

Transform Management Consulting Inc.

Board Briefs Facilitation Guide

Welcome to this unique opportunity to help your Board of Directors Board learn and improve their effectiveness through our Board Briefs! I have developed this Guide to ensure the person planning and facilitating the session and discussion achieves the greatest benefit for the participants. Please feel free to adjust the recommended actions to best meet your particular circumstances.

Before the Meeting

- Review the video and the accompanying presentation slides.
- Determine if the questions provided for discussion are appropriate for your group or if different or additional topics should be discussed.
- You may wish to distribute the presentation slides prior to the meeting, or at least provide them at the start of the session so the participants can make notes.
- Estimate how much total time your Board will require to view the video and answer the questions so you can program this into the agenda.
- Provide a description of the session in the agenda so participants will understand what will be expected of them and that you will be facilitating the process.
- Assign someone to take notes from the session in the format you prefer.
- Bring a watch or clock to the meeting so you can keep track of time.

During the Meeting

- Begin by identifying the goals for the session. You might consider the following:
 - To provide an opportunity for the Directors and management to learn or refresh their knowledge of particular governance best practices.
 - To explore whether the organization's current practices are effective.
 - To determine what changes or improvements might be appropriate.
 - To decide on a course of action to implement the agreed upon changes.
- Explain the process you plan to use.
 - I recommend that you will watch the video all the way through without stopping and answer the questions at the end. This should ensure that you make best use of the time allowed and not get off topic.
 - In my experience, allowing participants to stop during the video (the equivalent of allowing questions during a presentation) will likely lead to beginning the discussion

without the benefit of having all the information and you will probably go well over the allotted time for the session.

- Encourage everyone to participate in the discussion on questions, but ask that the participants be brief and to the point. Suggest that it is not necessary to repeat what someone else has said – it is sufficient to say “I agree with Tom”.
- Indicate the allotted discussion time for each question and that you will ask if the group is ready to move to the next question or if it wants 5 more minutes on the current question.
- As you see a consensus develop, facilitate the discussion by summarizing what you sense is alignment on a certain point of view and asking if the participants agree.
- Write the findings or decisions on a flip chart in point form so the participants are aware that their ideas have been recorded.
- At the end of the discussion, prompt for the details of the action plan to implement the group’s decisions including:
 - What specific actions are to be taken.
 - Who is responsible or prime.
 - When the work is expected to be completed.
 - What assistance or resources will be required.
- Ask the participants:
 - What they found worked well in the session.
 - What improvements could be made for a similar session in the future.
 - If similar sessions should be held in the future.
- Thank the participants for their involvement and cooperation.

After the Meeting

- Produce and distribute a summary of the findings/decisions and the action plan.
- Discuss what follow up is appropriate with the Board Chair and/or the CEO.
- Send me an email with any comments or questions you may have, or if I can assist you or your Board in any way – thanks!

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