

The Changing Role of Staff Governors

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Lynne Sedgmore

Chief Executive

Centre for Excellence in Leadership

Strategic Focus

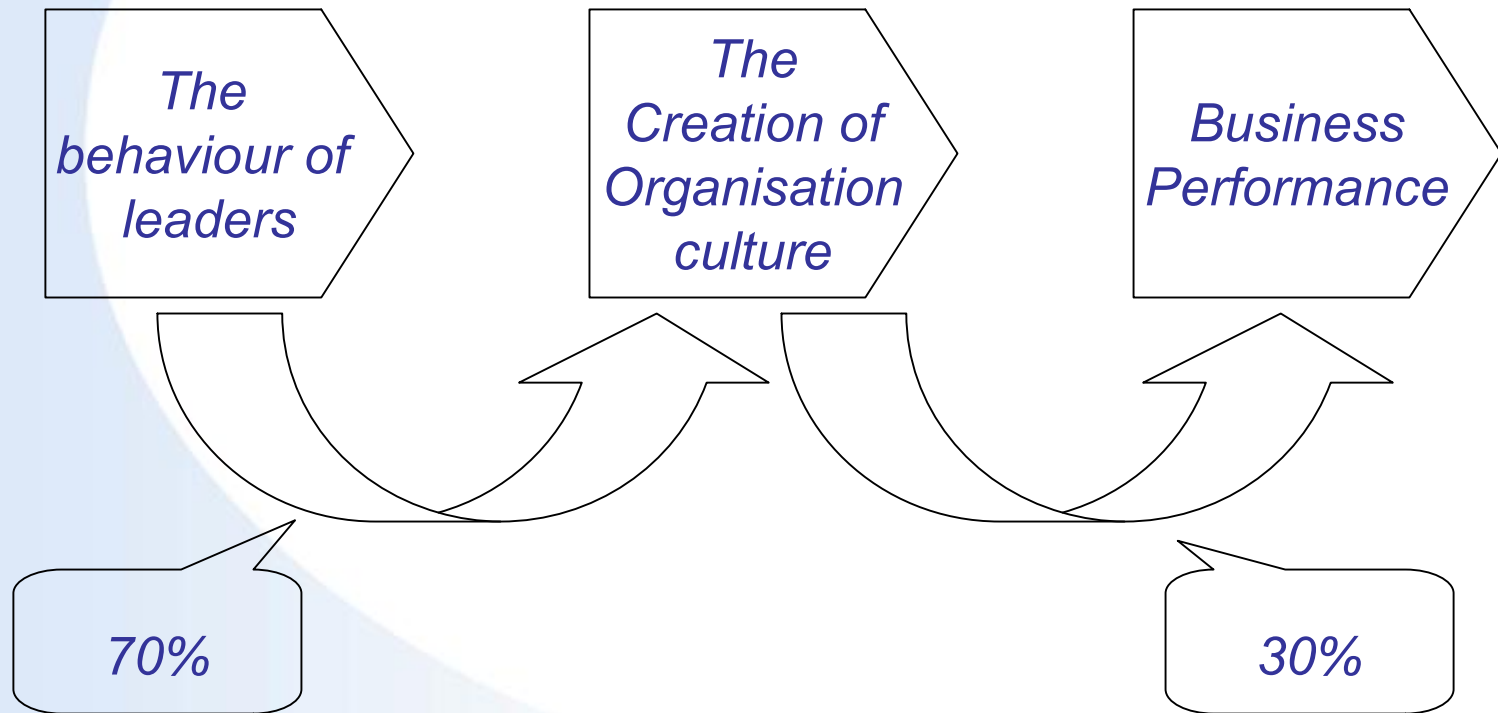
- Self regulation/sector ownership
- Achieving “excellence”
- Workforce remodelling and professionalisation
- Self-improvement culture
- Enhancing board performance

Key differences

- Board as strategic lead/pace setters
- High performing/learning boards
- Culture change
 - workforce
 - self-regulation
 - employer responsiveness
- Centrality of staff governors

- How do you raise your leadership effectiveness as staff governors?
- Where does your power lie to influence your board?
- How do you understand and impact your board more effectively?

Leadership behaviour



The leadership of change

Letting go

Leaving
the
comfort
zone

*Making
choices*

Dealing
with
uncertainty

*Making it
happen*

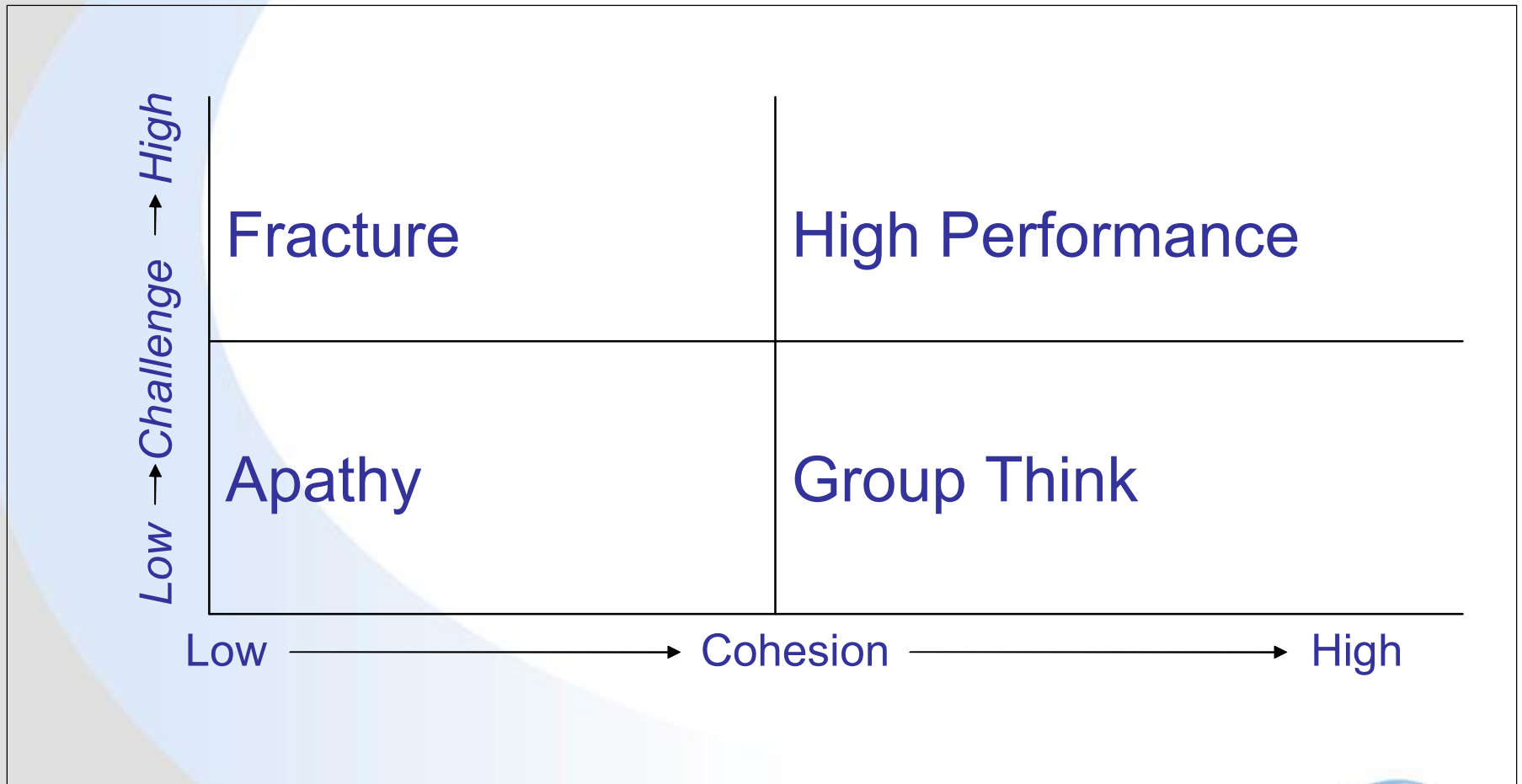
Rediscovering
energy and
excitement

- “Leadership happens at every level of the organisation and no one can shirk responsibility”
- “Inspired leaders move a business beyond problems into opportunities”
- “You can only lead others where you are willing to go”

Power

- Formal/position
- Expert/specialist
- Resource
- Network
- Personal

Board dynamics – politics and power

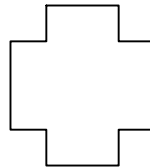


Is it fair?

Distributed Justice

Procedural justice

- Fairness of the outcomes
- Employee satisfaction with the destination

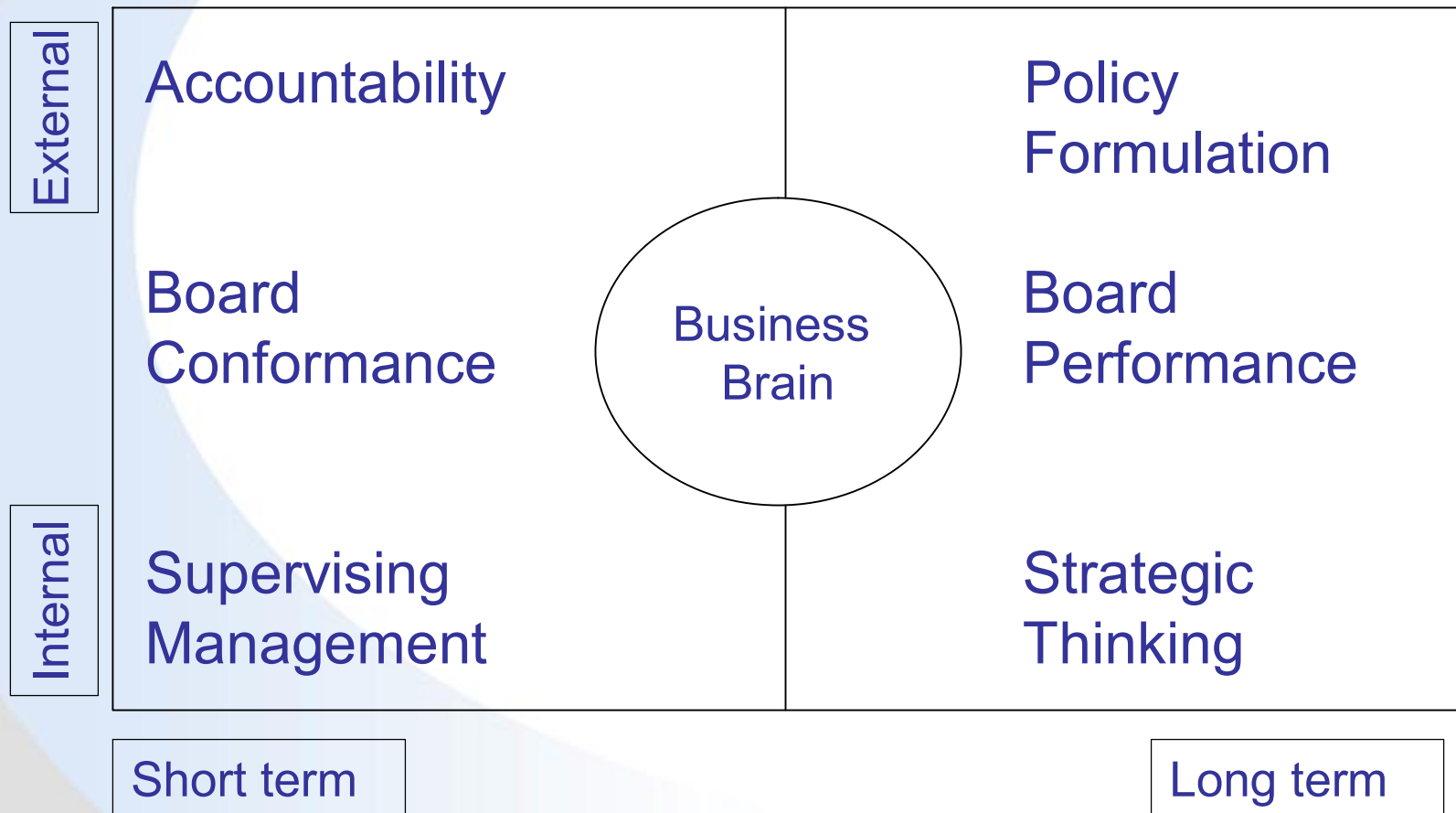


- Fairness of the process/approach
- Employee satisfaction with the employer

Is it fair?

- Listening to the people affected by change
- Taking timely decisions
- Applying decisions consistently
- Keeping people informed of progress
- Explaining the rationale for your decisions
- Recognising the level of emotional engagement

The Learning Board - Garratt



High performing Boards

- Common objectives, understood and agreed by all → team work
- Open and two way communications, with members actively listening to each other's contributions
- Participative decision making with constructive challenging
- Conflict which is surfaced and handled, with constructive negotiation over issues
- No personal attacks

High performing Boards

- Feelings openly expressed, with members making emotional investments in the team
- Individuals provided with clearly defined roles and responsibilities
- Periodic self evaluation and recognition of the value of each member
- Regular board performance reviews and monitoring

- All of the great leaders have had one characteristic in common: they confront unequivocally and respond to the major anxieties of their people. This is the essence of leadership.

*John Galbraith, The Age of Uncertainty
(amended)*

Contact Details

Centre for Excellence in Leadership
Suite 309
10 Greycoat Place
London
SW1P 1SB

Telephone: 0870 241 8206
Facsimile: 020 7222 3081
Direct line: 020 7654 3295

lynne.sedgmore@centreforexcellence.org.uk
www.centreforexcellence.org.uk