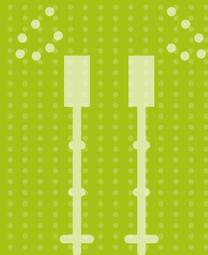


Developing Others. Governing Organisations





This coaching guide provides practical advice to assist a development conversation with **Board Chairs and/or Board Members**. It should be used in conjunction with the **Self Development Guide Governing Organisations SD5**

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Overview

Why Develop Others?

Effective Governance is vital to the success of the organisation. Research shows that the greater the focus on developing others, the more engaged and motivated they become which positively impacts performance.

This resource is a practical tool to help you do just that. We've provided you with a series of open-ended questions to guide you through a positive and engaging development conversation with the Board Chair or Board Member you are coaching.

It is essential for them to have completed the **Self-Development Guide Governing the Organisation (SD5)** so you can discuss in-depth, with confidence and real understanding, what successful leadership looks like in their governance role.

There is no expectation that you complete every question or section of this workbook. The aim is for the person you are coaching to identify one or two areas they particularly want to focus on and develop. They should choose the things that will have the biggest impact for them in the coming months.



DEVELOPMENT CHECKLIST



Ensure the person you are coaching has completed the Self-Development Guide Governing the Organisation (SD5).



Read and reflect on the Self-Development Guide Governing the Organisation (SD5) yourself.



Discuss, with your coachee, the outcome of their reflections.



Together, choose one or two aspects of the Leadership Map to focus on in your development discussions (e.g. Purpose, Delivery, Collaborate etc.). Don't try and discuss any more than this.



Help them to choose one or two specific things to focus on developing. What will make the biggest impact in the coming months for them?

THE LEADERSHIP MAP FOR GOVERNING ORGANISATIONS

The Leadership Framework for Sport and Recreation in Aotearoa NZ focuses on practical aspects of leadership for both paid and voluntary roles. It aims to guide, grow and inspire leaders for ever-improving community outcomes.

The Leadership Map identifies the different contexts (or levels) leaders work in and outline the unique tasks, focus and responsibilities for that particular context.

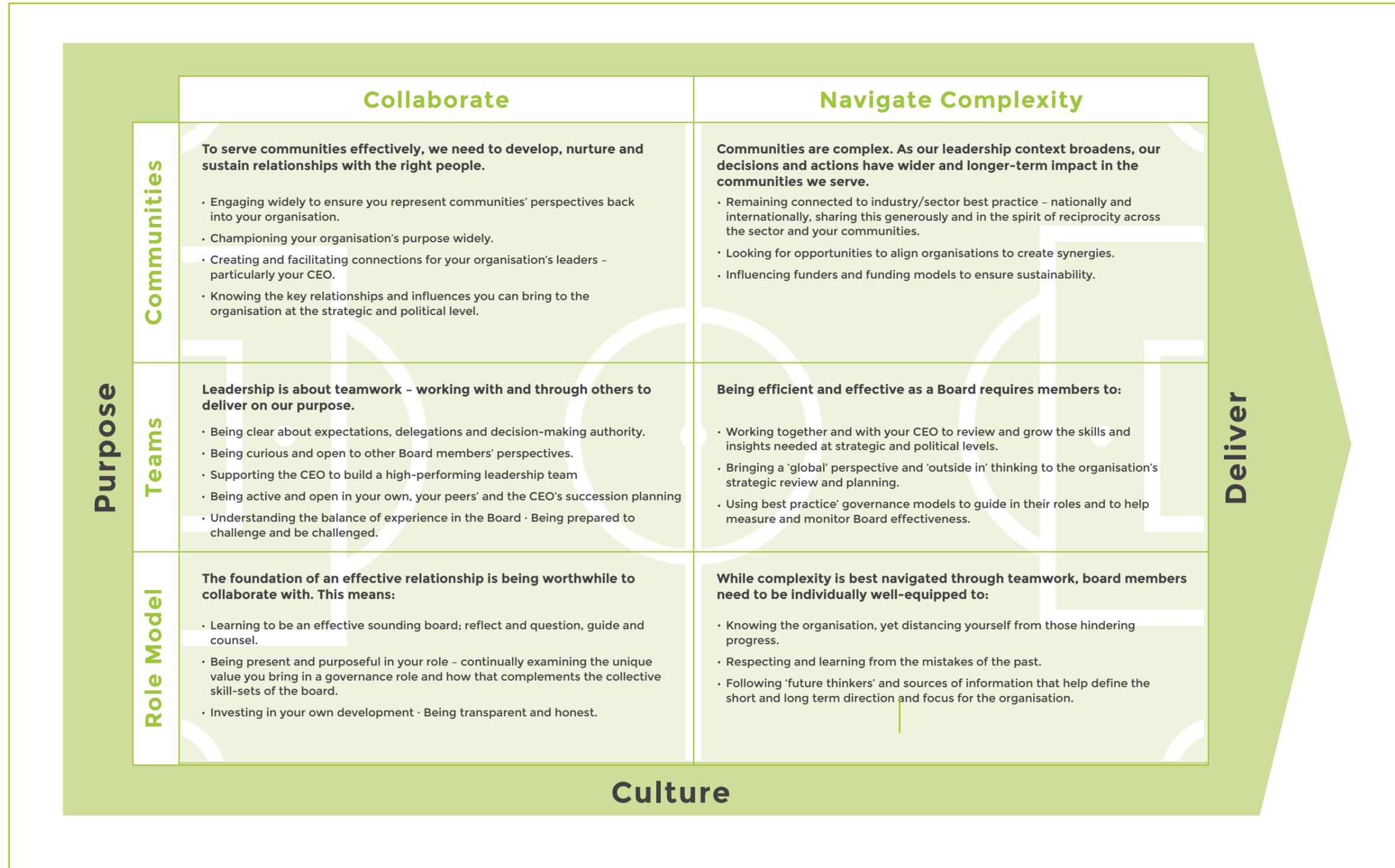
Whilst everybody working and volunteering in sport and recreation has leadership responsibility, the context of the role will determine the nature and extent of those leadership responsibilities.

This Guide has been designed to help you develop people operating at a Governance level within the organisation.



For more information on the leadership framework go to <https://sportnz.org.nz/managing-sport/search-for-a-resource/news/leadership-development-system-for-sport-and-recreation>

Leadership map for Governing Organisations





Helpful

As a leader, you will envisage what good Governance looks like, and therefore, how those in governance roles should be operating and behaving.

When faced with a gap between how people actually perform and what you (or they) want, what do you do? It's likely that your first inclination is to tell the person – about how you see the situation, or what you believe they should be doing differently.

Hints

Some helpful hints on development conversations

What's the downside of telling people what they should do to be more effective?

Most of the time, the areas that need growth and change in your people are not areas that can change with the flip of a switch – or with simply setting a clear expectation. (If it were so simple, it's likely they would have improved by now.) Rather, the changes are likely to relate either to higher-order skills, or, with the person's mindset – what they believe and assume, how they see the world and themselves in relation to it. Telling them what to do would result in little learning or change.



'Telling' as a performance strategy has two downsides:

- 01 You are not dealing with the cause of the performance gap because you won't have understood it. In fact, you probably have made assumptions about the cause without even realising it.
- 02 Even if you do understand the cause, 'telling' is unlikely to result in the change you want. You might possibly get short-term behaviour change – the person doing what you tell them to – but next week or next month you will face the same situation again.

Asking questions as an alternative to telling

Asking accomplishes two things that are essential in this situation:

01

It helps you both better understand the cause of the performance gap so that you can put together better solution.

- A. Do they lack a skill that is key to performing?
- B. Is their mindset stopping them from being effective?
- C. Do they have a different (better!) way to be effective?

02

It helps the person pull the camera back and see the situation differently

- A. If they think through the challenge themselves, they may see different options for solving it, and become better able to solve it in the future.
- B. If they uncover options that they are discarding, you can help them see how those options might be viable.
- C. If they are stuck on a recurring issue, you can help them reflect on the thoughts, motives or behaviours that are keeping them stuck.

How to formulate good questions

A good question seeks richness in the answer. This usually means it's not a "yes" or "no" question. A good question provokes reflection and new perspective. As a leader, one of your most important roles is to explore with your team how to do their best. By doing this, you'll help them make better decisions, solve problems that are holding them back, learn new skills, and otherwise progress their careers. The GROW Model is a simple yet powerful framework for structuring your development conversations.



| The best development conversations are... | The worst development conversations are... |
|-------------------------------------------------------------------------------------|-------------------------------------------------------|
| Focused on performance | Resolving deep historical issues - that's counselling |
| - Focused on the 'here and now' rather than on the distant past or future | Telling people what to do - that's teaching |
| Based on trust and respect | Providing life or career advice - that's mentoring |
| All about raising awareness and helping your direct report find their own solutions | |

Top Tips...

What should you do?

1 - Invite

Invite the individual's input - it's a two-way conversation

2 - Maintain

Maintain the individual's self-esteem (you are sensitive but don't sugar coat)

3 - Ask

Ask insightful questions that encourage the individual to think about their leadership behaviour

4 - Encourage

Encourage the individual to consider how they can maximise their strengths

5 - Focus

Focus upon the things that will have the greatest impact on their performance

6 - Provide

Provide a sounding board for their thoughts



Purpose

As a leader responsible for organisational governance, the role of championing the organisation widely across the community resides with them. The organisations' purpose must reflect the perspectives and meet the needs of the communities it serves and you they be able to whole-heartedly support the CEO to use this purpose to inspire everyone in the organisation. In a Governance role, this means being willing to challenge the status quo to ensure the organisation stays true to its purpose and continues to deliver its objectives.

Kaupapa

Questions to Support the Development Conversation

General Questions Relating to the Self Development Guide

*NB - Please don't ask ALL of these questions. Choose one or two which are relevant to your particular development conversation.

- 01 What do you think needs to be challenged in this organisation?
- 02 What challenges do you face when discussing what needs to be improved?
- 03 What, in your view, is the greatest risk to this organisation and why?
- 04 How do you deliver what the governing and executive teams expect of you in your governance role?
- 05 How do you ensure the Purpose adequately reflects the contributing community?
- 06 What can you learn that will enhance your unique contribution to the board?
- 07 How well do you work with the board to support the CEO to keep the purpose front of mind, inspiring everyone in the organisation every day?

Self-Development Questions

These questions are about discussing, in more depth, one or two specific things the Board Chair or Member is going to focus on. Ensure the agreed focus is very specific (e.g. don't have 'improve delivery on our strategy') by specifying actions which involve tangible measures (e.g. identify the measures of success for each strategic goal and assess progress against these at each board meeting).

*NB - Please don't ask ALL of these questions. Choose one or two which are relevant to your particular development conversation.

1 - Goal

What is the Goal?

- What are you (the board) focusing on right now?
- What's the most important issue right now?
- What is the Board trying to achieve regarding the organisations' Purpose?
- How will you measure success regarding this?

2 - Reality

What is the current Reality of the situation?

- How aligned with you are the Board that the issue you have identified is the most important right now?
- How supportive of the Purpose is the contributing community?
- How committed to addressing the issue is the CEO right now?
- What is the progress to-date regarding what the Board is trying to achieve regarding the Purpose?

- What is/has worked well so far?
- What challenges or barriers to success have you identified?

3 - Options

What are the Options? This is about exploring a wider range of options before choosing a particular path.

- What could you do instead? ...and what else? And what else?
- If all options were possible, what would you try?
- How can the barriers be addressed or overcome?
- Are there ways to leverage what has worked well so far?
- What do organisations who are successful at this do more, better or differently to what you are doing?

4 - Will

What Will you do?

- What option excites you and why?
- Will the option that excites you directly help to achieve the goal?
- What support do you need from me?
- Who else could support you and how?

Culture

Organisational culture is often hard to define but is seen as a system of shared assumptions, values and beliefs, which govern how people behave in organisations. Simply put, it's 'how we do things around here'. These shared values have a strong influence on how people in the organisations behave, treat one another and perform in their respective roles.

As part of the Governance body of the organisation, they have a significant influence on the culture by what they do and don't prioritise, the way they work with others on the board, including the language they use and how they treat each other. Moreover, what they reward and notice sends clear messages to the CEO and Executive leaders which filters throughout the organisation.

Tikanga

General Questions Relating to the Self Development Guide

*NB - Please don't ask all these questions just choose the one or two relevant to your particular development conversation

01

What actions have you taken to improve trust with your colleagues? (think about your ability to discuss strengths, weaknesses and vulnerabilities).

02

What challenges have you encountered when debating issues and discussing uncomfortable topics?

03

What concerns you the most about your organisational culture currently?

04

What feedback do you get from the contributing community regarding your organisations culture?

05

How are you and your colleagues measuring the impact of the changes you are making to improve organisational culture?

06

What is your key focus to build Tikanga/ Culture right now?

Self-Development Questions

1 - Goal

What is the Goal?

- What does the Board see as the key elements of the desired culture?
- How do the Board want the culture to be experienced by the contributing community?
- What are the key things to work on right now?
- What is the Board trying to achieve regarding Tikanga/Culture?
- How will you know whether the culture is being experienced in the way you want it to be?

2 - Reality

What is the current Reality of the situation?

- How committed is the Board to 'living the culture' themselves?
- How well does the CEO's actions align with the desired culture?
- How close is the current cultural reality to the desired culture?
- What actions have been taken so far? With what results?
- What challenges or barriers to success have you identified?

3 - Options

What are the Options? This is about exploring a wider range of options before choosing a particular path.

- What could you do instead? ...and what else? And what else?
- If all options were possible, what would you try?
- How can the barriers be addressed or overcome?
- Are there ways to leverage what has worked well so far?
- What organisations seem to have the desired culture? What do they do more, better, differently than your organisation??

4 - Will

What Will you do?

- What is the next step to take?
- How will the next step improve the culture?
- How will you know if the improvement is happening?
- What support do you need from me?
- Who else could support you and how?

Deliver

The purpose of Governance is to ensure the expected outcomes are delivered to the stakeholders. Setting strategy, identifying goals and communicating expectations to the CEO and senior leaders are all 'delivering' on that purpose. To deliver effectively, the Board must focus on being connected to their national and international networks, the communities they serve, each other and the organisation they govern. Sometimes that will mean reviewing the strategy which may result in redefined outcomes. 'Delivery' in practical terms includes finding new sources of sustainable funding and using 'best practice' governance models to define role responsibilities and measure and monitor Board effectiveness.

Kawenga

General Questions Relating to the Self Development Guide

*NB - Please don't ask all these questions just choose the one or two relevant to your particular development conversation

01



How well has the Board done at creating clear strategic direction for the organisation?

02



How effective is the CEO and senior leadership team at implementing the organisation's strategy?

03



Of the six key questions you needed to answer (Lencioni), which have you found the most challenging and why?

04



How successful are you being at communicating your answers to the stakeholders, partners and other key community contacts served by the organisation?

05



What are the one or two small steps you are focused on taking to improve Kawenga/Delivery?

Self-Development Questions

1 - Goal

What is the Goal?

- Describe what success looks like to you?
- What are you aiming to achieve?
- Is this picture aligned with 'best practice' governance?
- What are the key things to focus on right now?
- How will you know when you are successful?

2 - Reality

What is the current Reality of the situation?

- How well does the Board deliver on the expectations of key stakeholders right now?
- How far from 'best practice' is the Board right now?
- What challenges or barriers to success have you identified?
- What actions have you tried so far? How successful were they?
- Intuitively, what is happening?

3 - Options

What are the Options? This is about exploring a wider range of options before choosing a particular path.

- What options are there to improve?...and what else?
- Are there ways to leverage what has worked well so far? What are they?
- What is a small step you can take in the right direction?
- If you had unlimited time and money, what would you try?

4 - Will

What Will you do?

- What options seem 'doable' right now?
- What small step will you take?
- How will you know if the improvement is happening?
- What measures of success will you use?
- How will you report on progress?
- What support do you need from me?
- Who else could support you and how?

Collaborate

Serving communities effectively, demonstrating great leadership and building authentic relationships all require the ability to collaborate. To serve communities effectively the Board must know the key relationships and influences they can bring to the organisation at the strategic and/or political level, engage widely with key community leaders and facilitate connections between them and the CEO. Collaborating with the team within the organisation means being curious and open to other Board members' perspectives, understanding the balance of experience in the Board and being prepared to challenge as well as be challenged themselves.

All of this is reliant on them demonstrating the values needed to be worthwhile collaborating with. This means being transparent and honest with others, investing in their own development and being open to sharing that journey, being an effective sounding-board; reflecting and questioning so they can guide and counsel appropriately.

Being authentic is critical.

General Questions Relating to the Self Development Guide

*NB - Please don't ask all these questions just choose the one or two relevant to your particular development conversation

01



What skills and strength do you bring to the Board regarding collaboration and relationship building?

02



What are the one or two key areas you need to develop to be better at building effective relationships?

03



What do you do to promote and encourage a collaborative working environment?

04



What have you done to improve how well you know the unique skills, qualities and experience of your Board colleagues?

05



What are the one or two specific things you are focused on improving in regard to relationship building and collaboration ?

Self-Development Questions

1 - Goal

What is the Goal?

- What is happening if the Board is working in a truly collaborative way?
- How do the Board want to build relationships and work collaboratively with key people in the community?
- What are the key things to focus on right now?
- How will you know when you are successful?

2 - Reality

What is the current Reality of the situation?

- How well does the Board collaborate right now?
- How would you rate the Boards success at relationship building in the community?
- What actions have been taken so far? With what results?
- What challenges or barriers to success have you identified?

3 - Options

What are the Options? This is about exploring a wider range of options before choosing a particular path.

- What actions could you take to increase collaboration?
- What new ways of building relationships could you try?
- Are there ways to leverage what has worked well so far? What are they?
- What is a small step you can take in the right direction?
- Who do you know that works collaboratively and is great at relationship building? What do they do more, better or differently that you could try?

4 - Will

What Will you do?

- What options seem 'doable' right now?
- What small step will you take?
- How will you know if the improvement is happening?
- What support do you need from me?
- Who else could support you and how?

Navigate

Communities, organisations and individuals are all complex in their own way. In their governing role, Board Members must remain connected to industry/sector 'best practice' without losing sight of the 'best fit' for the organisation. They must bring a global perspective to the strategic plan without undermining the unique cultural elements that make the organisation special and they must make a point of really getting to know the organisation well but being willing to distance themselves from those hindering progress. They have to focus on the future whilst being sure to reflect and learn from mistakes of the past as well as know how to influence current funders and funding models to ensure sustainability into the future. Organisational leaders must embrace 'Systems thinking' to avoid reacting to current issues and instead, anticipate potential issues and the potential ramifications of any action taken to address them. This helicopter view is an important tool in successfully navigating complexity.

Complexity

General Questions Relating to the Self Development Guide

*NB - Please don't ask all these questions just choose the one or two relevant to your particular development conversation

01



What skills do you use to understand and navigate complex data reporting presented to you?

02



What are you focused on doing more, better or differently when approaching organisational issues and decisions?

03



How do you encourage the use of collective intelligence in your role on the Board?

04



What are one or two things you are planning to focus on to improve your ability to navigate complexity?

Self-Development Questions

1 - Goal

What is the Goal?

- What areas do you want to work on?
- How will the Board be successful at navigating complexity?
- What does good look like regarding the use of collective intelligence to navigate complexity?
- What are the key things to focus on right now?
- How will you know when you are successful?

2 - Reality

What is the current Reality of the situation?

- How well does the Board navigate complexity right now?
- How would you rate the Boards success at using collective intelligence?
- What challenges or barriers to success have you identified?
- What actions have you tried so far? How successful were they?

3 - Options

What are the Options? This is about exploring a wider range of options before choosing a particular path.

- What skills and attributes can you leverage to improve?
- What new ways to navigate complexity could you try?
- Are there ways to leverage what has worked well so far? What are they?
- What is a small step you can take in the right direction?
- Who do you know that navigates complexity well? What do they do more, better or differently that you could try?

4 - Will

What Will you do?

- What options seem 'doable' right now?
- What small step will you take?
- How will you know if the improvement is happening?
- What support do you need from me?
- Who else could support you and how?

Next steps

Now it's time to prioritise and focus. We recommend focusing on **one** or **two** things at most, and look for ways to support your leader to practice and embed that new way of behaving until it becomes automatic. Trying to develop too many things at once often means that the development becomes too hard, and nothing changes. That's why it's important to focus on something that will really make a difference.

01

If you could encourage your leader to focus on one thing to work on over the next 3 months, what would make the biggest impact on their leadership effectiveness?

02

List the one or two specific things the senior leader is going to focus on...

Tip: Research tells us that the smaller we break big goals down, the more likely they are to be achieved. Momentum is everything, so encourage them to start trying things today.

03

What are you going to do?

A. How will you support your leader's development?

B. What support can they expect from you over the next 30 - 90 days?

04

Follow up

Once the plan is in place, it's important to review and adjust, just like any other project.

- ▶ Make sure you've got appropriate milestones and methods of getting feedback about how progress is tracking.
- ▶ Be prepared to give additional support with things that don't go so well - you may like to use the GROW model to help with obstacles or setbacks.
- ▶ **Remember to celebrate successes!**

Notes:

Notes:

