

# From a bored room to a Boardroom

Best Practices for Effective Board Management

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Boardroom

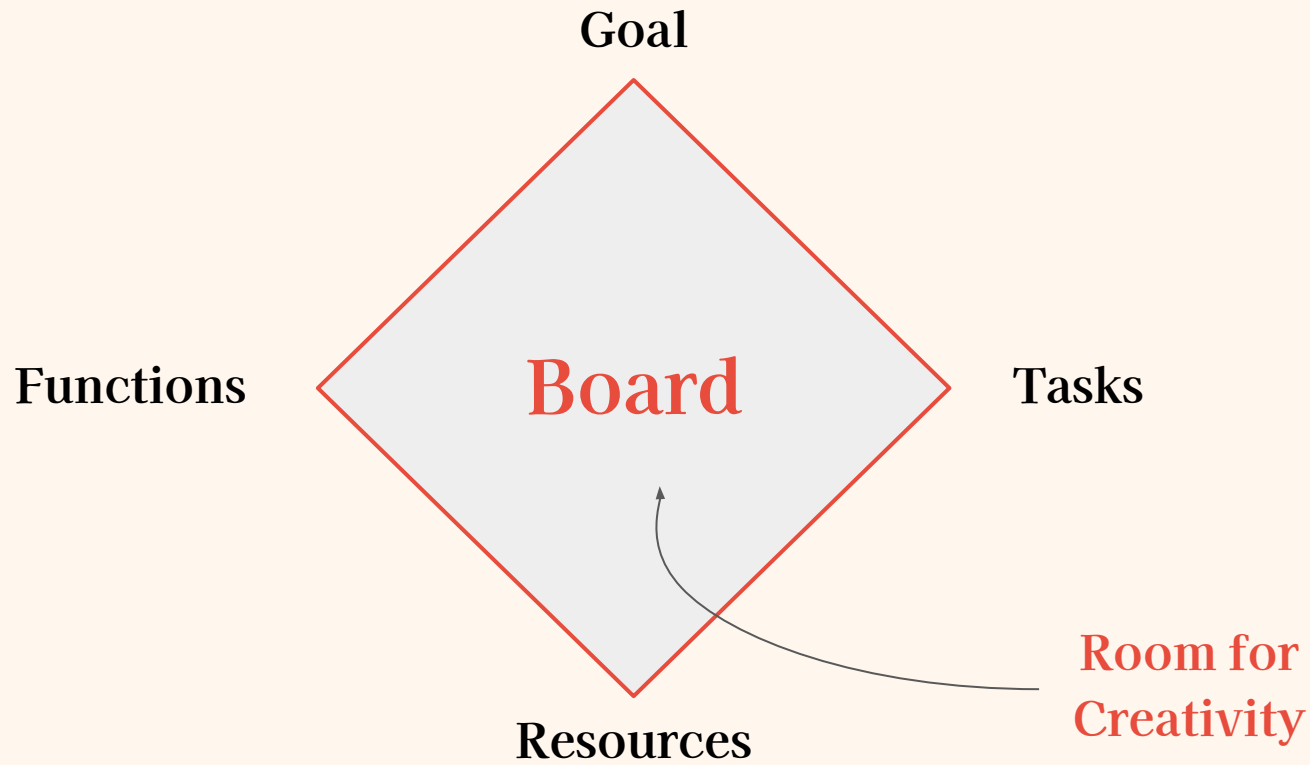
# Question



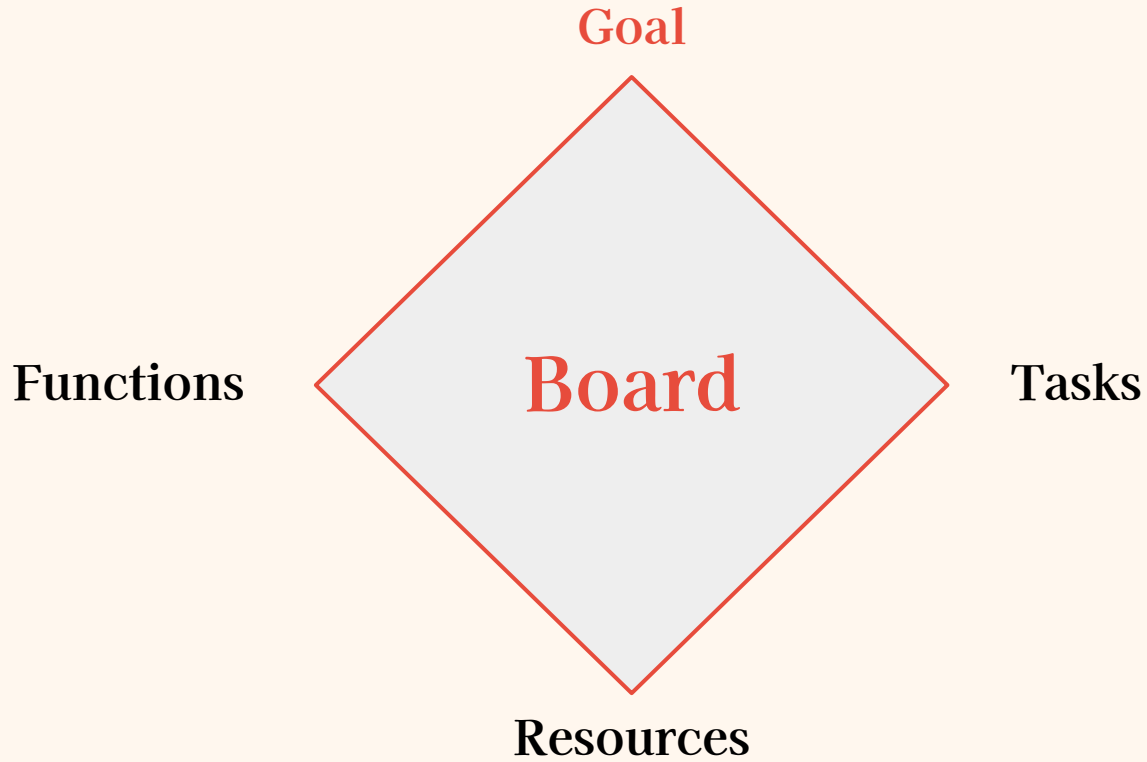
Let's see who is in the room!

<https://www.menti.com/almbnzv5957x>

Code: 5864 6491



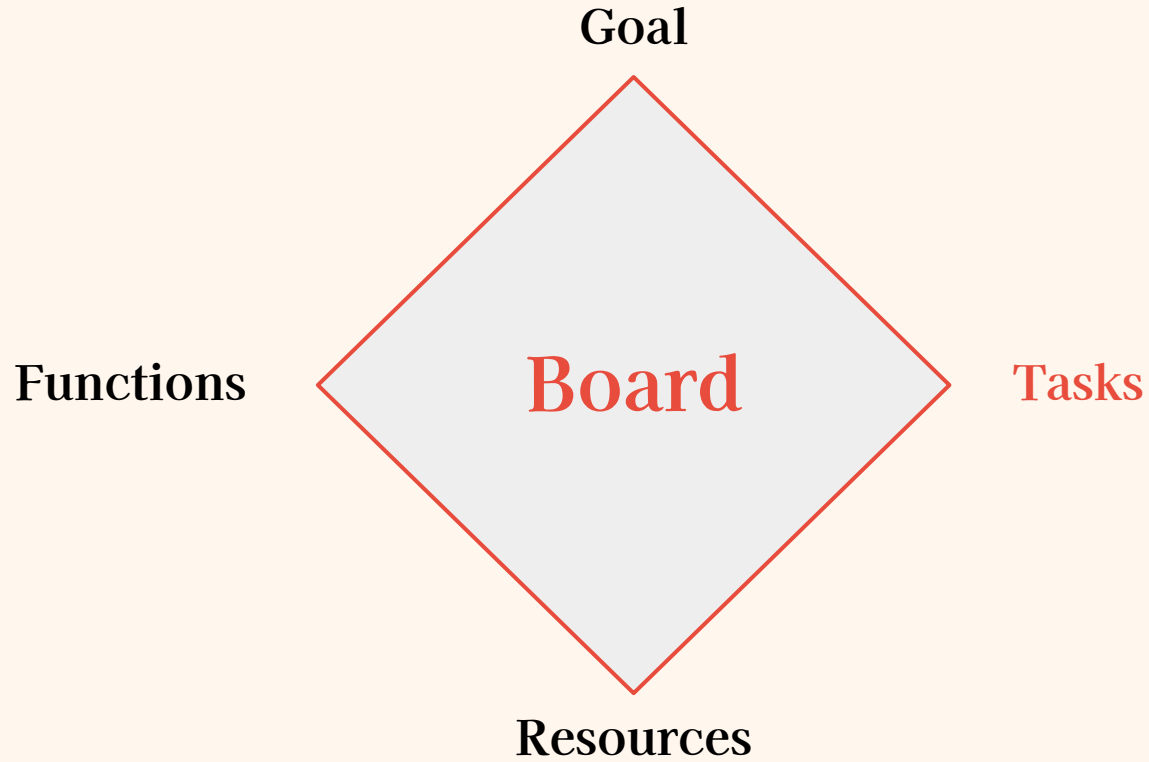
# Let's start with WHY



What do  
*you*  
want your Board to be?

It's  
*your*  
meeting.

# What do we want to accomplish?



# Implementing a virtuous cycle

## Before the Meeting

- **Goal-oriented:**  
What is my **intention**?
- **Topic-centered:**  
what needs to be discussed and how? What is needed **right now**?
- **People-driven:**  
who is in the room, what are **their needs and goals**?
- **Prepared:**  
**Relevant**, concise materials with all data needed to decide

## The Meeting

- **Goal-oriented:**  
Aligning everyone, throughout
- **Getting results:**  
making sure positions are clear, decisions taken
- **Group Dynamics:**  
working with the group in the room, the social system
- **Documented:**  
decisions, next steps, actions are clear and communicated

## After the Meeting

- **Structured Feedback:**  
Opportunities for Improvement
- **Cadence & Topics:**  
What do we need to prepare for the next meetings?
- **Patterns identified:**  
What blocks / helps us to work together better?
- **Follow Up:**  
Who committed to what and are we on track?



# Information Asymmetry

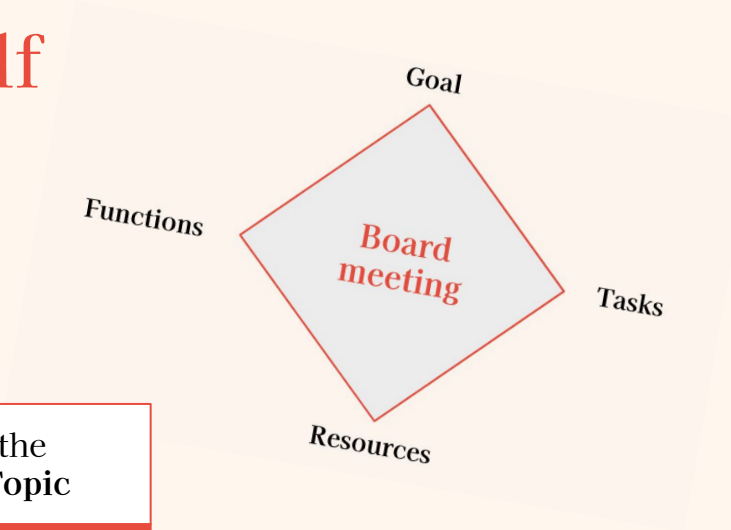
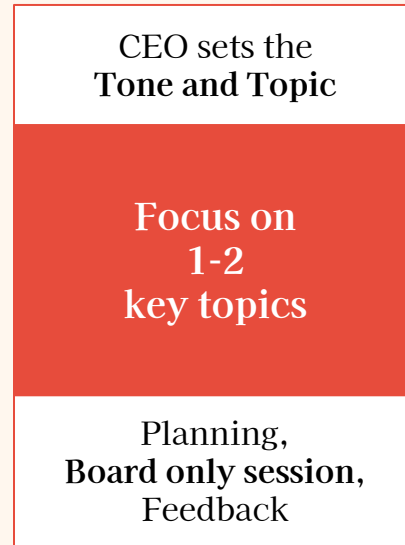


Role unclarity

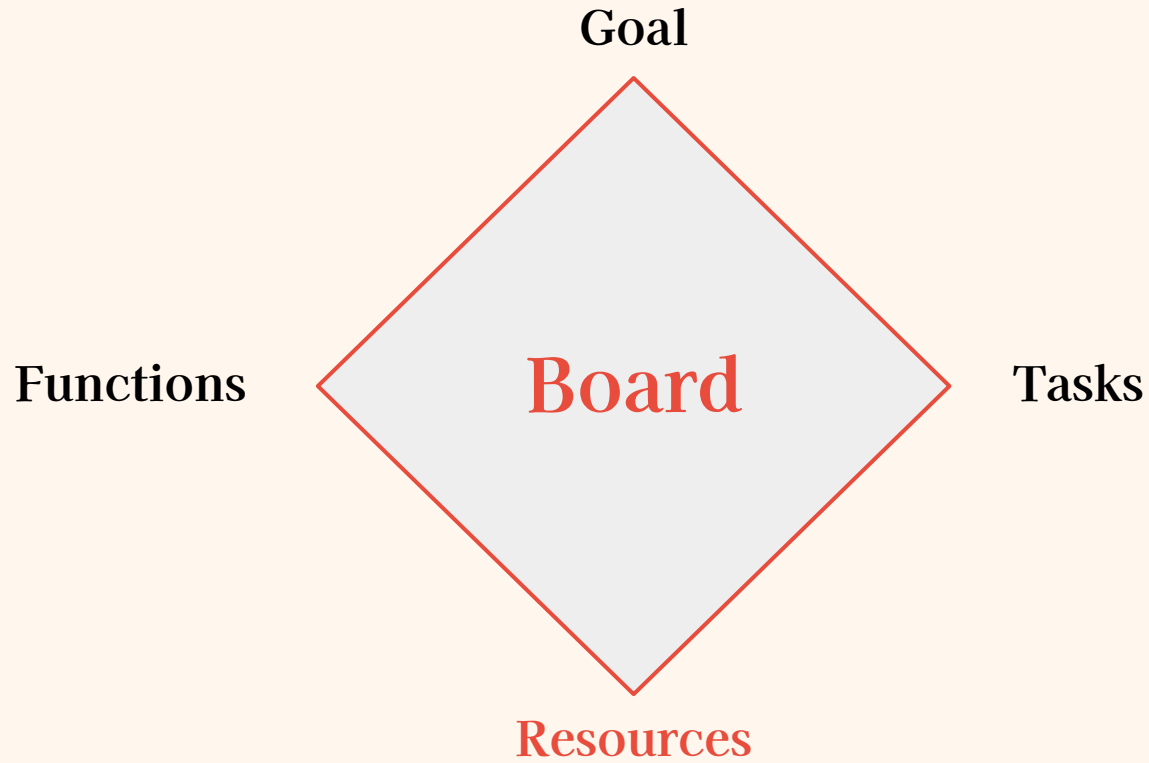


# 9 Thoughts on the Meeting itself

1. Past vs. Present vs. Future
2. “Earnings” Call
3. Preparation: Google Slides
4. You get what you give.
5. Group vs. Star-shaped Communication
6. Get Decisions!
7. Board Only Session
8. Setup a rhythm
9. Cadence: 4 (2-10)



# What do we need to make this work?



Where?

Zoom vs. **In-Person** (at least once a year) -  
What setting? - Atmosphere - Symbols matter

Who?

People - **Characters** - **Management Team** - Team  
Members - Facilitator - Independent Director

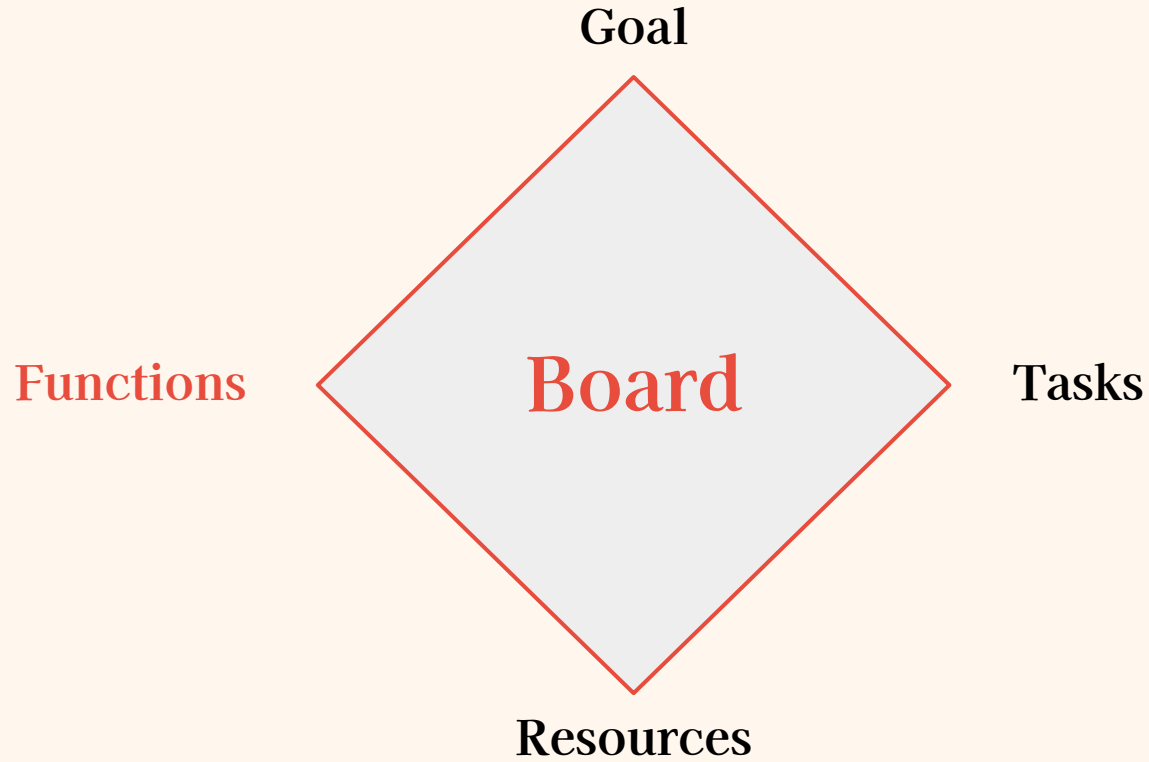
When?

Time of Day - **Breaks** - With Lunch / Dinner -  
Which Topics when? - How long?

What?

Materials before vs. live - Presentation design -  
**Meeting design**

# What is expected from me?



# We completely misunderstood what a role is

Leading	Consulting	Negotiating	Participating	Observing
<ul style="list-style-type: none"> <li>Leads through a segment by guiding the group</li> <li>Needs buy-in from the group</li> </ul>	<ul style="list-style-type: none"> <li>Supports with advice</li> <li>Comes in when asked</li> </ul>	<ul style="list-style-type: none"> <li>The goal is an agreed result</li> <li>Nominated by the group</li> <li>Needs the trust of the group</li> </ul>	<ul style="list-style-type: none"> <li>Help the group achieve the goal</li> <li>Responsible for the outcome</li> <li>Following is hard!</li> </ul>	<ul style="list-style-type: none"> <li>Outside of the group</li> <li>No active role</li> <li>Feedback when asked</li> <li>Help the group solve difficult situations, if pre-agreed</li> </ul>
<i>C-level presents</i>	<i>Expert Advice</i>	<i>C-Level Comp</i>	<i>Active Listening, Goal Orientation</i>	<i>Bill Campbell</i>

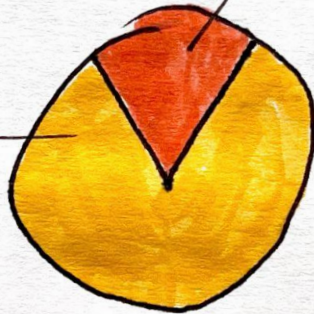
**Roles are flexible, agreed and dynamic. Defining roles greatly improves the outcome.**

## Boardroom Canvas

<b>Goal</b>  Why does this Board exist? What does it contribute to the success of the company? What do you want out of it as (a) founder(s)?	<b>Tasks</b>  What does the Board do? What recurring tasks are there? How does it add value?	<b>Roles / Members</b>  Who is in the room? What do we expect of each member? How is the board organizing its collaboration, are there any committees? Who is responsible for what? What capabilities are present? What personal working styles / preferences are there?	<b>Before</b>  What are the prerequisites for a good Board Meeting? How do we ensure that we are ready to work as a Board? The magic is in the beginning!	<b>Culture / Atmosphere</b>  How do we want to work together? What Atmosphere would you like to have? Which rituals are we using to live our culture? When do we meet as humans, outside of our roles?
	<b>Governance</b>  Are there any contractual obligations? How does governance work? How decides?		<b>After</b>  How do we learn and improve? Who provides feedback to who? What do we need as a result?	
<b>Setting / Place</b>  Are we meeting in person or remote? How do we create a setting that enables everyone to contribute? Is there enough social / personal connection time?		<b>Cadence / Time</b>  How often do we meet? Are the meetings blocked in everyones calendar? For how long and with how many breaks?		

If you want to make more out of your Board check out <http://www.boardroom.team>

FOUNDERS THAT  
THINK THEY'LL  
GET FIRED BY THE  
BOARD



FOUNDERS THAT GET  
FIRED BY THE BOARD

# Thanks.

Reach me at [michael@boardroom.team](mailto:michael@boardroom.team)

<http://www.boardroom.team>