



Board Effectiveness using Coaching Skills

Rachel Duffy, Associate, Board Development team

Margot Corbin, Executive Coach

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NHS Institute Board Development Team

'Inspiring Senior Leadership in order to transform the quality of care'





The role of the Board

- Formulate strategy
- Ensure Accountability
- Shape Culture
 - *'The Healthy NHS Board' March 2010*
- Boards are social systems. *'Its not rules and regulations, its the way people work together.'*
 - *(J. Sonnenfeld)*





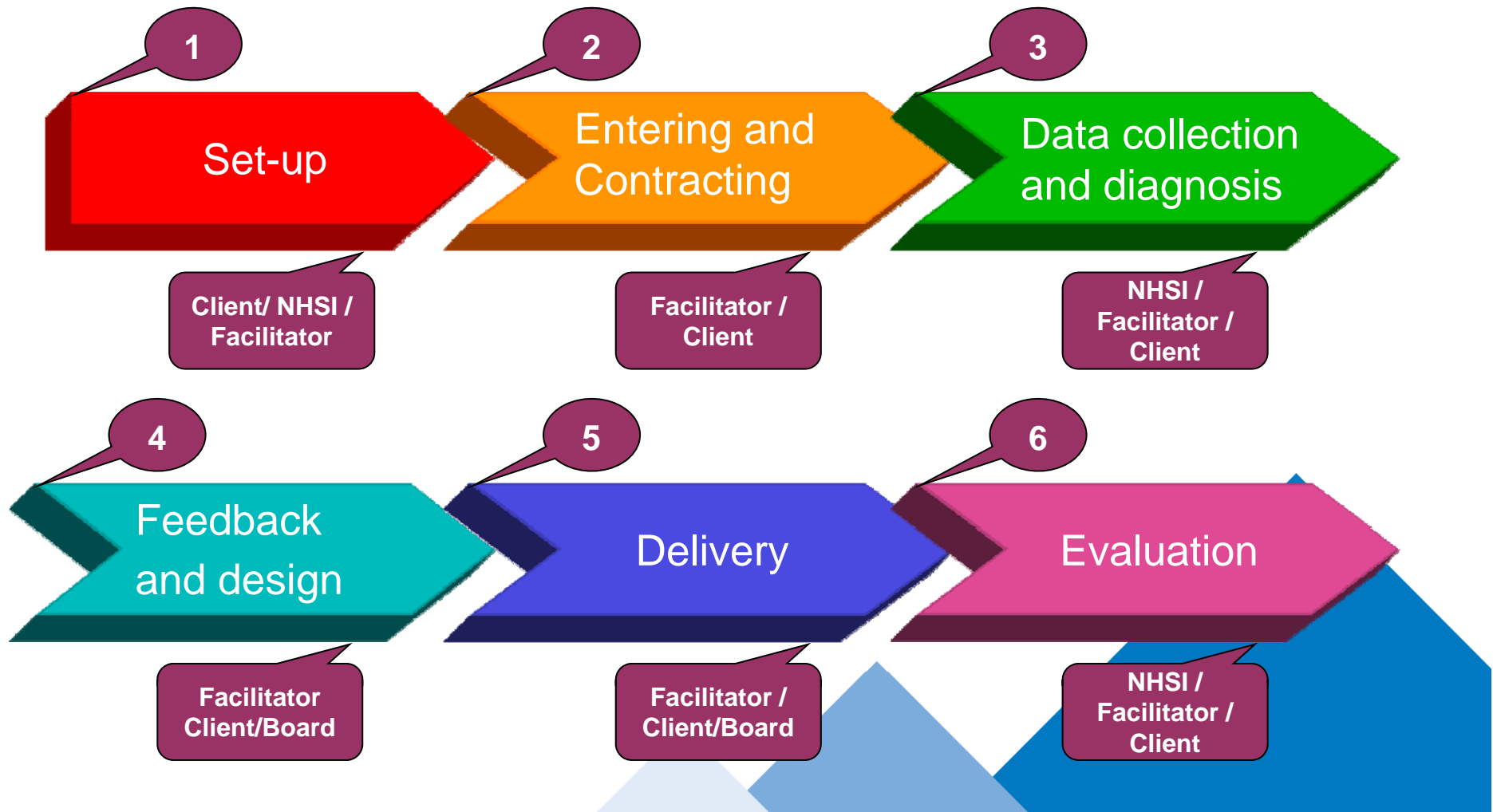
NHS Board Development Tool

Board Group Behaviour				
Engagement with Strategic Stakeholders	Defining the PCTs Strategic Intent	Holding to Account	Board Dynamics	Board Leadership

- Challenges Boards to consider how they operate as a corporate entity and in doing so, enhance Board effectiveness
- Provides a framework to review and improve NHS Board performance



BDT Process





Evaluation 2009

- 84% of Board members *agreed or strongly agreed* that overall the BDT was useful and effective for their Board
- 82% of Board members *agreed or strongly agreed* that they would recommend the BDT to other Boards
- 74% of Board members *agreed or strongly agreed* that the BDT met their expectations





Examples of Development Taken

- Development of an OD plan
- Work on strategy
- Revising agenda and improving information
- Partnership working
- Personal development
- Work on Board dynamics and relationships

The facilitator lies at the heart of the process



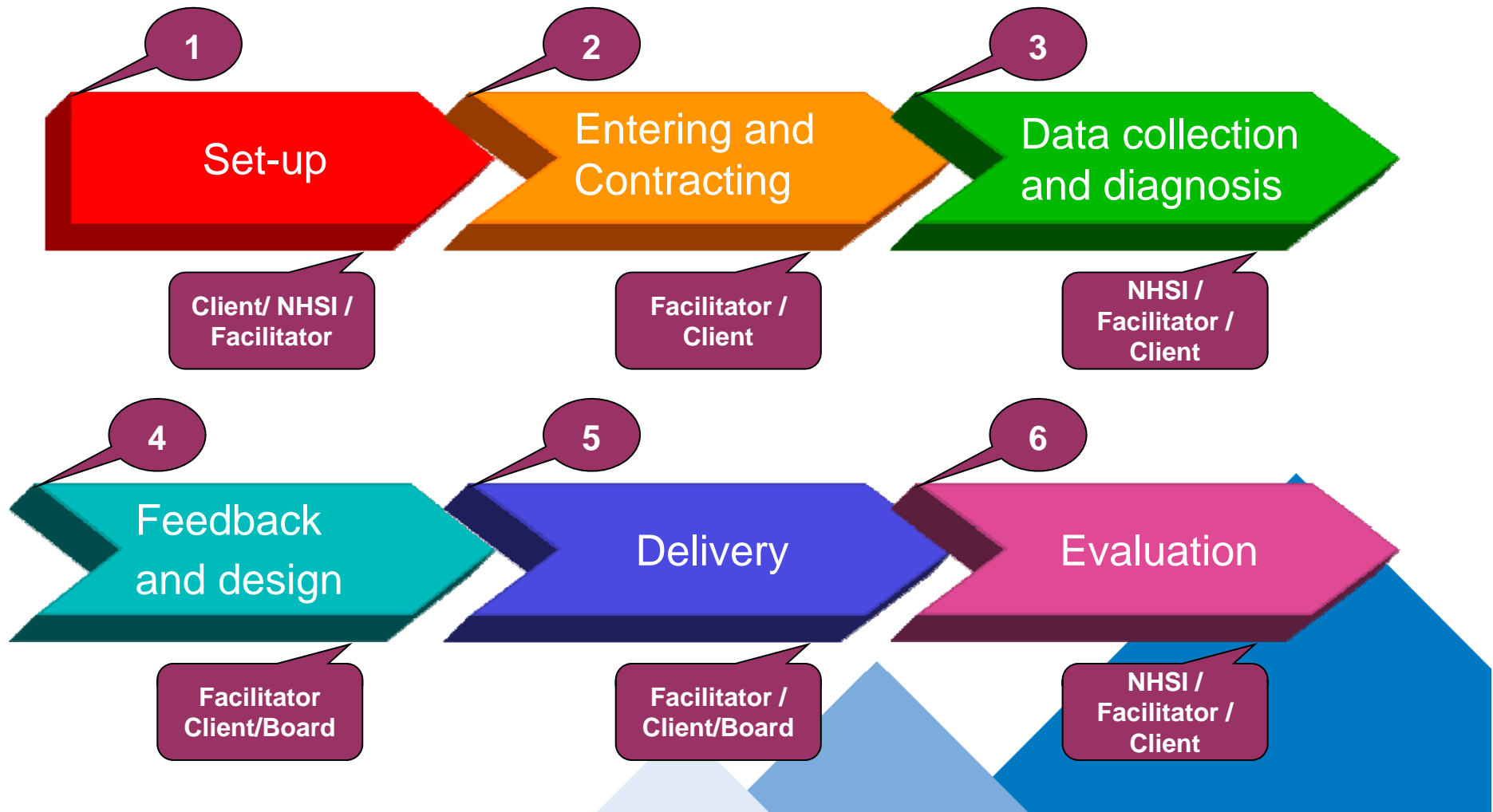


Case Studies

How team coaching with Boards can increase their overall effectiveness



BDT Process





Walker Recommendations (2009)

‘Improvement in corporate governance will require behavioural change’

‘The fundamental change needed is to make the boardroom a more challenging environment than it has often been in the past.....’





Conclusions

- The scale of the challenge is multiplying
- That Boards universally have got to raise their game
- There is evidence as to what they have to do, and how they can do it
- Purposeful commitment to, and from the Board is essential





Any Questions

