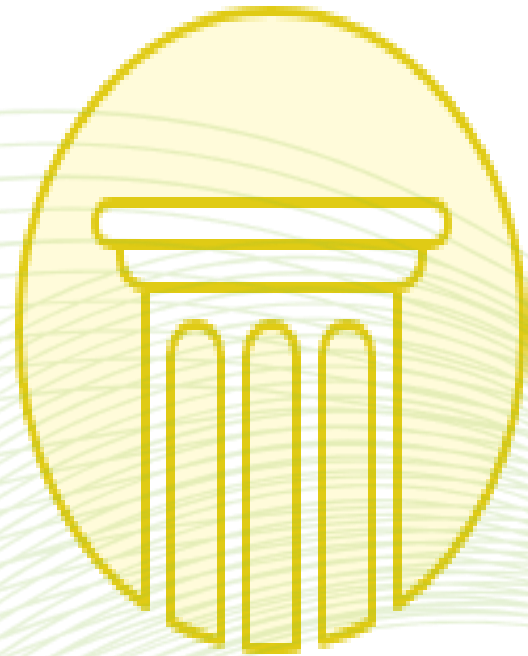




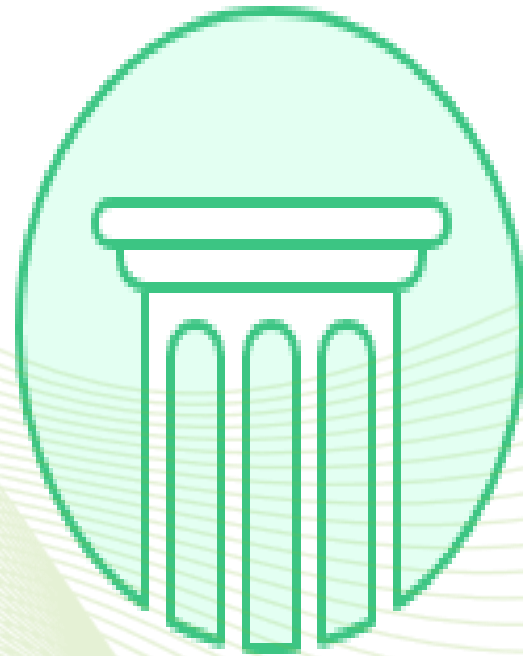
ENHANCING BOARD EFFECTIVENESS



ELEMENTS OF AN EFFECTIVE BOARDS



Clear Purpose



**Diverse
Composition**



**Strong
Leadership**



**Regular
Training**



**Strategic
Planning**

CLEAR PURPOSE

Values Establishment

Defining the core principles and beliefs that guide actions.

Vision Articulation

Envisioning the future state and aspirations of the Scheme.

Roles Clarification

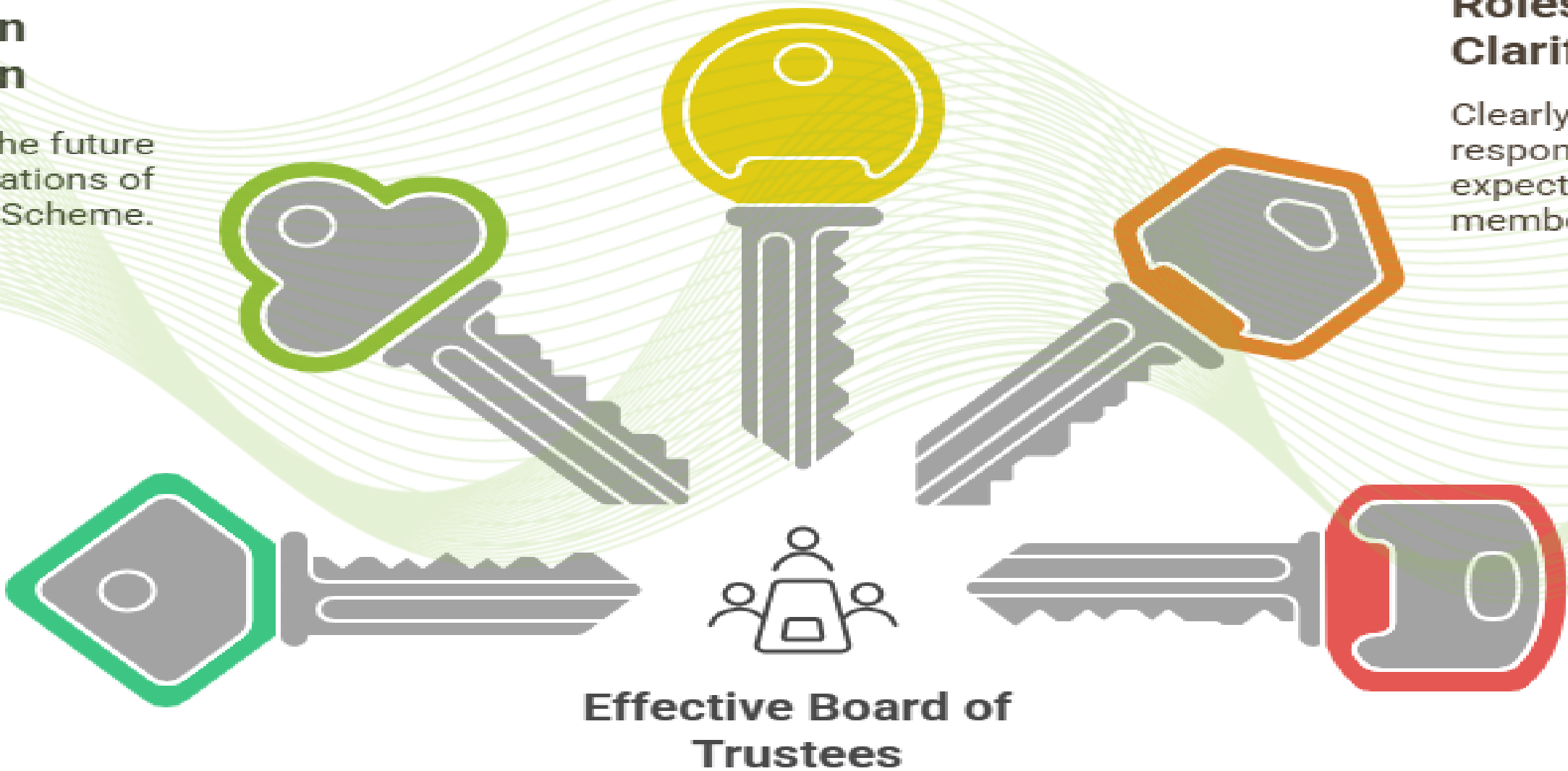
Clearly outlining responsibilities and expectations for board members.

Mission Definition

Establishing a clear and purposeful direction for the Scheme.

Alignment with Goals

Ensuring board efforts are synchronized with Scheme objectives.



JIM COLLINS (BUILT TO LAST)

- ❖ *Institutions with a clearly articulated vision and mission outperform peers by **15x** in long-term financial returns*

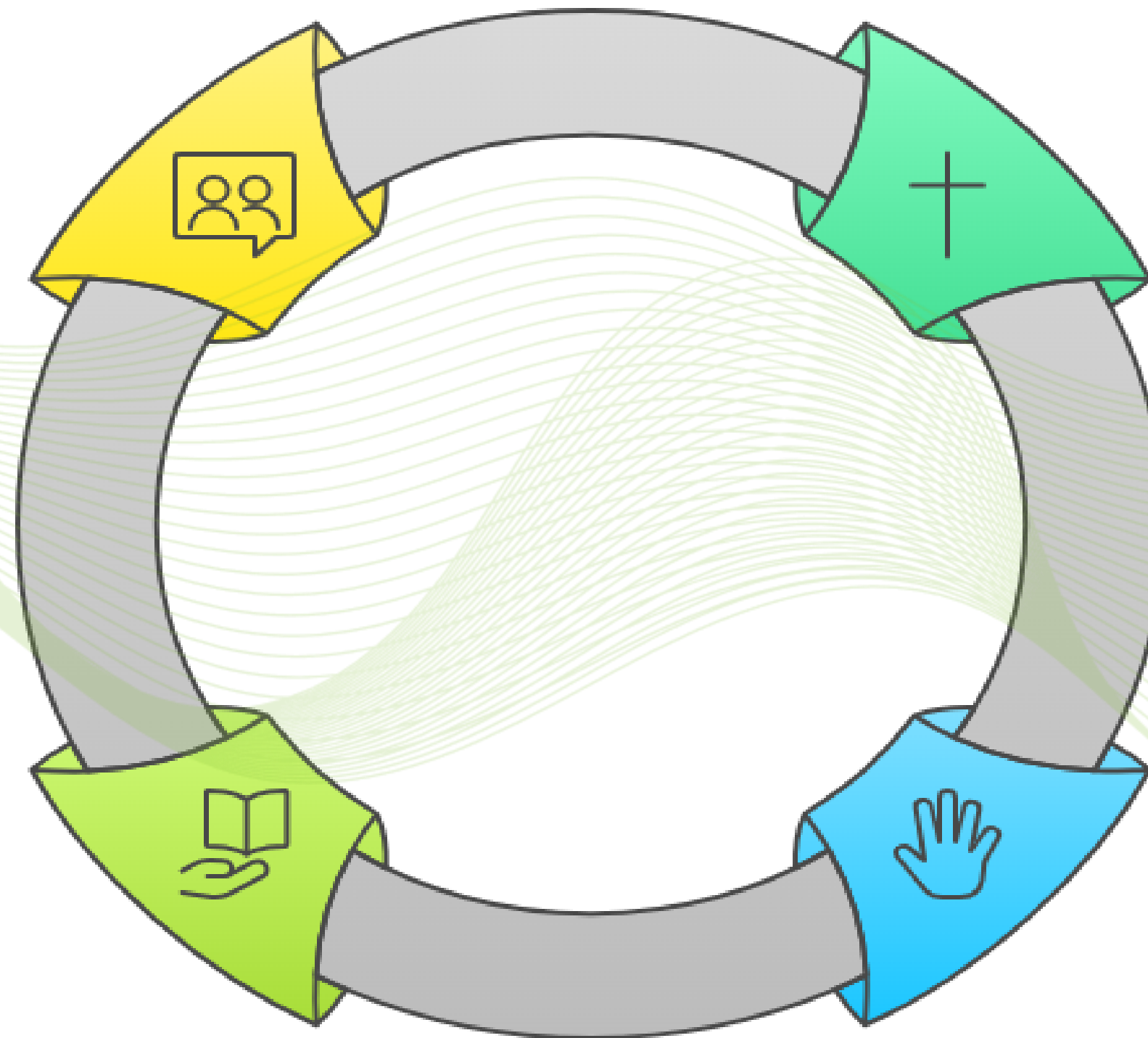
HARVARD BUSINESS REVIEW

- ❖ *Vision-driven organizations are **6x** more likely to rank among top performers in their sectors*

BOARD DIVERSITY

Community Understanding

Better understanding of community needs



Varied Backgrounds

Members from different cultural and social backgrounds

Diverse Skills

Members with a range of professional skills

Expertise

Members with specialized knowledge in various fields

FACTS

MCKINSEY, 2023

- ❖ ***Gender Diverse Boards:*** Organizations with $\geq 30\%$ women on boards see **+15%** ROE vs. male-dominated boards

MCKINSEY, 2020

- ❖ ***Ethically Diverse Boards:*** **+36%** higher profitability compared to homogenous Boards
- ❖ *Reduce governance-related controversies by 30% (MSCI, 2021)*

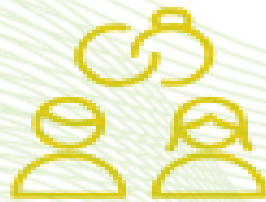
DELOITTE, 2023 REPORT

- ❖ ***Expertise:*** Digital expertise on boards correlates with **+34%** faster adoption of AI/tech

STRONG LEADERSHIP

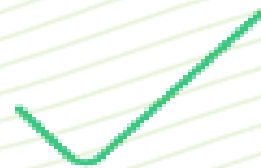
Participation

Encourage active involvement from all members.



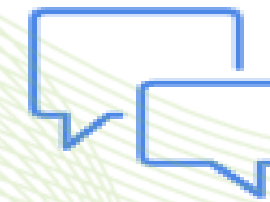
Accountability

Foster responsibility among board members.



Discussion Guidance

Steer conversations towards productive outcomes.



Conflict Management

Address and resolve disagreements effectively.



Collaboration

Promote teamwork and joint efforts.

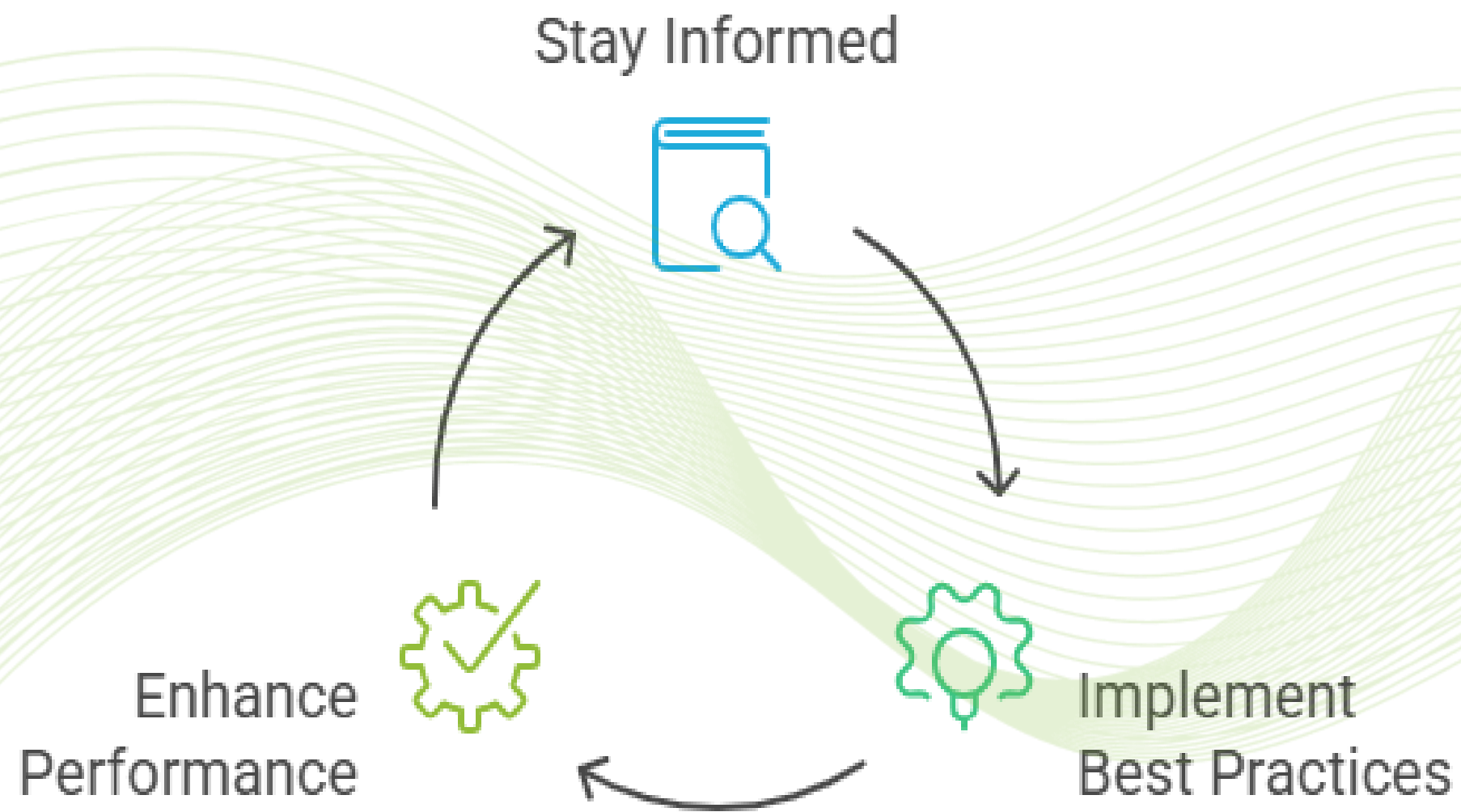


Productive Meetings

Ensure meetings achieve their intended goals.



Boards that prioritize professional development achieve:



- ✓ 25% improvement in performance
- ✓ 40% Decision making accuracy
- ✓ 20% reduction in team conflicts

Source: <https://www.keevee.com/leadership-training-statistics>

EFFECTIVE COMMUNICATION



Openness

Encourages sharing of opinions and concerns

Transparency

Ensures clarity in communication processes

Regular Updates

Keeps board informed and engaged

Engagement

Promotes active participation in board activities

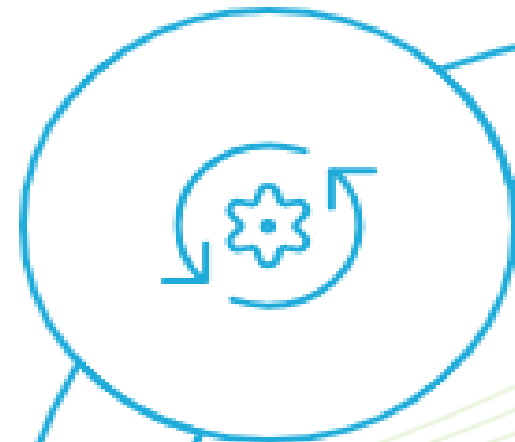
IMPACT OF EFFECTIVE COMMUNICATION

- ✓ **3.5** times more likely to outperform their peers on productivity
- ✓ **50%** fewer regulatory or reputational crises (Deloitte, 2019)
- ✓ **70%** better alignment on long-term strategy (Stanford (2018))

STRATEGIC PLANNING

Adapt to Changes

Adjust strategies to new circumstances.



Set Long-Term Goals

Establish clear and ambitious objectives.



Assess Risks

Identify and evaluate potential challenges.



Evaluate Performance

Review and analyze Scheme outcomes.

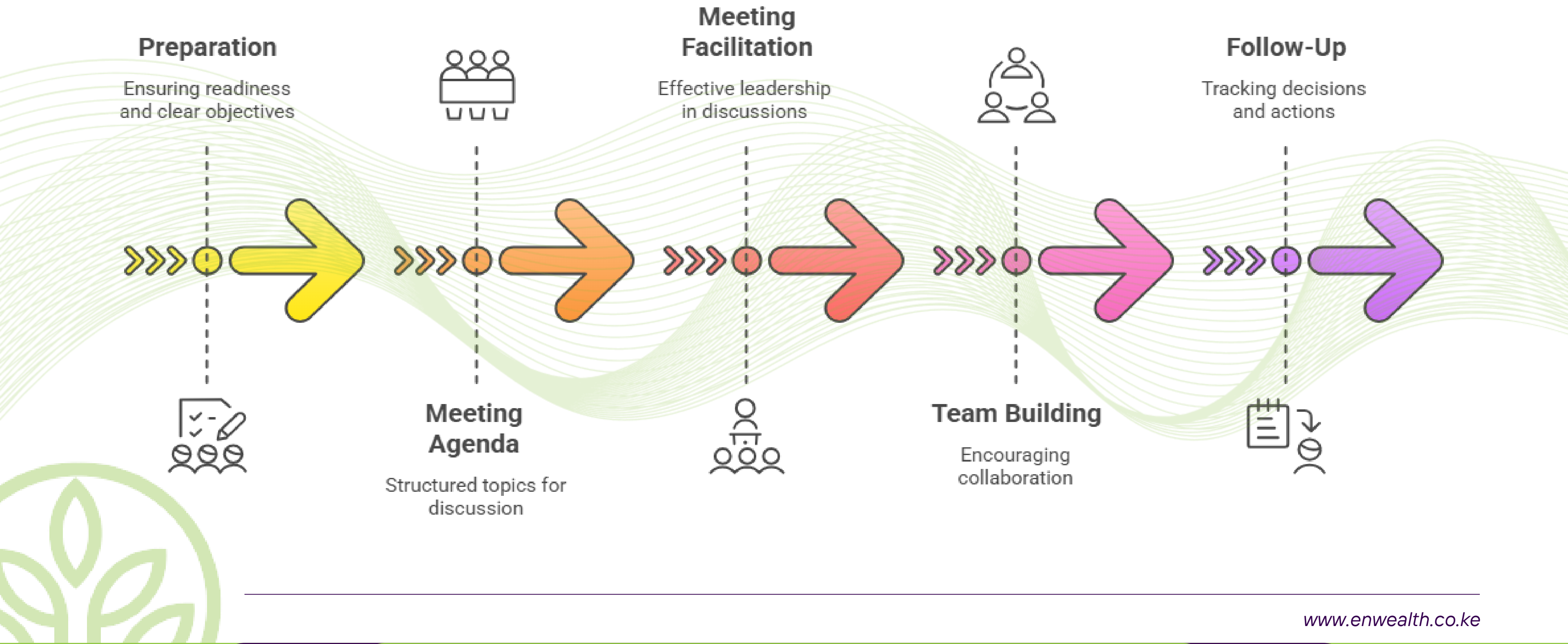


FACTS

Boards that carry out annual evaluations

- ✓ **65% Higher Governance Quality** (*National Association of Corporate Directors (NACD), 2022*)
- ✓ **40% fewer governance-related controversies e.g., scandals, lawsuits** (*PwC's 2021 Annual Corporate Directors Survey*)
- ✓ **30% Reduction in Risk Oversight Gaps** (*Harvard Law School (2020)*)
- ✓ **50% Better Strategic Oversight** (*Stanford's 2020 Board Governance Research Initiative*)

PRODUCTIVE BOARD MEETINGS



1. MEETING PREPARATION

EFFECTIVE BOARDS	INEFFECTIVE BOARDS
<ul style="list-style-type: none">✓ Distribute pre-reads 7–10 days in advance.✓ Board members review the items and flag any concerns✓ Set clear objectives aligned with strategy.	<ul style="list-style-type: none">✓ Materials sent the night before the meeting✓ No pre-work, leading to unfocused discussions.✓ Members arrive unprepared✓ Members skim material during meeting✓ Objectives vague or unstated.

2. AGENDA DESIGN

EFFECTIVE BOARDS	INEFFECTIVE BOARDS
<ul style="list-style-type: none">✓ 70% of time reserved for strategic issue✓ Time-bound items with clear outcomes.✓ Balanced operational/strategic mix✓ Includes strategic spotlight	<ul style="list-style-type: none">✓ 100% of agenda dominated by operational updates.✓ No time limits; discussions drag indefinitely.✓ Agenda is a laundry list of unprioritized topics

3. PRIORITIZATION

EFFECTIVE BOARDS	INEFFECTIVE BOARDS
<ul style="list-style-type: none">✓ Uses a decision matrix to rank items by impact/urgency (<i>e.g., high-risk regulatory changes vs. purchase of pension office bicycle</i>)✓ Delegate operational items to committees✓ Aligns agenda with annual strategic goals	<ul style="list-style-type: none">✓ Mix strategic/operational topics haphazardly.✓ Spends 60 minutes debating cost of bicycle while delaying a key investment discussion✓ No clear criteria for priority.

4. MEETING CONDUCT

EFFECTIVE BOARDS	INEFFECTIVE BOARDS
<ul style="list-style-type: none"> ✓ Start/end on time; chair enforces agenda. ✓ Inclusive participation (<i>round-robin input</i>). ✓ Chair intervenes politely to redirect digressions ✓ Only one person speaks at a time ✓ Reserves the final 10 minutes for a “temperature check” on meeting effectiveness. 	<ul style="list-style-type: none"> ✓ Side conversations dominate; no one manages disruptions. ✓ Multiple people talk over each other ✓ Ends meetings abruptly with no reflection.

5. DECISION MAKING

EFFECTIVE BOARDS	INEFFECTIVE BOARDS
<div><div>✓ Clarify decisions upfront (Inform/Consult/Decide).</div><div>✓ Uses anonymous voting tools for sensitive decisions</div><div>✓ Documents rationale for major decisions in minutes</div></div>	<div><div>✓ Decisions revisited repeatedly.</div><div>✓ Minutes only state outcomes, not reasoning.</div><div>✓ Avoids tough votes to maintain superficial harmony.</div></div>

6. FOLLOW UP

EFFECTIVE BOARDS	INEFFECTIVE BOARDS
<ul style="list-style-type: none">✓ Minutes circulated within 7 days and action points in 48 hours✓ Assigns action item owners with deadlines✓ Shares post-meeting dashboards showing progress on key decisions	<ul style="list-style-type: none">✓ Minutes availed a night to meeting date✓ Actions lack owners or timelines; accountability evaporates.✓ No tracking; identical issues reappear on future agendas.✓ No communication post-meeting



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