

Welcome to the Masterclass

29 January 2025

13:00 to 14:15
Online





Agenda

1:00 - 1:05 pm

Welcome and expert speaker introduction

1:05 - 1:25 pm

Deep dive into Boardroom Personalities

- Introduction to Personalities & Responses
- Communication & Conflict
- Governance Structure
- Understand Decision Making
- Collaboration v Autocrat & What goes wrong

1:25 - 1:30 pm

Interactive Discussion on concepts covered

1:30 - 1:35 pm

Case Study Introduction

1:35 - 2:00 pm

Group Work and Discussion

2:00 - 2:15 pm

Q & A; and Wrap Up

Sharon Constancon

CEO Genius Boards Limited

[Sharon Constancon](#) – LinkedIn

Sharon is a corporate governance specialist and foreign currency adviser and renowned for getting things done.

An energetic entrepreneur with a keen eye for risk, recognising opportunities, and understanding the value of good governance.

Sharon is CEO of Genius Methods and of Valufin, is a Member of the International Committee of CISI and Chairman of the SA Chamber of Commerce Advisory Board.

She holds an MBA, is a Chartered Director, a Chartered Secretary, Fellow of the Governance Institute, a Freeman of the Worshipful Company of Chartered Secretaries and Administrators and lecturer at DukeCE





What can you expect to learn today?

- Introduction to Personalities
- How People Respond
- Communication
- Managing Conflict
- Governance Structure Complexities
- Understand Decision Making
- Collaboration v Autocrat
- What Goes Wrong for the Business

Introduction to Personalities



Thinking Styles

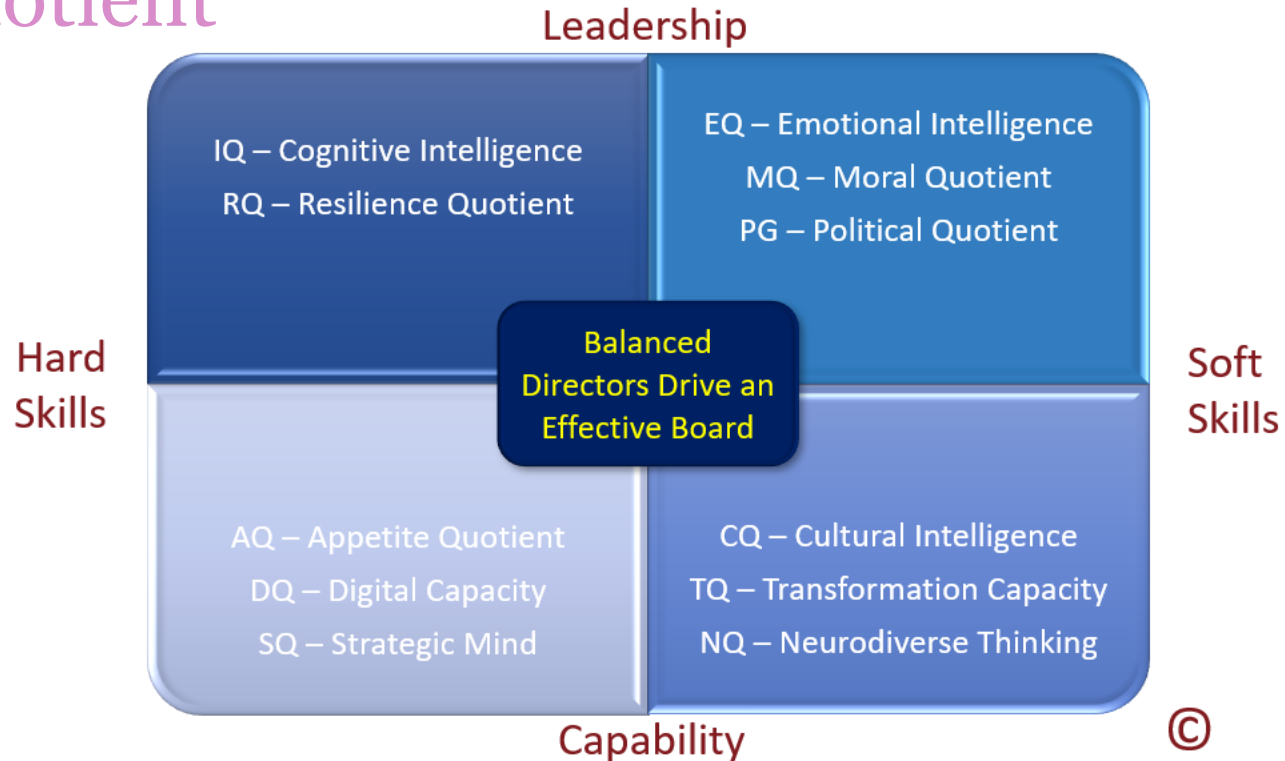
- Left Brain / Right Brain
- System 1 / System 2
- Reflective / Reactive
- Intuitive / Considered
- Creative / Constructive
- Pictures / Words / Numbers





Genius 11 Quotient Model

- Leadership
- Capability
- Hard Skills
- Soft Skills





De Bono

- Can we see what hats are in the room
- Think differently
- Desire different outcomes
- Diversity of six





Myers Briggs

➤ Knowing me

➤ Knowing you

➤ Find the solution

What's Your Personality Type?

Use the questions on the outside of the chart to determine the four letters of your Myers-Briggs type.
For each pair of letters, choose the side that seems most natural to you, even if you don't agree with every description.

1. Are you outwardly or inwardly focused? If you:

- Could be described as talkative, outgoing
- Like to be in a fast-paced environment
- Tend to work out ideas with others, think out loud
- Enjoy being the center of attention

then you prefer

E

Extraversion

- Could be described as reserved, private
- Prefer a slower pace with time for contemplation
- Tend to think things through inside your head
- Would rather observe than be the center of attention

then you prefer

I

Introversion

2. How do you prefer to take in information? If you:

- Focus on the reality of how things are
- Pay attention to concrete facts and details
- Prefer ideas that have practical applications
- Like to describe things in a specific, literal way

then you prefer

S

Sensing

- Imagine the possibilities of how things could be
- Notice the big picture, see how everything connects
- Enjoy ideas and concepts for their own sake
- Like to describe things in a figurative, poetic way

then you prefer

N

Intuition

ISTJ

Responsible, sincere, analytical, reserved, realistic, systematic. Hardworking and trustworthy with sound practical judgment.

ISFJ

Warm, considerate, gentle, responsible, pragmatic, thorough. Devoted caretakers who enjoy being helpful to others.

INFJ

Idealistic, organized, insightful, dependable, compassionate, gentle. Seek harmony and cooperation, enjoy intellectual stimulation.

INTJ

Innovative, independent, strategic, logical, reserved, insightful. Driven by their own original ideas to achieve improvements.

ISTP

Action-oriented, logical, analytical, spontaneous, reserved, independent. Enjoy adventure, skilled at understanding how mechanical things work.

ISFP

Gentle, sensitive, nurturing, helpful, flexible, realistic. Seek to create a personal environment that is both beautiful and practical.

INFP

Sensitive, creative, idealistic, perceptive, caring, loyal. Value inner harmony and personal growth, focus on dreams and possibilities.

INTP

Intellectual, logical, precise, reserved, flexible, imaginative. Original thinkers who enjoy speculation and creative problem solving.

ESTP

Outgoing, realistic, action-oriented, curious, versatile, spontaneous. Pragmatic problem solvers and skillful negotiators.

ESFP

Playful, enthusiastic, friendly, spontaneous, tactful, flexible. Have strong common sense, enjoy helping people in tangible ways.

ENFP

Enthusiastic, creative, spontaneous, optimistic, supportive, playful. Value inspiration, enjoy starting new projects, see potential in others.

ENTP

Inventive, enthusiastic, strategic, enterprising, inquisitive, versatile. Enjoy new ideas and challenges, value inspiration.

ESTJ

Efficient, outgoing, analytical, systematic, dependable, realistic. Like to run the show and get things done in an orderly fashion.

ESFJ

Friendly, outgoing, reliable, conscientious, organized, practical. Seek to be helpful and please others, enjoy being active and productive.

ENFJ

Caring, enthusiastic, idealistic, organized, diplomatic, responsible. Skilled communicators who value connection with people.

ENTJ

Strategic, logical, efficient, outgoing, ambitious, independent. Effective organizers of people and long-range planners.

3. How do you prefer to make decisions? If you:

- Make decisions in an impersonal way, using logical reasoning
- Value justice, fairness
- Enjoy finding the flaws in an argument
- Could be described as reasonable, level-headed

then you prefer

T

Thinking

- Base your decisions on personal values and how your actions affect others
- Value harmony, forgiveness
- Like to please others and point out the best in people
- Could be described as warm, empathetic

then you prefer

F

Feeling

4. How do you prefer to live your outer life? If you:

- Prefer to have matters settled
- Think rules and deadlines should be respected
- Prefer to have detailed, step-by-step instructions
- Make plans, want to know what you're getting into

then you prefer

J

Judging

- Prefer to leave your options open
- See rules and deadlines as flexible
- Like to improvise and make things up as you go
- Are spontaneous, enjoy surprises and new situations

then you prefer

P

Perceiving



Value of Excellent Leadership

- Fair & Safe
- Encouraging
- Balances the noises
- Bring in all voices
- Explaining the consequences of possible decisions
- Ensure the are informed – 6 “A’s” & 3 “A’s”



How People Respond



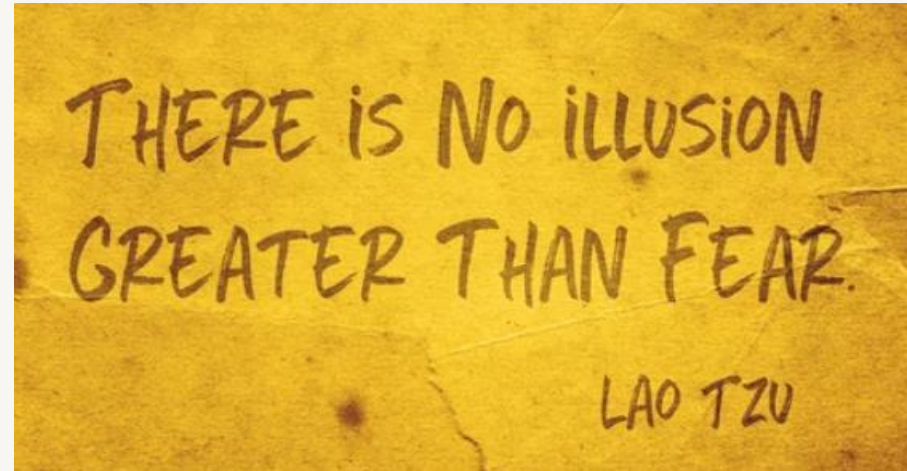
When on the Back Foot





Fear

- Fight or flight
- Body & Brain responses
- Of the Unknown
- Of Current or Future Change
- Of being Harmed Emotionally
- Suffering the Outcome



Communication



Components of Good Communication

Objective is – the other person fully receives and, understands the message you delivered

- Simple language
- Clear grammar / clear message
- Their language / terms
- Give examples
- Stated with conviction
- Support to understand / safe to ask questions



Outcome of Good Communication

- “Happy” Team
- Collegiate
- Independent of Mind
- Make the right Decisions
- Safe and Trusting
- Supportive





Build Trust

- Consistent
- Fair
- Thinking of others
- Respectful
- Listen
- Share



Managing Conflict



Causes of Conflict



- Backgrounds
- Knowledge
- Thinking styles
- Disrespect
- Jealousy
- Neurodiversity
- Diversities
- Ego
- Objectives



Facilitation

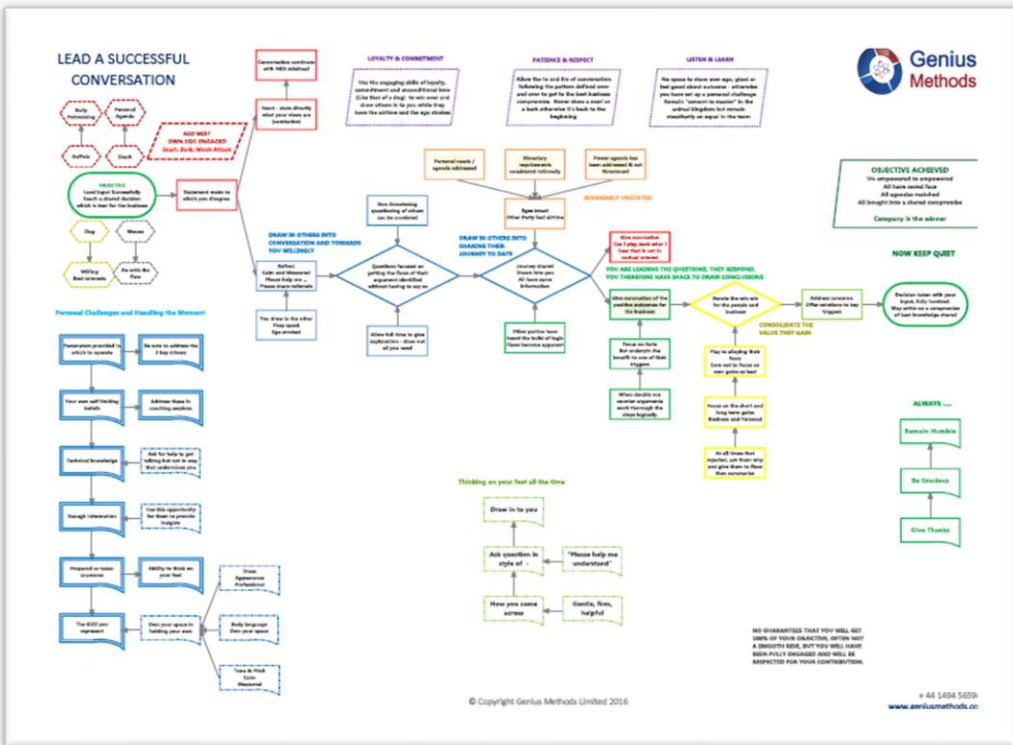
- Neutral trusted person
- Listen
- Find a Win Win
- Company Secretary is a good facilitator
- No vested interest
- No ego
- Solution driven





Ask a Question

- Dissipate the red mist
- Get the other person to talk
- Then ask further questions
- The “truth” will prevail
- You have held the moral high ground
- Everyone remains in a good place



Governance Structure Complexities



Role Differentiation

- UK Governance Code – Chairman and CEO are not the same person
- Few exceptions on the FTSE
- Common in smaller businesses
- Often owner / founder
- Normal in the US
- Normal in Central Banks
- In reality – personal experience – it is impossible to do well
- Difficult for all stakeholders

M&S



Role of Board Committees

- Audit
- Remuneration
- Nomination
- Risk
- Others
- Shares the load
- Balances the risks
- Get diversity of leadership
- Get range of accountability
- Challenge and response sharing

Understanding Decision Making



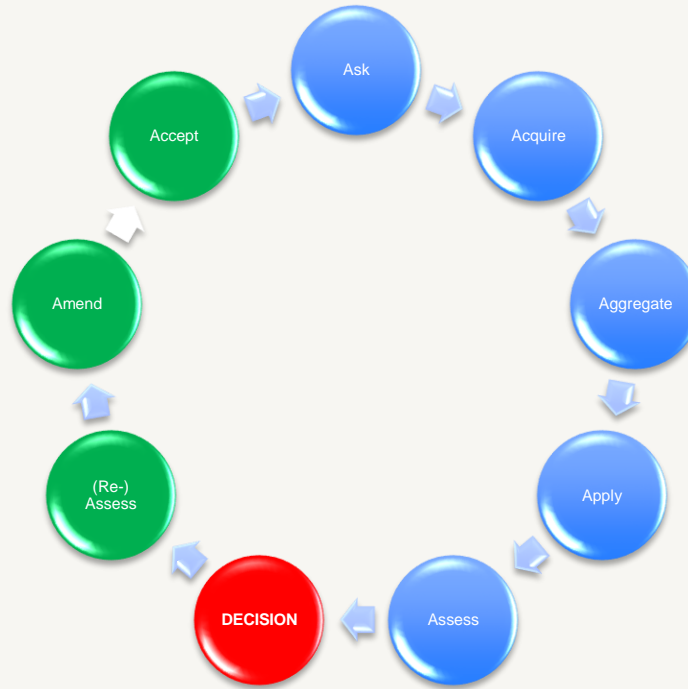
Risk of People in Decision Making

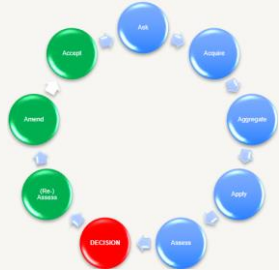
- Good Day / Bad Day
- Related knowledge and experience
- Influences
- Focus
- Personal benefit
- Ethics of doing the right thing



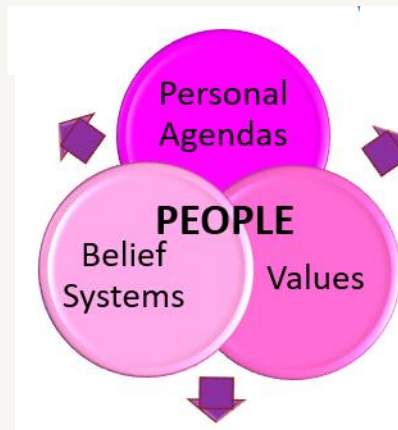
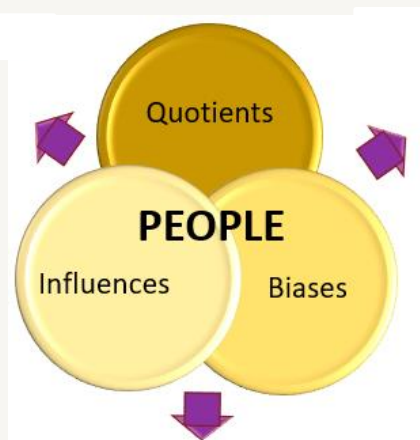
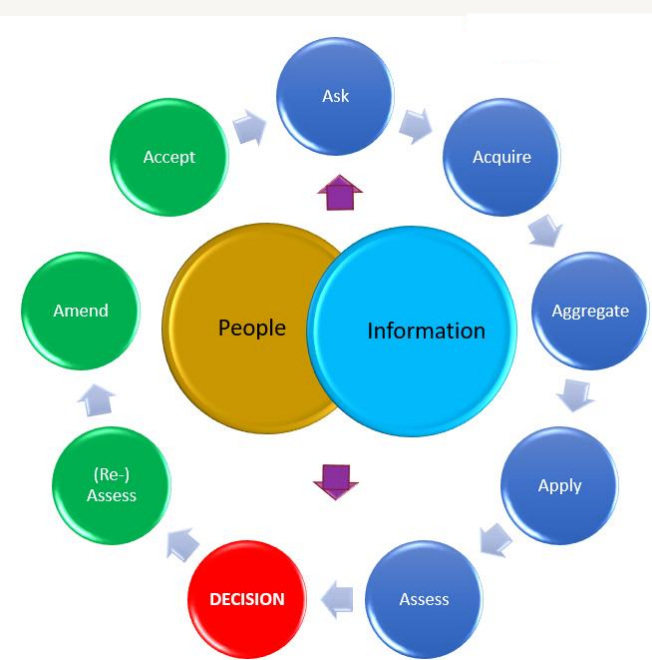


Genius Decision Making Matrix





Human Influences



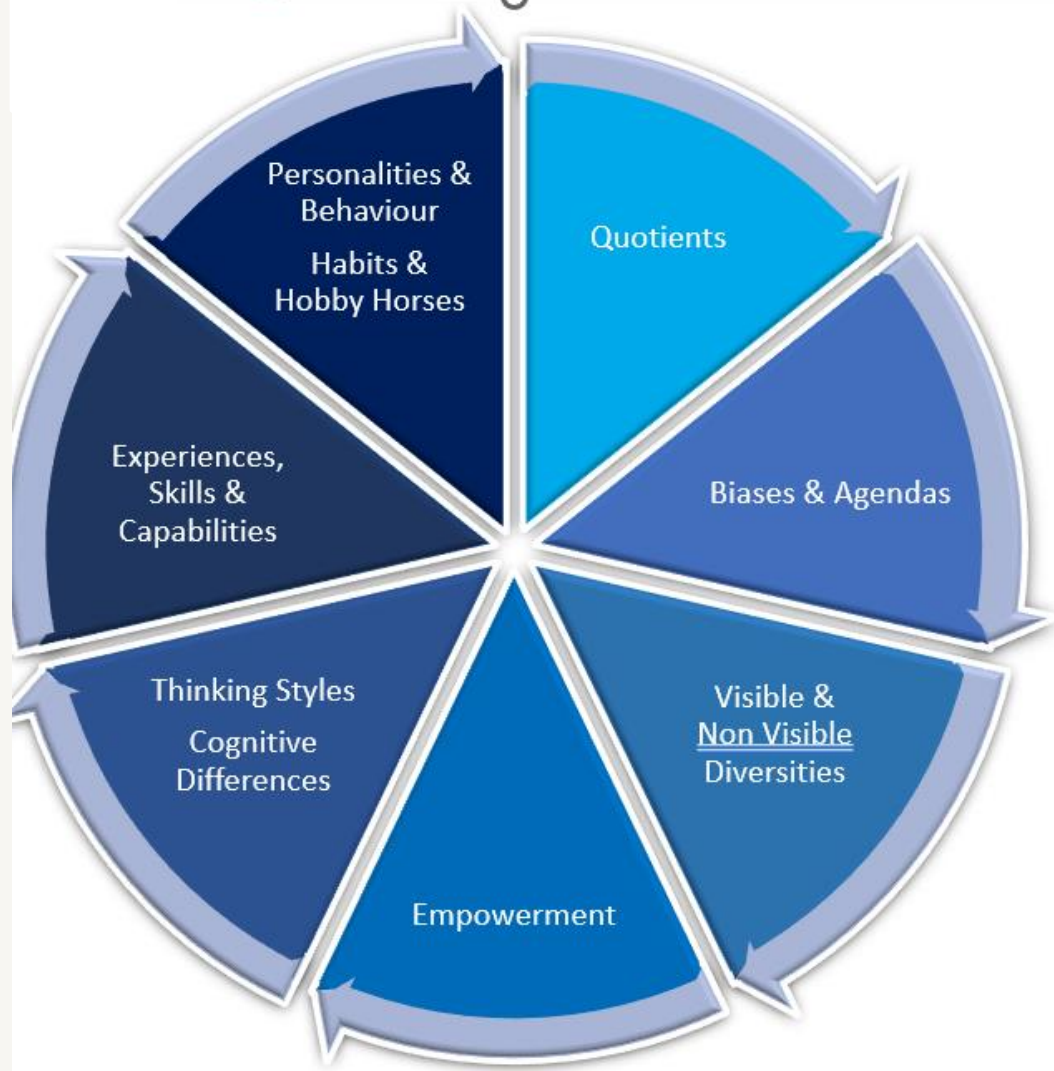


Genius Bias Model

- From Codex
 - Easy Answer Influences
 - Personal Influences
 - Good Feeling Influences
 - Attachment Influences
 - Avoidance Influences
 - Reference Influences
- Diversities
 - Gender
 - Age
 - Social
 - Ethnicity
 - Cognitive
 - Culture



Genius Influence Model





Mitigation of Risks

- 12 questions to unearth defects in thinking - Harvard review
 - Ask yourself
 - Ask the recommender
 - Ask about the proposal



Collaboration v Autocrat



Power of Many - Diversity

- Chair
- CEO
- CFO
- iNEDs
- NEDs
- Committee Chairs
- SID

UK Corporate Governance Code

States that no one person or
group should have undue
influence



Power of One

- Simple
- Do as told
- Committed and entrust your fate
- Things get done





Outcome of Disempowerment



What Goes Wrong in the Business



Belongs to “Him”

- One person show
- Poacher game keeper
- Under influence
- Others cannot challenge
- Meetings are disastrous and ineffective

Key Takeaways





CASE STUDY

Facebook/Meta and Zuckerberg

