



In association with



Governance Principles

Listening and Questioning



Learning and Questioning



Many Professionals Have Enjoyed
Success By Knowing The Right
Answers.

Success As A Director Is Knowing The
Right Question, How And When To
Ask It.

Identify The Problem First



Open/Divergent Questions First

- Five whys
- What do you think is causing this?
- Could you say more about?



Then Seek Solutions – Convergent Process

- What possibilities come to mind?
- What do you want to do next?
- How can we stay on track?



The Structure Of A Functional Dialogue





“A board made up of entirely consensus builders would never get anything done”.

Le Blanc. R, Inside the Boardroom



Directors need to disagree with out being disagreeable.



You need to go below one level. Asking the question and then the second and third question

Questioning

q Not what's the problem with this project?

but

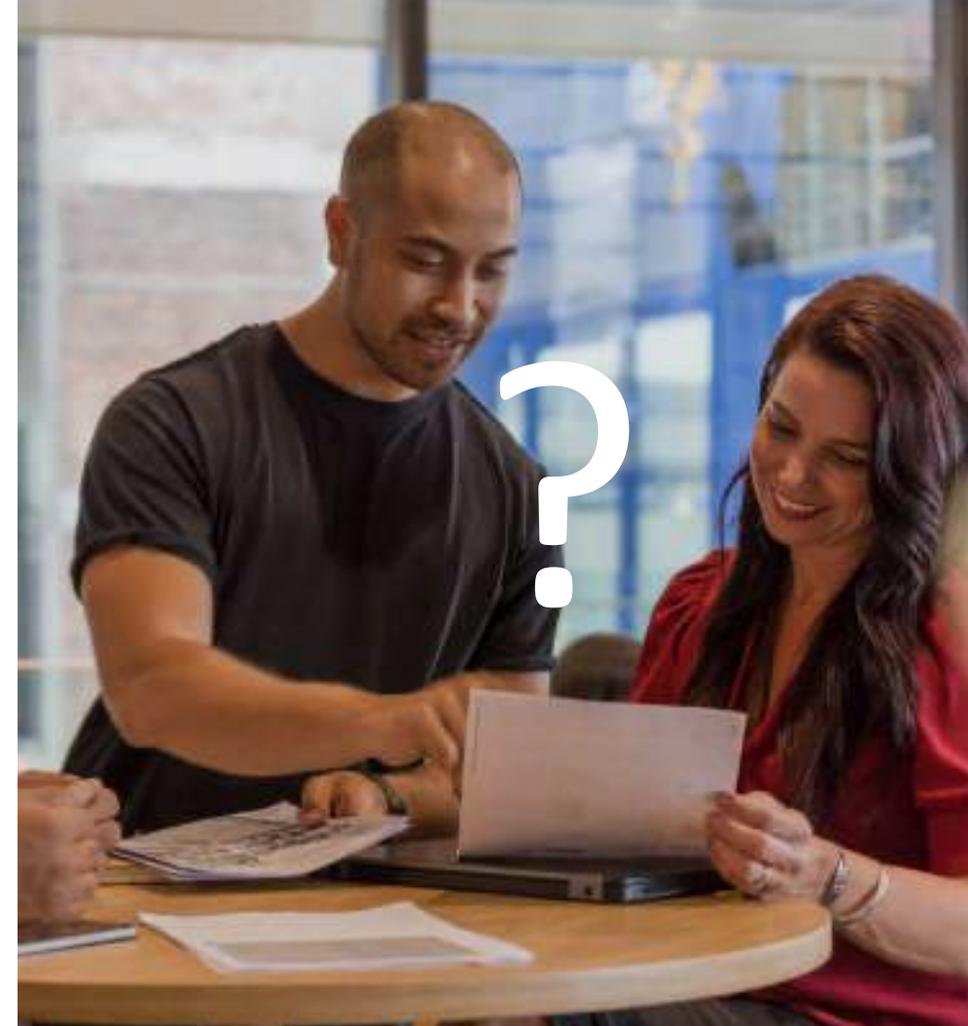
q How do you feel about the project so far?

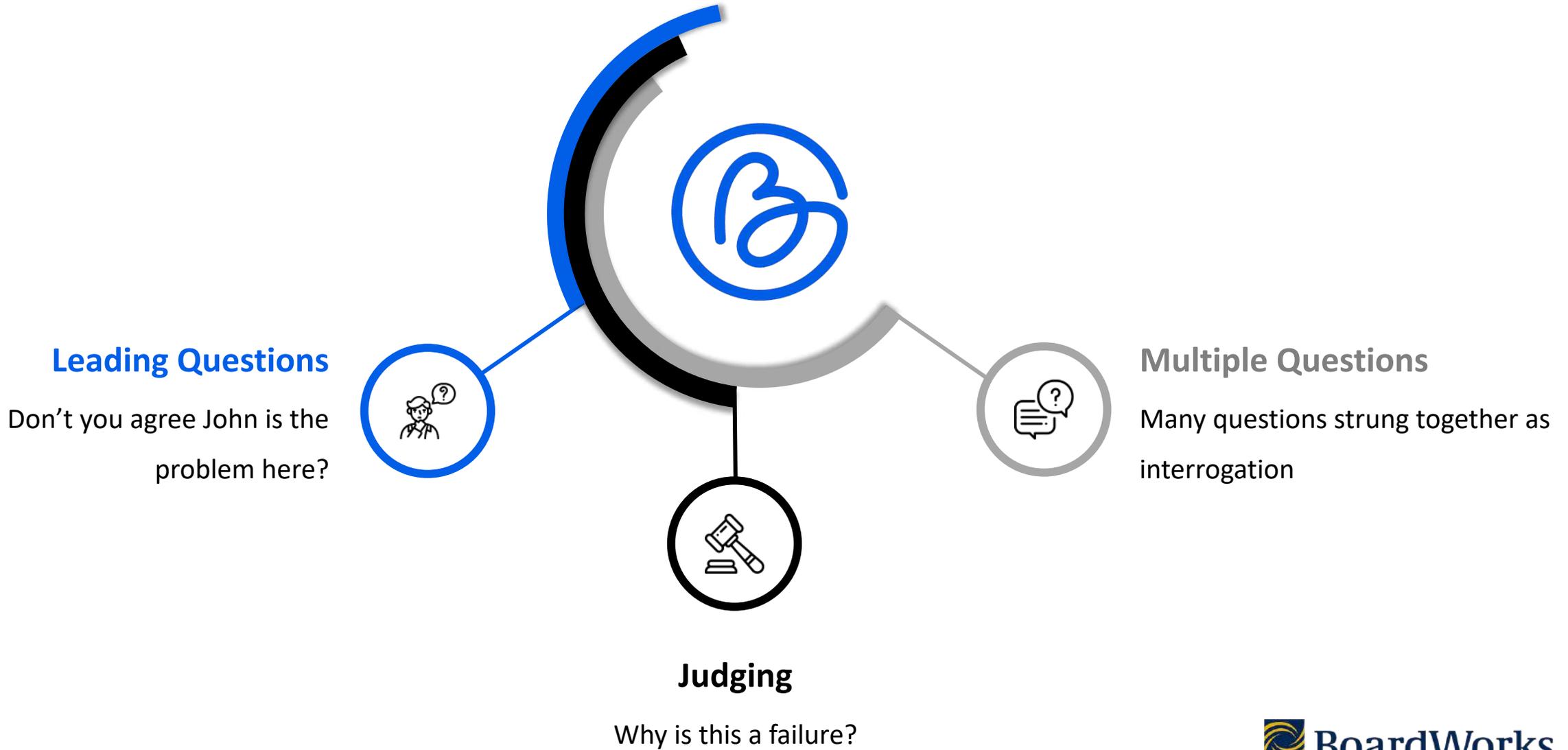
Or

q What are you most pleased with so far?

Or

q What are the key things that need to happen from here forward?





Asking Your Questions

- q Be curious rather than demanding
- q Open questions
- q One question at a time
- q Ask softly – gentle and not arrogant
- q A conversation not an interrogation
 - be prepared to be questioned in turn
- q Do not rush the response – give people time to think
- q Silence shows you expect a response

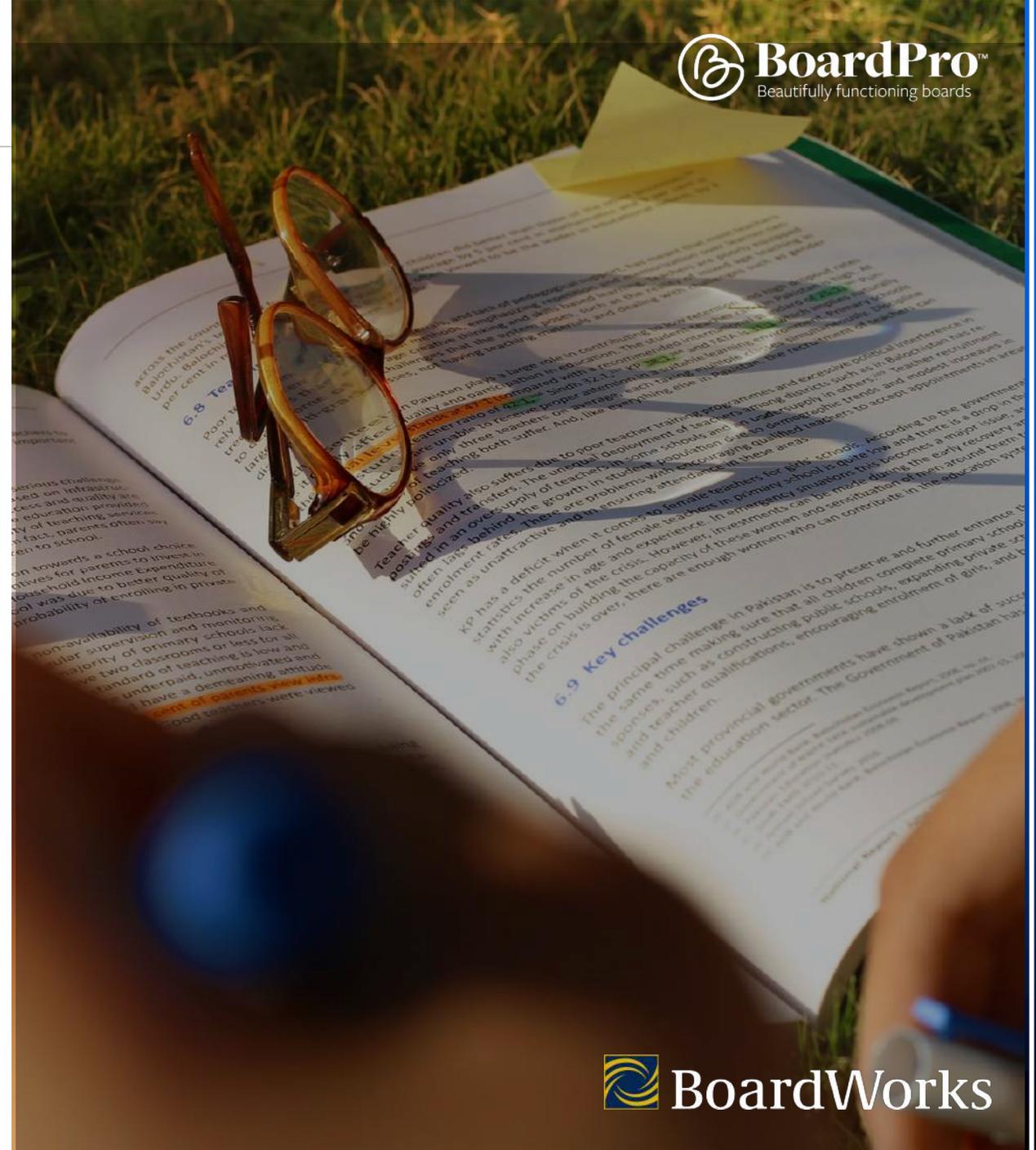


Recommended reading



Effective questioning in the boardroom

<https://boardworks.nz/all-resources/effective-questioning-in-the-boardroom-inquiry-or-inquisition/>





We exist to increase boardroom productivity and create better functioning boards. We don't believe good governance processes should be left to the domain of larger companies. We know that all parties in a board/management relationship want to use their time and resources most efficiently and productively. We found that a product that helped with the processes, workflows and guidance to work on the right things was missing from the market.

So we developed BoardPro in partnership with some of the best independent directors and most progressive CEOs.

www.boardpro.com

Presenters/Authors



Graeme Nahkies co-founded BoardWorks in 1997, Australasia first specialist governance consultancy. Since then the company has worked with over 600 client across all sectors

Graeme came from a series of senior roles in local and central government. He is now BoardWorks Practice Leader ensuring BoardWorks stays at the forefront of contemporary practice.

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John Page is Managing Director of BoardWorks. His early career was in senior roles across the professional performing arts before leading the highly successful governance programme for Sport New Zealand. With Graeme he writes across governance subjects and particularly enjoys teaching face to face with boards.

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