

Institute of  
Certified Secretaries



Meetings and Writing Webinar



# Forward Looking Board and Effective Charing



July 21 , 2021 at 9.00 am-11:00am.

*'The Governance Profession'*

# Forward Looking Board

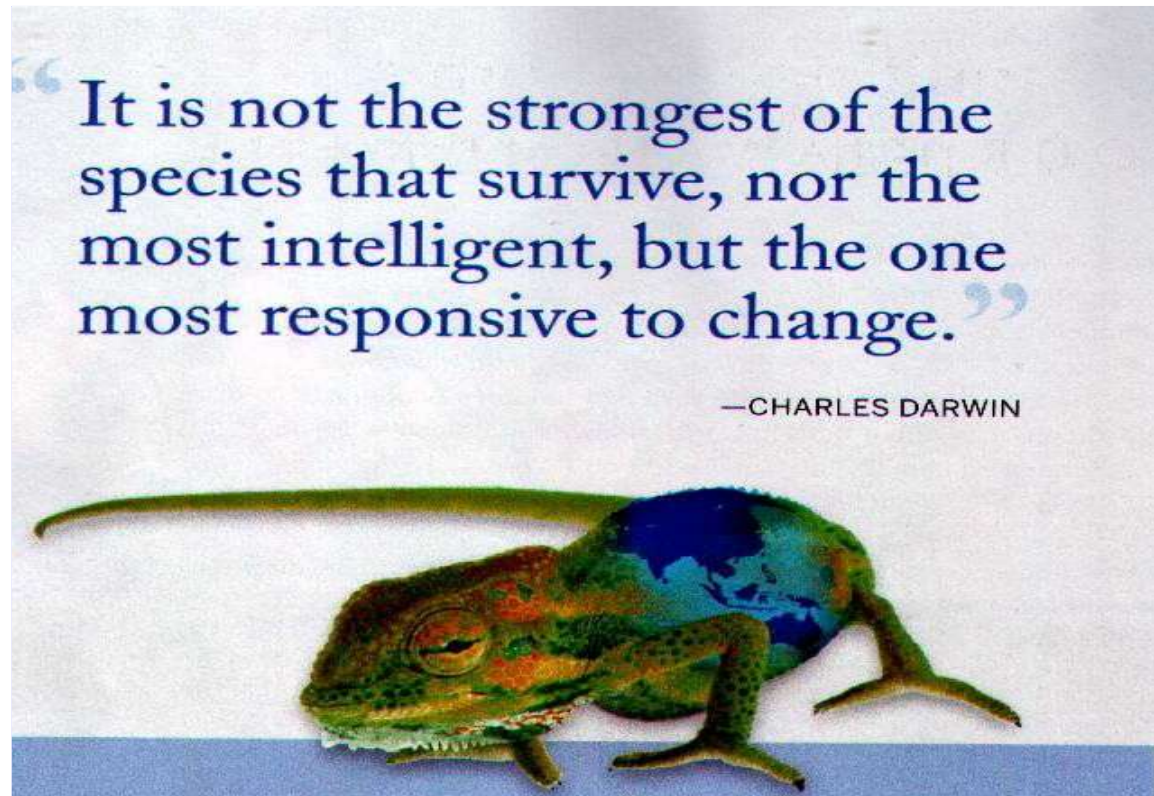


## The Board must:

- ✓ Stand Tall
- ✓ Take a higher view
- ✓ Dedicate most of its time to the forest, but once in a while look at the trees

*'The Governance Profession'*

## Forward Looking Board



- ✓ The Board must
- ✓ Keep itself abreast with the changing environment
- ✓ Be open to external feedback

# Forward Looking Board

- ✓ Giraffe & Chameleon, what's the point in terms of your meetings?
- ✓ What is the link between your Annual Board Calendar and:
  - ✓ Your strategic plan
  - ✓ Board & Committee meetings

## The Agenda

- ✓ A balance between the reviews of past performance and discussion of forward-looking issues
- ✓ Ample time for debate
- ✓ Not too much time on routine or administrative matters

***Ref: Handout 1- Example of Annual Board Calendar***

# Forward Looking Board

## The Agenda

### 1. Preliminaries

- a) Calling meeting to order
- b) Prayers \*
- c) Notice of meeting
- d) Quorum and Apologies
- e) Adoption of Agenda \*
- f) Declaration of Interest \*

### 2. Confirmation of Minutes of Previous Meeting(s) \*

### 3. Matters arising from Previous Minutes

### 4. CEO's Report \*

### 5. Affixing of the Common seal

### 6. Committee

### Reports/Recommendations

### 7. AOB

# Effective Chairing

## The Chair must

1. Remain focused on the agenda and issues
2. Ensure that the meeting is properly constituted
3. Ensure that the meeting is properly and effectively conducted
4. Develop an approach that allows free and open contribution by members
5. Develop good listening skills
6. Build consensus
7. Summarize agreed position on every agenda item.

*Should the Chair sway debate towards some predetermined outcome?*

## Effective Chairing

What's the role of Chair in:

- a) Implementation of Board decisions?
- b) Agenda setting?

How can the Chair:

1. Maintain discipline at the meeting without being bullish?
2. Bring conclusion to a debate?

# Effective Chairing

## Exercise

The Chairman has indicated that he would be a little late for the meeting but has asked the members present to begin. Consider how to deal with the following situations:

- 1) Members have already confirmed previous minutes before the Chairman arrives. Who should sign the minutes and why?
- 2) The Chairman arrives while members are handling agenda No.5. How should the chairing be handled at this point to the end of the meeting?
- 3) Although agenda No.3 generated heated deliberations, a position was eventually agreed. How do you get buy-in from the Chairman?





**THANK YOU  
&  
God Bless You**

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