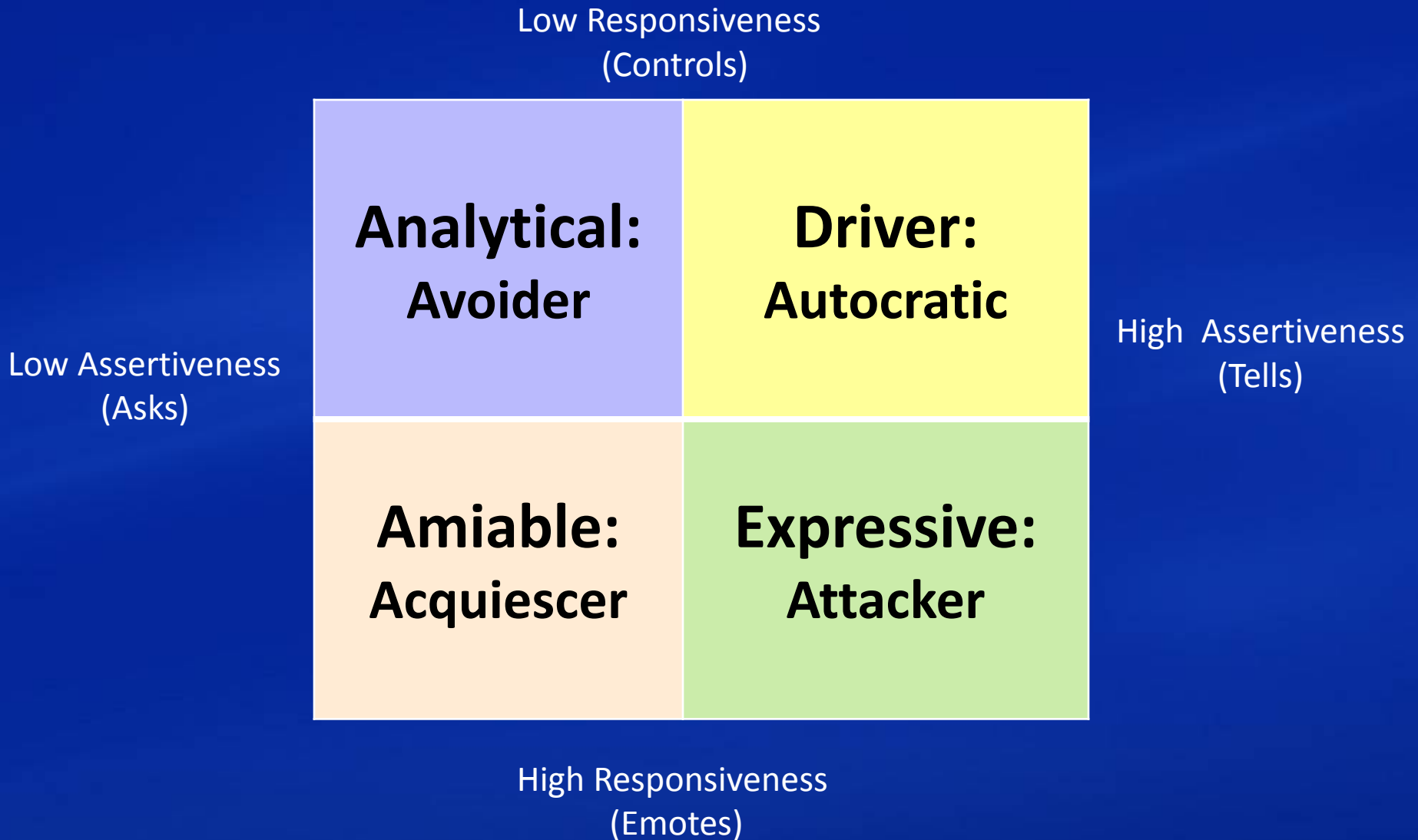
Amiable

Expressive

High Responsiveness
(Emotes)



Personality Shadows



Personal Reflection Questions

- Which is your style?
- How does it serve boardroom discussions?
- How does it hinder boardroom discussions?
- What will I work on in 2016?

Reflection Questions for the Board

- Does the board have a dominant style?
- Does a dominant style limit discussions?
- Is there a style gap?

Director Attributes

- Strategic Perception
- Decision-Making
- Analysis and use of information
- Communication
- Interaction with others
- Achievement of Results

Leadership Styles

- Visionary – Come with me
- Coaching – Try this
- Affiliative – People come first
- Democratic – What do you think?
- Pacesetting – Do as I do now
- Commanding – Do what I tell you

*Daniel Goleman, Leadership That Gets Results.
Harvard Business Review 2000*

Board Advantages

- Understand leadership styles
- Assess natural styles of other board members
- Connect style to context
- Listen with greater capacity
- Optimize interactions more effectively
- Embrace continuous learning

Questions?

Thank you!

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