

Governance in High Stakes – Online Learning Course

Introduction to Governance in High Stakes



**Why is it that some
boards work well
and others are
completely
dysfunctional?**

- Their work is often episodic

**Why are Boards
particularly
vulnerable in high
stakes situations?**

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- Boards deal with issues that are often non-repetitive, ambiguous and complex against a background of changing political agendas

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- They may have multiple, diverse constituent groups
- They can be large and unwieldy
- Engage in complex and collaborative interactions – and are therefore subject to conscious and unconscious ‘dynamics’.

The tension around us
provokes a primitive
'fight' or 'flight' response.



How we respond is
different for each of us.

Fight or 'Win' Behaviours in High Stakes

- Stating opinion as fact
- Dismissing other points of view
- Interrupting/ talking over others

Fight or 'Win' Behaviours in High Stakes

- Rejecting feedback
- Pulling rank
- Aggressive body language

Examples: finger wagging, pursed lips, clenched jaw, invading personal space, unwanted touching

Flight or 'Minimising' Behaviours

- Hiding your views
- Going along with things
- Avoiding disagreement or challenge

Flight or 'Minimising' Behaviours

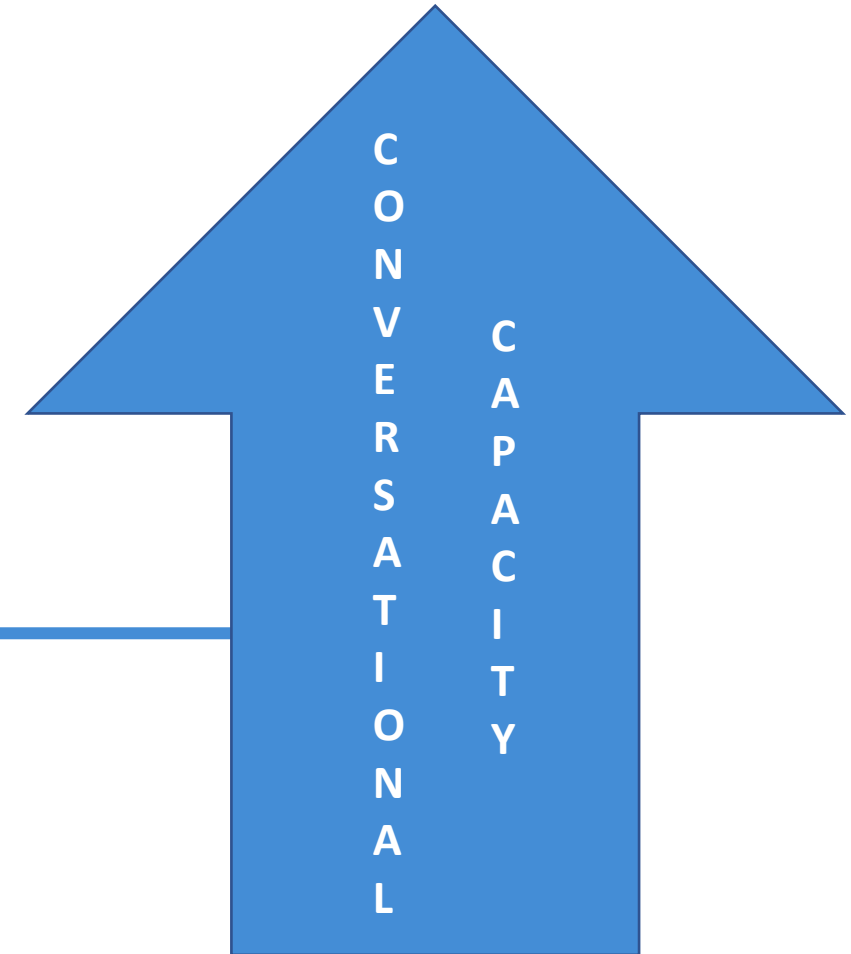
- Emotionally withdrawing
- Changing the subject
- Doing everything to keep things 'comfortable'

**The tougher the
challenge the higher
the conversational
capacity needed to
deal with it**

Issues are undiscussable
or unproductively discussable
Effective Board work is not possible here

Issues are productively discussable
Effective Board work is possible here

TOUGHEST issues facing the Board



EASIEST Issues facing the Board