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# COMPOSE A MORE EFFECTIVE BOARD

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Enhancing the effectiveness of your board can be daunting. But as with any inherently challenging task, it helps to consider the component parts to find an avenue to success. In this e-book, we explore how board composition influences a board's effectiveness and the range of levers you can use to adjust board composition.



*"Don't think about diversity as a problem — view inclusion as an opportunity."*

Todd Sears  
Founder  
Out Leadership



*"Having the right people around the table is critical to the effectiveness of a board."*

AICD

# EMERGING LEADERS IN GOVERNANCE PROGRAM

The Emerging Leaders in Governance Program (ELGP) develops young professionals (under 40 years of age) for board leadership in the aged care and community sector. The Program uses action and experiential learning methods and a range of tools and media aimed at developing leadership and governance skills for a Board position within the aged care and community sector.



## COMMUNITY PARTNERS

# IN BRIEF

By working as a high performing team, the board can bring to bear the collective skills and strengths of its directors to add value to the organisation. Through understanding of the behaviours and characteristics that demonstrate the features of effective board membership, the importance of board composition becomes more evident. Components of board composition include size, skills, and various types of diversity that enrich the board's work. Different sized boards present different challenges as well as benefits.

This e-book outlines what to consider when looking at board size, explores average board sizes and emerging trends as well as what sorts of questions your board might want to ask to determine the right size.



We examine the importance of having the right skill set, what sorts of skills you should consider having on your board and how you might go about obtaining those skills.

The third component, diversity, is something that is increasingly being looked at in the composition of boards. We explore the different dimensions of diversity, the value and challenges it brings to boards and how transformational inclusion (the result of converging functional and social inclusion) is paramount to derive maximum benefit from a diverse board.

Each of these components are aligned to the AICD indicators of effectiveness and were found to impact and interact with board effectiveness.

A board composition tool has been developed as part of this e-book to make it easy to chart the skills, experience, characteristics, and behavioural dynamics that each individual board member has against the needs of the board. For reference the tool kit was developed in line with the ASX Corporate Governance Councils Principles.

The link to this tool can be accessed below:

[Link to Board Composition Tool](#)

# THE SECTOR

**Although focused on the nonprofit sector, the broad principles in this e-book apply to boards in general.**

The nonprofit sector makes a sizeable contribution to the Australian economy, with more than 57,000 organisations registered with the Australian National Charities and Not-For-Profits Commission. These organisations work in a diverse range of areas including religion, education, social welfare and culture. Given the wide variation across organisations, it stands to reason that the boards governing non-profits differ considerably. The board as a governance structure has the potential to add significant value to the organisation and contribute to the execution of plans and the achievement of goals. Despite the variation among organisations and boards in the sector, some key features of effective boards appear to be consistent. Identified through anecdotal and research evidence, these include meeting more than minimal compliance with regulatory standards, managing appropriate engagement with management, and effective relationships within the board and with the CEO.



3.8%

*2012-13 contribution of nonprofit sector to the Australian economy*



10%

*Australian workforce accounted for by the nonprofit sector*

By working as a high performing team, the board can bring to bear the collective skills and strengths of its directors to add value to the organisation.

Through discussion of the behaviours and characteristics that demonstrate these features, the importance of board composition becomes more evident.

# BOARD-BUILDING CANNOT BE EFFECTIVE UNLESS THE MAJORITY OF DIRECTORS VALUE THE EXERCISE AND CONSIDER IT WORTH THE TIME AND EFFORT.

With this significant contribution to the Australia economy and service provision, it is no wonder that there is a growing recognition of the need for strong governance skills for board members of NFP and community groups. However research from the Australian Institute of Company Directors suggests that board composition is an ongoing challenge in the NFP sector.

## NONPROFIT

*A nonprofit organisation works to further a shared point of view or champions a social cause. They are also referred to as not-for-profit and for-purpose.*

“A major component of effective boards is having the right combination of people on them...”

- researchers Dr Vic Murray and Yvonne Harrison

# WHAT DO EFFECTIVE BOARDS DO BETTER?

The definitions of board effectiveness vary, The Financial Reporting Council states that an "effective board defines the company's purpose and then sets a strategy to deliver it, underpinned by the values and behaviours that shape its culture and the way it conducts its business," highlighting focus and board behaviours. The Bridgespan Group's definition refers more to the role of stewarding and supporting the organisation: "Effective boards provide support to help the organisation align its programs to its mission and strategy...; Many effective boards play a large role in fundraising...; Members of effective boards are able to provide access to their network of relationships..." The discrepant findings can be considered in terms of two

categories, according researchers Dr Vic Murray and Yvone Harrison:

- the board's roles and responsibilities as a governing body, and
- the factors which influence how well the board carries them out.

The Australian Institute for Company Directors (AICD) identifies certain factors which are necessary for an effective board:

- A good relationship with the CEO and senior management
- A good boardroom culture
- An experienced chairperson
- Diversity of experience, styles and thought
- Diversity (as far as possible) in age, gender and nationality
- Efficient board structure and processes
- A regular board evaluation process

**“Indicators that a board is effective include transparency, that the board is open and clear in terms of its direction: the board has strategic direction and plans for that strategic direction...there is good communication between the CEO/executive and the board...”**

**- Dean Hely, Chair, Youth Focus**

# ALL ABOARD?

## The board, the CEO and senior management walk into a bar. Will they help each other up?

Building good working relationships within and beyond the boardroom can have a tremendous impact on board effectiveness.

Within the boardroom, these relationships contribute to boardroom culture.

In and beyond the board, effective working relationships are supported by clarity around

- the roles of each of individuals and groups, and
- how the groups interact,
- how they work, and
- how they work together.

This means that each director, the CEO and senior management are all to be clear on who is responsible for what, how their work supports the work of the others, what they are working towards and how they will achieve it, both individually and collectively. . A report by Deloitte (2013) notes that the way a board is structured shapes how

effectively it can steward the organisation. While process and policy defining roles and responsibilities are beyond the scope of this e-book, structure is core to composition. In later sections we will shed some light on how board size, skills and diversity can contribute to better working relationships for the board.

“An effective board is one that:

- Reads the board papers and comes prepared
- Can adapt to a situation that the board or organisation currently faces

For example, if an organisation needs to be more financially/commercially focussed for some time, the board needs to be able to understand what that means and adapt to a new strategy. As an organisation changes the board needs to be able to support and guide the CEO to support staff and customers whilst remaining commercial and abreast of a rapidly changing environment.

Ideally, a board should be leading and driving this change, but if it is not, it at least needs to support the organisation to be what it needs to be in a changing political climate.”

Michelle Jenkins  
CEO  
Community Vision

# FIRST CHAIR

The board chair, in a leading role, must be experienced to be effective.

85%

More than 85% of board chairs studied in a Harvard Business Review Report had previous experience as a CEO

**THIS REVIEW FOUND THAT PRIOR EXPERIENCE AS CEO WAS COUNTER-PRODUCTIVE IN THE ROLE OF BOARD CHAIR. THIS INDICATES THE IMPORTANCE OF HAVING THE RIGHT EXPERIENCE**

Harvard Business Review. (2018).  
*How to be a good board chair.*

## FUTURE FOCUS

Recruiting an experienced board chair may seem as simple as asking candidates to tell the nominating committee about how long they have been working in leadership roles.

However, lengthy experience does not necessarily equate to increased effectiveness or outcomes. In our section on tenure and board committees we explore some proactive ways to broaden the pool of available nominees.

## FLAT AS A BOARD?

While the Chair's leadership experience enhances the board's effectiveness, it is important to consider their wider skills and knowledge in relation to the directors, to maximise the board's potential. Leadership styles will shape board processes: the flat structure of the board - effectively a team of leaders - lends itself to collaboration where mutual respect and trust are valued and fostered, particularly by the chair.



# FROM HERE TO DIVERSITY

**'An effective board requires diversity...it has to be created for the particular industry you're in'  
- Dean Hely, Youth Focus**

In accordance with AICD's 'Improving Board Effectiveness' Report, there is much research to suggest that diversity of thought, experiences, age, gender, nationality and other tangible and intangible dimensions, can contribute significantly to effective board performance. Having the right combination of people on a board arms a board and indirectly an organisation with the tools and insights to operate effectively and respond adequately to changing market needs.

Diversity encompasses diversity of thought and action, along with personal factors such as gender, sex, ethnicity, age, socioeconomic status and more.

Traditionally, board directors are often sourced from a pool of current or former CEOs. The diversity within this cohort is quite limited, thus further limiting representation in the boardroom.

"To lack another set of skills is not a criticism. What is important is to recognise the value and validity of other skills in other people and to combine the people with the necessary skills to attain the collective objective."

J.B. Reid. (2002). *Commonsense Corporate Governance*.

*"With adequate training and values alignment, a diverse board can be much more efficient than a homogenous one"*

Fredette & Bradshaw, (2011)

While the argument for diversity within organisations has roots in social justice, fairness and equity, decades of research and practice demonstrate that diversity in organisations and their boards (particularly in the NFP sector) can considerably impact board and organisation effectiveness.

The extent to which diversity of a board affects its effectiveness, and thus the organisation's effectiveness, can depend on the diversity within the population that the organisation aims to serve.



Diversity can bring varying cultural norms, perspectives, levels of digital literacy and can ensure that the voices of minority groups are heard. A homogenous board can limit innovation and creativity and result in shared opinions and ideas not being sufficiently challenged or questioned. Furthermore, the ability for a board to represent its target demographic is of paramount importance to delivering effective products or services that improve return on investment. Accordingly, to best increase a board's chances of effectively servicing their clientele, the board should include, where practicable, persons from the target demographic (however, like all board appointments, this should be approached with caution. See discussion on page 14)

There is a need to balance diversity with effectiveness – whilst it is somewhat easier for a homogenous team to operate well together and be aligned to a common mission, the rewards for achieving the same levels of effective inter-operability with a diverse team is a true return on investment. While differences in team dynamics and conflicting viewpoints can make for contentious board meetings or disagreements on strategic direction, the importance of having different perspectives and the added value of representing a diverse population far outweighs the difficulties associated with managing diverse teams.

The decisions made from managing conflict and differing stakeholder interests help solidify better strategic leadership coming from the top down. Diversity of thinking and experience makes available different ways of processing information and different solutions to traditional and non-traditional problems.

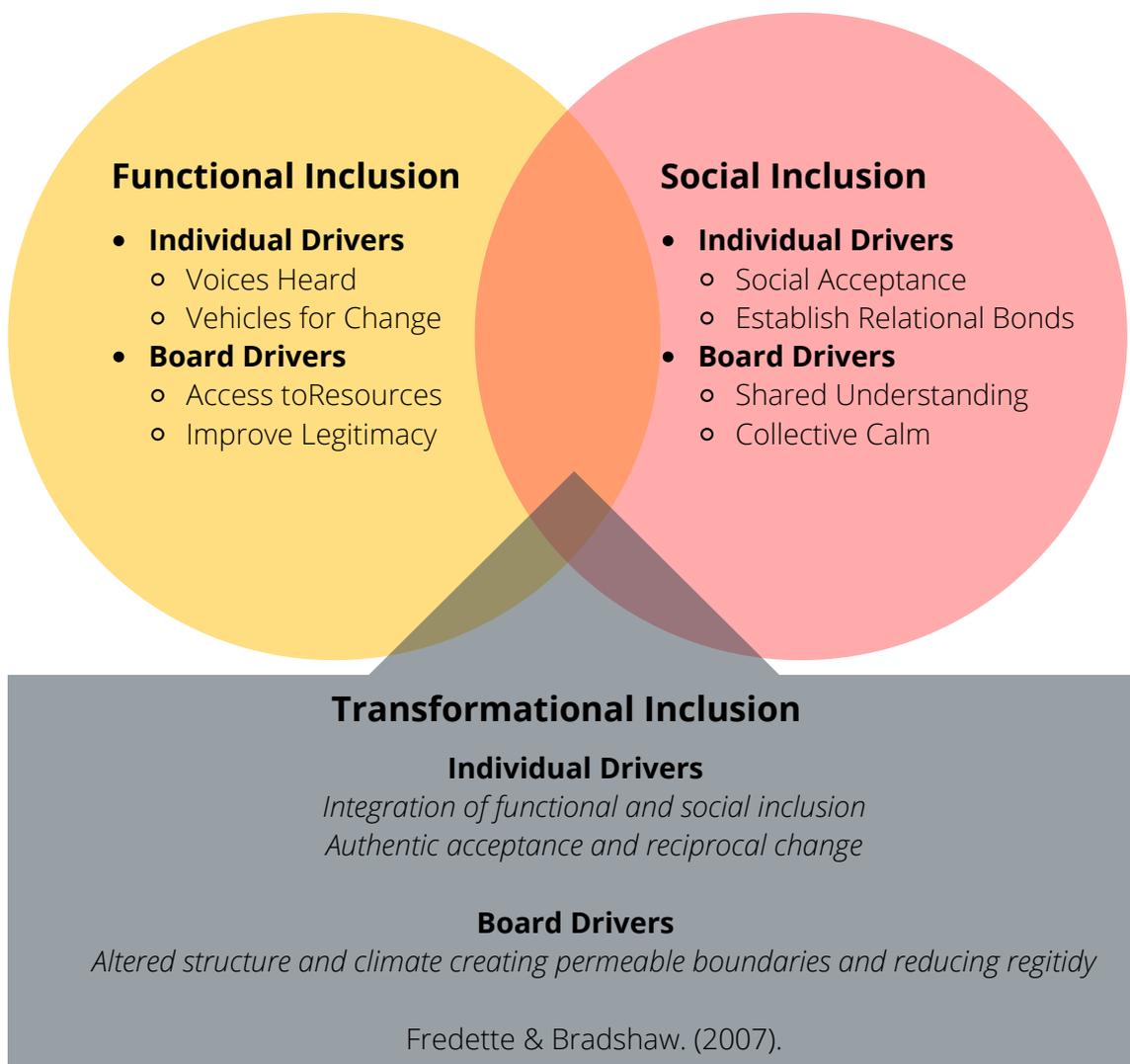
## **MORE THAN JUST A SEAT AT THE TABLE**

Keeping in mind that diverse boards can pose some difficulties in alignment and cohesion, the following section aims to provide some evidence-based practical tools to support effective and diverse boards.

From research that examined the dynamics of diversity in the context of non-profit boards, Fredette and colleagues (2007) teased out the concept of inclusion into Functional, Social and Transformational. The researchers define functional inclusion as “goal-driven purposeful inclusion of individuals as originating from diverse or traditionally marginalised communities.” This essentially refers to diverse individuals on a board actively participating in discussions and decision-making activities. Social inclusion refers to the authentic relational bonds formed between board directors on the basis of respect and acceptance of differences.

**The research goes on to infer that a board will not fully realise the benefits of diversity until the convergence of functional and social inclusion results in transformational inclusion.**

**FREDETTE & BRADSHAW. (2007).**



Board appointments should be handled with care and professionalism, as those appointed to specifically represent a community or stakeholder group can potentially result in such representatives feeling pressure to represent only their interest group, rather than the board and organisation as a whole.

It is vital to maintain the shared understanding of the value that organised stakeholder and community representation brings to a board and an organisation. Research conducted by Buse, Bernstein and Bilimoria (2014) suggests that to avoid circumstances such as these, board directors should consider implementation of diversity and inclusion policies to improve board governance and performance metrics.

This empirical analysis of the effects of diversity in non-profit boards and its impact on board governance found that greater diversity accompanied by the implementation of inclusion policies had a positive impact on board governance.

Composing a diverse board requires consideration of:

- the organisation's vision, purpose and values,
- other compositional factors such as size, and
- recruitment practices such as tenure.

See later sections on each to learn how you can compose a more effective board by applying these principles.

# BACK TO THE DRAWING BOARD?

**While diversity is crucial, it can be challenging. Diversity and inclusion specialist Dr Shirley Davis has developed strategies to promote effective working in diverse teams.**

*Diversity raises the potential for conflict. Do not assume that the hard part is done when the board is recruited. Conversely, do not consider the venture a failure when conflicts arise. Start by formalising diversity and inclusion practices in board policy and procedure. Then try these ten tips to strengthen board resolve and course correct. The benefits are real!*

1. Accept responsibility as a board that board priorities trickle down to the rest of the organisation.
2. Recognise the presence and impact of unconscious bias.
3. Identify a champion to lead the diversity initiative.
4. Develop a positioning statement that covers what the organisation believes and defines what is to be accomplished.
5. Establish achievable goals with measurable outcomes.
6. Evaluate progress being made.
7. Provide training and facilitated discussion that provides expert input, breaks down barriers and busts common myths.
8. Understand that achieving diversity goals is everyone's responsibility.
9. Recognise the semantic differences between diversity and inclusion.
10. Do not assume that achieving diversity happens overnight.

# STIFF AS A BOARD?

Regular review of the board as an effective team takes stock of who is on the board, what they bring, mapped against organisational needs. While process and some elements of structure are beyond the scope of this e-book, they ought to be considered alongside the principles presented here.



## BOARD COMPOSITION TOOL

*The Board Composition Tool included in this e-book is designed to facilitate a review of compositional factors. The tool includes a section to support recruitment and selection processes to work towards more effective processes.*

## IN REVIEW

*The compositional factors discussed so far lend themselves to regular review which, in turn can improve the board's effectiveness. Reviews can be managed by the board itself or consultants. Consider who can provide useful perspectives, how the results of the review will be applied, and who will be tasked with the review process.*

REGULAR REVIEW  
ENABLES THE  
BOARD TO BE MORE  
AGILE IN  
RESPONDING TO  
EMERGING ISSUES.  
THE REVIEW  
PROCESS IS A  
FEATURE OF  
EFFECTIVE  
LEADERSHIP,  
PROVIDING  
OPPORTUNITIES  
FOR PRODUCTIVE  
REFLECTION, AND  
PROVIDING  
DIRECTION FOR  
PLANNING.

# ABOUT THE SIZE OF IT

The board should be of sufficient size so that requirements of the business can be met and changes to the composition of the board and its committees can be managed without undue disruption. However, it should not be so large as to be unwieldy.

Optimal board size is influenced by many factors including:

- Size and complexity of the organisation and its business/operations
- The diversity of the business lines of the organisation (geographic and functional)
- Cultural norms within the industry in which the organisation operates (for example, university boards tend to be larger).

There should be sufficient board members to:

- Discharge the board's workload
- Ensure an overall adequacy of skills and competencies
- Populate the board's sub committees (as applicable)
- Give a diversity of perspective to the board's deliberations
- Encourage engaged deliberations;

But not so many that:

- Discussion is constrained and it is difficult for all board members to meaningfully engage in and contribute to deliberations
- Ease of interpersonal relations at the board table is inhibited
- Board members struggle to know their fellow board members sufficiently to gain trust and confidence in them.

*Pitcher Partners 2017 benchmark survey report research shows that for NFPs, the average board size remains steady at nine board members. This typically strikes an acceptable balance between a breadth of skills and diversity of viewpoints, whilst being collegiate and agile, and allowing for succession.*

*Anecdotally, NFPs changing their board governance are reducing their board sizes. It can take several years to phase in these reductions, so it is expected to gradually see a reduction in the average board size.*

Boards need to ask themselves the following questions to critically assess the size of their board:

- Is there a good justification for the board to be larger than the ASX200 average of 7.5 directors?
- Does the board maintain a proper ratio of governing vs. executing?
- Does the board possess the required competencies to fulfil its duties or is there a skills gap?
- Does the board effectively make use of committees?
- Has there been conflict or difficulty in making decisions on the board?
- Are discussions fair and efficient?

Tenure, although not strictly speaking a compositional factor, interacts with board size by potentially limiting opportunities for renewal.

Consider how board tenure, when too long, reduces the number of new board members, effectively slowing the rate of change to improve skill and diversity goals.

Smaller boards may, in the context of other factors, promote closer relationships on the board, promoting a more collegiate culture, and easier decision-making.

The trick may be to strike a balance between collegiate and overly-familiar relationships, which risks board members influencing each other. This in turn could reduce the constructive disagreement in board decision-making, reducing the richness of innovation and diversity.

Familiarity may also hinder efficiency if board discussions go off track.

## The magic number



According to a study by Bain Capital Private Equity, the optimal number of directors for boards to make a decision is seven. Every added board member after that decreases decision-making by 10%. NFPs can use this number as a starting metric before considering the organization's life cycle, mission and fundraising needs.

Boards should consider their composition to ensure they have the right skills and experience to allow for diversity of thought, varying perspective, and innovative, strategic discussions.

# BAG OF TRICKS

Building the right board requires an understanding of director competencies, which involves consideration of the directors' skills, attributes and capabilities. Board director selection should factor in the following:

- Alignment of skills with strategic direction
- Value added to the current board composition
- Cultural fit with the board
- Personal alignment with purpose /mission and values
- Time it will take to be an effective contributor; and
- Succession planning

Skills and attributes of board members can be broadly categorised under four key categories:

## 1. Governance

- CEO performance, ethics and culture, strategy, risk, financial performance, compliance and stakeholders

## 2. Industry Skills and Networks

- Product delivery, technology innovation, vendor management, client engagement, community and stakeholder engagement, marketing

## 3. Personal Attributes

- Technical (accounting or legal skills, industry knowledge, experience in strategic planning and corporate governance)
- Behavioural (an ability to positively influence people and situations; an ability to assimilate and synthesise complex information; time availability; honesty and integrity; and high ethical standards)

## 4. Diversity and Non-Skills Based Criteria

- Gender diversity, geographic and cultural diversity, age, previous board experience.

Prior to nominating, appointing or reappointing individuals as directors, the board should:

- Consider what competencies and skills the board, should possess, recognising that competencies and skills required for one board may not be the same as those required for another
- Assess which competencies and skills each incumbent director possesses; and
- Consider the character of directors and their fit with the current board culture.

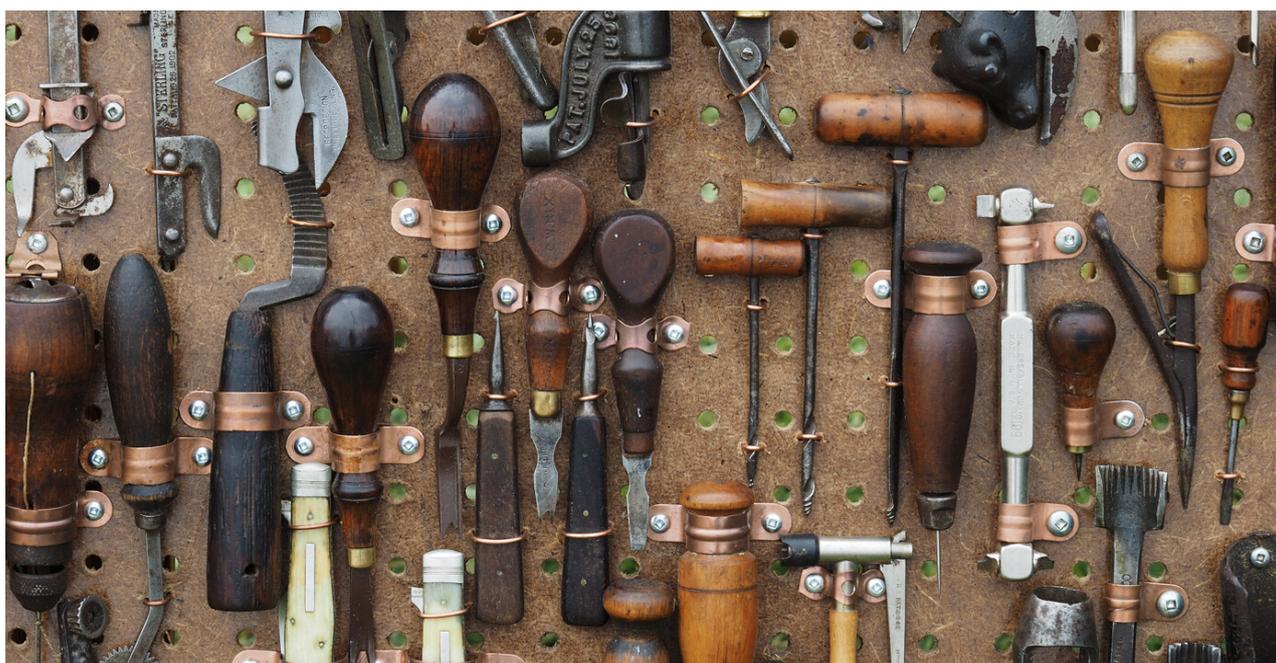
Some character attributes to consider include self-awareness, integrity and high ethical standards. Boardroom dynamics are impacted by directors' personalities and behavioural types, so attention should be paid to these qualities.

A board composition tool has been developed and included as part of this e-book to assist in making these critical determinations to assist in helping boards build a well-rounded, functional team.

These personal features which include "hard" and "soft" skills are linked to relationship competencies and culture-building; the connection to effectiveness is clear.

*“Identifying skills and qualifications to connect to trends shaping the business, including technology, globalization, consumer preferences, and business strategy can help the board add diversity to discussions.”*

*Deloitte. (2019). Board Composition is Greater Than the Sum of Its Parts.*



# BOARDING CALL

**Tenure, succession planning and recruitment all provide opportunities to tweak effectiveness through shaking things up.**

Tenure requires consideration of the balance between opportunity for renewal compared with the value that more experienced members bring to the team. New members contribute fresh ideas whereas long-standing members bring experience and more in-depth understanding of the organisation, its history and its stakeholders.

The board may want to consider a shorter tenure, while allowing a number of terms for each board member. This gives the board the advantage of being more agile to respond to changing needs whilst also retaining the expertise of more experienced board members.

It also prompts review by the board and its members, of their individual and collective effectiveness.

Long-standing members may form relationships which limit effectiveness through over-familiarity with other board members, or with senior management.

Conversely, newer members may need an adjustment period before they are able to contribute effectively.

*Before adjusting composition, review the current board using the board composition tool included in the e-book. Tenure, succession planning and recruitment practices are generally formalised in policy. Consult appropriately. When practices hinder effectiveness, check the policy position.*

*"A fixed tenure of 3 years with one or two periods of renewal, depending on the organisation, would be appropriate"*

Jill Jamieson  
Board Director  
Rise

# BOARDER CONTROL

## Recruitment practices and succession planning allow a board to plan for the future

An effective recruitment strategy is key to getting the right people on your Board. This should be complemented by ongoing succession planning which should be integrated into the board's processes.

The board should consider the following when recruiting new board members

- Maintain a list of suitable candidates to reach out to when a position become vacant
- Be mindful of when board positions are likely to be vacated to allow sufficient time for an effective recruitment campaign
- Consider board traineeships and observations as a way to build skills and experience for potential future board members
- Be mindful of what specific gaps the board is trying to fill (to identify the strengths and needs of your board, use the board composition tool included in this e-book)
- Consider how and where the vacancy is being promoted. Are there any untapped markets or demographics that are not being captured?

If the board is looking to increase diversity on it's board, it should ensure that the desired diversity is reflected in the demographic of the interview panel and that the application process is accessible to people from different demographics (i.e. is the positions description written in a gender neutral way, is there a way for visually impaired people to access the application, etc.).

The ASX Corporate Governance Council (ASXCGC) recommends that a Nomination Committee be established to manage succession planning and recruitment practices.

While this responsibility may be allocated according to organisational structure, it is important that succession planning is undertaken and integrated into the Board's processes.



## **A mentoring program which fosters the potential of new board members and facilitates knowledge sharing can assist in the board's long term succession planning.**

*Corporate knowledge, industry contacts and know-how shared in a mentoring set-up can support the board to adjust when members move on. Mentees develop a better understanding of the board's work. This reduces the adjustment period where new board recruits were mentored, supporting them to contribute more, earlier.*

The board may want to consider a formal or informal mentoring program whereby long-standing board members support newer members of the board. Such initiatives contribute to more effective succession planning through the retention of knowledge and expertise over multiple recruitment cycles. Newer board members may feel more supported and valued, leading to better retention of board members.

On the contrary, high turnover of board members may present issues for the board, and can be addressed actively through exit interviews, surveys or external reviews. The data from these exercises can reveal issues in relationships, culture, experience, diversity and process which all impact upon board effectiveness. Evaluation can help the board support individual directors, increasing the likelihood of retaining members who work effectively.

# WHAT ABOUT BOARD COMMITTEES

**Board committees focus on developing expertise in certain areas, often with the goal of providing recommendations on a specific issue to the full board**

Audit, remuneration and nomination committees are the most common committees. Other committees may be necessary for organisations in specific industries: for example, resources company may have an environmental committee, an airline may have a safety committee, a charity may have a fund-raising committee.

AICD

Committees can be made up of only Board directors or alternatively, can include external people who do not sit on the board but can provide short term expertise in a specific area.

External committee members do not strictly make up the board's composition, however they can be used to bring people on to fill short term gaps which have been identified through an assessment of the board's composition. In this way, they can influence the Board's skill set, size or diversity, often allowing the Board to 'test-drive' a new composition to assess the effect on overall board effectiveness.

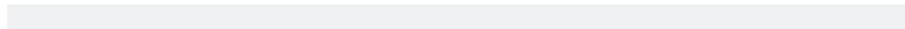


# IN SUM

As outlined in this e-book, there is a clear correlation between board composition and board effectiveness. Accordingly, to increase effectiveness, boards should consider all aspects of composition including board size, skill sets and diversity.

Following is the board composition tool developed to help boards in assessing the skills, characteristics, and talents that each individual brings to the table.

Understanding what each individual director brings, in light of characteristics discussed in this e-book will enable more effective board composition.



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# APPENDIX

## Board Composition Tool

For fully operational Excel version of the Board Composition Tool, please click on the [link](#)

### EMERGING LEADERS IN GOVERNANCE PROGRAM

#### COMPOSE A MORE EFFECTIVE BOARD

#### BOARD COMPOSITION TOOL

ENDA FAHY | KRISHAN SHAH | TEGAN CHICK | AISH SRINIVAS | JAMIELA KHAN

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Step 5 Results

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# FIRST TEAM

## Get to know the authors

### Jamiela Khan



Jamiela holds a Bachelors degree in Psychology with Honours in Neuroscience. She has worked as a research assistant, therapy administration officer and is currently working with the Department of Communities as a graduate project officer. She volunteered at Radio Lollipop for three years, providing support to children in hospital and their families. Subsequently, Jamiela volunteered and then worked at Therapy Focus, a not for profit therapy organisation, where she created resources to support clients with disabilities, and their therapists. Through these experiences, she developed curiosity about the governance of not-for-profit boards. Her previous and current experiences are building towards contributing to supporting the vulnerable members of our community in more effective and sustainable ways.

### Enda Fahy



Enda Fahy is the Chief Finance Officer at Southcare and has over 15 years' experience working both internationally and nationally. With a background in the public practice environment, Enda has worked with clients in the corporate, government, and not-for-profit sectors to support them to achieve their business objectives. As a senior executive, Enda provides strategic financial advice, corporate performance reporting and leads the digital transformation at Southcare through implementing a program of digital technologies aimed at both disrupting and positioning Southcare to exceed customer expectations. He holds a Bachelor of Business Studies, is a Chartered Accountant and a Fellow of Leadership Western Australia. Working in the NFP sector for the last four years has allowed him to realise his passion to work for a values based organisation that has a direct social and community impact.

# FIRST TEAM

## Krishan Shah



Krishan has spent the last seven years working at Curtin Volunteers (CV) to bridge the gap between passionate, community-minded university students and not-for-profit organisations. He coordinates the flagship Remote & Indigenous Program as well as CV's largest project John Curtin Weekend. These programs see over 500 volunteers deliver services annually to metropolitan, regional and remote communities across Western Australia. After graduating from the University of Melbourne with a BComm (Finance), he spent three years travelling and working with vulnerable communities. Concluding a range of international volunteering experiences, he spent a year working pro bono at an organisation in northern Peru which engaged volunteers using a holistic, integrated and empowering model. Growing up in Kenya, his passion for social change, inclusion and diversity is rooted in his exposure to civil unrest and has continued to drive his involvement in the community sector. He strives to utilise his capabilities to contribute to better social outcomes.

## Tegan Chick



Tegan's career commenced in 2018 when she was employed as a graduate at Lavan (a multi-disciplinary law firm). Tegan commenced her graduate rotations in the family law team, and moved to the planning and environment team. Each of these teams provided Tegan with the opportunity to work closely with people, and assist in resolution of issues which directly impacted individuals. Tegan is currently in the 'litigation and dispute resolution' team, which provides a range of opportunities to broaden her experiences including in defamation, property, and corporate law. Prior to commencing her career, Tegan volunteered at a community legal centre (Consumer Credit Legal Service) as well as with her university's law student's society, and other ad hoc events. Since commencing full time work, Tegan has sought to engage in a variety of volunteering opportunities, including within the firm (such as with the Reconciliation Action Plan committee) and with Women Lawyers (WA).

# FIRST TEAM

## Aishwarya Srinivas



Aish is an experienced business professional within Energy, Mining, Oil & Gas, Banking, Government, Start-Up, Non-Profit, IT and Higher Education sectors. She is a post-graduate scholarship recipient (HRM and International Business). She is passionate about everything under the social impact umbrella, though the focus is often on education, environmental sustainability and human rights. Aish regularly contributes to an NFP's journey, and she looks forward to continuing this legacy through ELGP. Aish has worked across 4 continents since graduating in 2018. She has been exposed to very fast paced, culturally diverse environments in positions focused on leading organisations towards their strategic objectives. Aish's work has often focused on Project Management, Business Analysis, Change Management, Workforce Redesign, Organisational Behaviour, Workshop Facilitation, Ideation and Human Centered Design. Aish often balances full-time work with extracurricular involvement in Perth's chapter of Association of Change Management Professionals, along with various other industry and charitable events.

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## **Sounding Board**

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## **Go, Team!**

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We acknowledge the Whadjuk Noongar people on whose traditional lands we work and live. We acknowledge elders past, present and emerging, and pay our respects to all Indigenous peoples who walk this land.



**Boards, get it?**