

THE ART & SCIENCE OF BEING A CHAIR

Date: September 21st - 25th, 2020

Location: Online

Time: 10:30 am to Noon Eastern Time - Daily

Want to Master the Art and Science of Being a Chair?

Did you know that the number 1 reason chairs fail is they have not mastered the ART of being a chair? The science is easy, the art is not!

It's true! The main reasons Chairs struggle and fail are:

- They are uncomfortable with dissent and difficult conversations
- They don't know how to facilitate dialogue, build consensus, and reframe complex discussions
- They don't know how to relate and work with differing personality types
- They don't know the best techniques to accelerate change
- They don't know how to use the science of chairing in an artful way!

The good news is these skills can be learned!

Join us for this intensive series between 10:30 am and noon, live via Zoom, every day from September 21st through the 25th.

Each of these daily sessions will be recorded. So, if you miss a day, you will be able to access the video for playback at your leisure. You will get access to an exclusive, private webpage where you can access each of the videos and find session materials, special governance tools and free samples!

This weeklong intensive virtual event is for board and committee chairs and directors who want to be more effective in the role of chair. Most boards and committees have largely succeeded in defining structure, charter, roles and responsibilities, but culture and behaviour are at least as important to effective functioning.

In this online workshop will you be given an opportunity to practice new skills through interactive simulations and breakout groups. With instant feedback from your peers, a skilled facilitator and experts in boardroom functioning, and you will leave with a greater sense of your capacity for this challenging and rewarding role.

You will:

- *Learn how to identify and work with different personality types and problem-solving preferences, including understanding and recognizing how each is motivated and inspired in different ways*
- *Gain insight into the science of chairing meetings, including the timing of meeting leadership, from dealing with dissent to knowing when to call for the vote*
- *Learn how to deal with under-performing board members*
- *Avoid pitfalls in director peer evaluation and the performance evaluation of the CEO*
- *Learn techniques for building consensus, resolving disputes, and leading change*

Facilitator

David Brown

Executive Vice-President,
Governance Solutions Inc.



Special Guest

Wolfgang Vachon

BFA (Drama in Education, Concordia University), M.Ed. (Adult Education OISE/UT)



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Day 1: The Role of the Chair in the Governance of the Organization

In this session you will discuss the role of the chair and its unique challenges – both the art and science!

Day 2: Personalities: Recognizing and Working with the Four Main Types

In this session, you will learn why the Chair needs to know the personality types of every director and person on the senior leadership team. And, you will learn how to assess their primary type in moments by answering 2 simple questions! You will also take part in a highly interactive workshop to practice this new skill in the context of the annual director peer evaluations.

Day 3: When to Call for the Vote

In this session, you will take part in a workshop when you will be part of a board faced with deciding about 2 differing options. Will they move forward with a strategy to merge with a larger company or will they move forward with an aggressive acquisition strategy? Decide for yourself when to call for the vote.

Day 4: Leading Difficult Conversations in a Virtual Environment

In this session, you will take part in an in-camera meeting to discuss a performance issue with respect to the CEO. This interactive workshop will give you a chance to practice chairing and leading a difficult conversation in a virtual meeting environment.

Day 5: How To Chair a Virtual Board Meeting

This high-level overview cover questions like: What can I do before the meeting to set it up for success? How can we ensure meeting privacy and confidentiality? How can we hold our in-camera session and still be confident only the people who are supposed to be in the “room” are in the room? How can we assure substantive dialogue and engagement of everyone in the meeting? How to manage the silence? What policies and protocols should be in place for holding virtual meetings? What are the implications for ensuring appropriate minute-taking?

DAVID A.H. BROWN, B.COMM. (HONS), PRO.DIR, C.DIR, EXECUTIVE VICE-PRESIDENT, GOVERNANCE SOLUTIONS INC.

David Brown is Canada’s leading thinker, speaker, writer and practitioner in corporate governance. Since 1995, David has co-founded over a dozen board governance education programs including university accredited certification programs, [The Professional Director Certification Program®](#), for the Health, Colleges and Universities, School Board and Indigenous sectors, as well as the International Corporate Governance Centre, the National Awards in Governance, the Public Enterprise (Crown Corporation) Governance Centre, and the Directors College. Having served both as a CEO and a Board member, David is well-positioned to help corporations deal with issues in the boardroom.

Author of *Governance Solutions: The Ultimate Guide to Competence and Confidence in the Boardroom*, <https://www.amazon.com/dp/1647460271> David was invited to serve on his first board in Montreal at age 17, and his second board in Toronto at age 22.

WOLFGANG VACHON, BFA, M.ED.

Coming from a theatre background, Wolfgang has written, directed and performed dozens of productions in North America, Europe and Africa.

Over the past twenty years he has used interactive learning processes as a tool to educate people in numerous contexts including finance, pharmaceuticals, board directors, and social services.

Wolfgang has published over a dozen articles and book chapters on various topics including simulation- based learning and improvisation in the workplace.

He is currently a full-time faculty member at Humber College, in Toronto.

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The Boardroom Masterclass

Date: September 28th, to October 2nd, 2020

Location: Online

Time: 10:30 am to Noon Eastern Time – Daily

Want to take your board skills to the next level?

Are you spending too much time spinning your wheels in ineffective board meetings? Learn how to step on the brakes and free up some quality time for your family!

Do you want to know how to:

- Tackle root causes of boardroom dysfunction rather than playing whack-a-mole with the symptoms?
- Improve director engagement, performance, and boardroom behaviour?
- Shorten the amount of time you spend in board meetings?
- Build the optimal board?
- Succeed at all of this even in a virtual environment?

Join us for this intensive series between 10:30 am and noon, live via Zoom, every day from September 28th to October 2nd.

Each of these daily sessions will be recorded. So, if you miss a day, you will be able to access the video for playback at your leisure. You will get access to an exclusive, private webpage where you can access each of the videos and find session materials, special governance tools and free samples!

The content and design will benefit new directors as a comprehensive grounding to boardroom best practices, and equally be of value to experienced Board members as an engaging refresher and practical reminder.

This weeklong intensive virtual event will give you an opportunity to discuss difficult boardroom issues with your peers and explore strategies for:

- Building the optimal board
- Leading through difficult decisions and change
- Strengthening governance process and structure
- Improving director engagement, performance, and boardroom behaviour
- Onboarding and board renewal in a virtual environment

You will also get the opportunity to take part in 4 case studies designed to practice your newly acquired skills:

- Who Would You Choose? In this workshop you will choose two board members from a candidate list of five, using a board profile and bios – but the choice may not be clear cut! You choose – just be prepared to tell us why!
- What Would You Decide? This case scenario will require expert leadership from the chair – if not handled well a big uproar will ensue! See who they would choose to lead them – maybe it will be you!
- What Would You Advise? In this Tale of 3 Boards – you will analyze the gaps in process and structure and give each board advice on next steps.
- What Will You Say? This boardroom bully is behaving badly. Tell us how you would handle them!

Facilitators

David Brown
Executive Vice-President,
Governance
Solutions Inc.



Dr. Debra Brown
President and CEO
Governance Solutions Inc.



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David A.H. Brown, B.Comm. (Hons), Pro.Dir, C.Dir

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Prior to joining Governance Solutions Inc. in 1995, David had a distinguished 20 year career in Canada's financial services industry. He served a term in Inspection Division (Internal Audit) at the head office of one of the country's largest chartered banks. David then became an insolvency specialist with the bank's commercial credit group where he developed an expertise in workouts and turnarounds, diagnostics and remedies for corporate crises, and for a deposit insurance corporation on a small team tasked with resolving an accumulated deficit and ongoing losses of many deposit-taking institutions. David returned to the private sector as Chief Executive Officer of one of Ontario's largest community credit unions, where he brought several credit unions together through mergers, and gained extensive experience managing and optimizing interest rate, matching, market and liquidity risks. David augmented his undergraduate business degree from Queen's in accounting and finance with post-graduate courses at the University of Alberta's law school.

Author of *Governance Solutions: The Ultimate Guide to Competence and Confidence in the Boardroom*, <https://www.amazon.com/dp/1647460271> David was invited to serve on his first board in Montreal at age 17, and his second board in Toronto at age 22.

Dr. Debra L. Brown, D.Min, M.Div, Pro.Dir

Debra Brown is the founder, President and CEO of Governance Solutions Inc. Since founding GSI in 1991, Debra has developed it into a full-service firm providing governance consulting, research, training and tools on both a customized (organizational) and public basis (including on-line.)

Under Debra's leadership, GSI has developed and tested a comprehensive, principles-based governance system that has been adopted and adapted by award-winning, leading governance organizations including The Conference Board and BMO Financial Group (Bank of Montreal) in Canada's private sector, federal and provincial governments in the public sector, and numerous not-for-profit organizations and associations. It is also the foundation on which GSI created the program and curriculum for The Directors College, and [The Professional Director Certification Program®](#) and other governance education and university accredited certification programs for the Health, Colleges and Universities, School Board, Cooperative and Indigenous sectors.

Debra's doctoral thesis topic "Using Governance as a Tool to Transform Organizational Culture," enabled her to develop a proprietary, leading edge diagnostic tool by which boards and executive teams can identify their dominant culture, and work on steps to capitalize on cultural enablers and mitigate cultural challenges.

Currently, Debra serves on major international non-profit corporation boards, and has worked in corporate governance as far afield as Malaysia, Bahrain, Indonesia, Cuba and Guatemala.

Author of *Governance Solutions: The Ultimate Guide to Competence and Confidence in the Boardroom*, <https://www.amazon.com/dp/1647460271> Debra is an acknowledged and sought-after thought leader in corporate governance, also authoring over two dozen major research articles published in Canada and internationally.

Prior to forming Governance Solutions, Debra spent several years in the Canadian financial sector, working most recently as CEO. Debra holds a Doctor of Ministry and a Master of Divinity from Gordon-Conwell Theological Seminary where she graduated magna cum laude.

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