

Dilemma

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Governance Challenge

What is Dilemma?

Dilemma is a dynamic Board Room challenge for Non-Executive and Executive Directors. You'll be immersed in a board meeting like no other to address a critical business predicament. You'll go on a journey of discovery where you'll:

- encounter Executive complacency and complicity;
- experience bad Board Room behaviours and find ways to overcome them;
- learn how to constructively challenge and hold Executives to account; and
- develop your leadership skills as you steer decision making to an ethical outcome based on good governance.

Is Dilemma for you?

Dilemma is designed for Non-Executive and Executive Directors who aim to make ethical decisions and observe high standards of governance. It also provides meaningful insight into the Board Room for prospective Non-Executive Directors. No matter your title - Non-Executive Director, Management Committee Member or Trustee - Dilemma will build your confidence in your role whether in the public, private, voluntary or social enterprise sector.

What are the benefits of Dilemma?

Dilemma provides a secure and realistic setting to explore a wide range of Board Room challenges. Whether as a Board Member or an Executive Officer, you can develop your line of thinking and contribution throughout the challenge at your own pace and in your own style. No matter what, you will gain valuable insight and new found confidence from the learned experience of a live board meeting. By the end of your Dilemma session, you will have:

- prepared for a board meeting under tight timelines;
- contributed meaningfully to the decision-making process;
- listened to the views of fellow Board Members and Executives;
- supported positive (and challenged) negative behaviours;
- constructively challenged Executives' thinking and proposals;
- held fellow Board Members and Executives to account;
- understood the different roles, responsibilities and accountability of Non-Executive and Executive Directors;
- understood and developed your role as a leader; and
- considered how and why your perspective may change before and after a board meeting.



Taking the Dilemma Challenge

Dilemma involves groups of 8 to 15 people, who may come from one or a range of organisations. The challenge is designed to last up to three hours allowing for:

- pre-board meeting preparation;
- the board meeting itself;
- post-meeting learning and feedback; and
- the award of Dilemma Governance Challenge Certificates

All materials for Dilemma are provided during the session along with clear instructions.

Getting Board Ready

You will get a short background piece about Halo Governance Ltd, where you are either a Board Member or an Executive Director. This is followed by a report about a critical business decision along with recommendations from the Chief Executive. From this information you will be asked to note down whether you support the report recommendations or not. As your thoughts are important in their own right, there is no conferring.

You will then be appointed to a particular role for the Board meeting, such as Chair, Chair of a committee, Board Member, or departmental Director. You will get a note of key messages you should aim to get across during the meeting. Then, all you need to do is complete the name badge and place card with your name and new title.

The Board Room

The meeting opens at the point in the agenda where the Chief Executive is presenting the report and closes after 1 hour and 15 minutes.

The Debrief

Immediately after the meeting closes, you will be asked to note down whether your position changed or not. Again, no conferring.

You'll then attend a round table debrief to discuss the meeting, and will have the opportunity to share your insights from participating in the challenge.

The Award

Participating in Dilemma is an engrossing experience where you are asked to think and act on your feet in a time-pressured environment. By the end of the session, you will have earned the Dilemma Challenge Certificate of Completion, celebrating your new Board Room skills.