Plenary Session 2:
Working with Remote Board

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REMOTE BOARD EFFECTIVENESS IS NOT A MYTH

1. **Directors' Competency**: Structured onboarding, Directors' Handbook, Business Imperatives & Performance review.
2. **Virtual working capabilities & support**: Secured IT equipment/ platforms, cyber-security risks & virtual meeting etiquettes.
3. **Segregation of duties, pre-work and post-engagements:** Intentional collaboration. Latest information & data-driven. Risk management review.
4. **Board in CRISIS:** Focus on strategic matters & preserving long-term value of the company. Work together in the spirit of "effectiveness" not "oversight".
5. **Business Continuity Plan for Board & Management:** Bespoke BCP. Stakeholder engagement plan. Carry out exercise/simulation.
6. **Chairman as key integrator:** Engaging, inclusive, clarity on actions & CARE (CEO, management team and staff are highly-stressed).

ARRIVE

- Set a password
- Get a meeting URL
- Enable the waiting room
- Control participant audio

6 STEPS TO GETTING STARTED

1. **TURN ON CAMERAS**
   Ask everyone to turn on their camera if possible. Being able to see each other increases the feeling of connection and engagement but it is not a requirement for a productive meeting.
2. **USE GALLERY VIEW**
   Ask people to switch to gallery view. Gallery view allows you to see everyone, not only the speaker. This can make you feel like you are part of a group and not only in a lecture.
3. **ASK PEOPLE TO MUTE THEMSELVES**
   Ask people to remain on mute if they are not speaking. This will help to improve sound quality and reduce the likelihood of people talking over one another.
4. **DEFINE THE RULES OF ENGAGEMENT**
   Lay down the ground rules. Tell people how to engage: simply unmute themselves? Raise their physical—or digital—hand? Write in the chat?
5. **ENCOURAGE THE LISTING OF NAMES AND PRONOUNS**
   Increase inclusivity by asking everyone to use the name tool to list their preferred name and pronouns.
6. **ACKNOWLEDGE IF YOU'RE RECORDING**
   Let people know if you are recording, how you plan to use the recording, and where they can access it.

CHECK-IN

It is important to give everyone the chance to engage during the meeting. Allowing people to participate in the meeting increases engagement and learning.

Virtual meeting strategies

- Set a virtual background
- Talk through the chat
- Use breakout rooms
- Encourage individual reflection or journaling
- Share screens
- Try whiteboards and polling
- Have everyone contribute to a shared document

How to get people talking

- Use the "think, pair, share" approach
- Go around the (virtual) room
- Use the "popcorn" approach to call on people

...And More

CHECK-OUT

Just as interaction during the meeting plays an important role in keeping people engaged, so does seeing products that developed from the meeting. Use these strategies to develop deliverables.

- Contextualize the meeting
- What are the next steps?
- Run an activity that summarizes outcomes
- Continue the conversation via email, social media, or other platforms

Develop meaning from your virtual meetings

PUT ON YOUR LEARNER'S MINDSET

1. Effective Boards in Times of Crisis: icgc-covid-crisis-report-2020.pdf (insead.edu)
2. BCP for Boards: Business continuity in the Covid era: Considerations for Boards - KPMG Luxembourg
3. Guidance to pandemic planning: Pandemic planning as part of an overall resilience strategy (assets.kpmg)
4. Directors need to ask these questions again: The Four Pillars of Board Effectiveness | IMD article
5. Management in Crisis: Role of Leaders / Managers in Crisis Management (managementstudyguide.com)