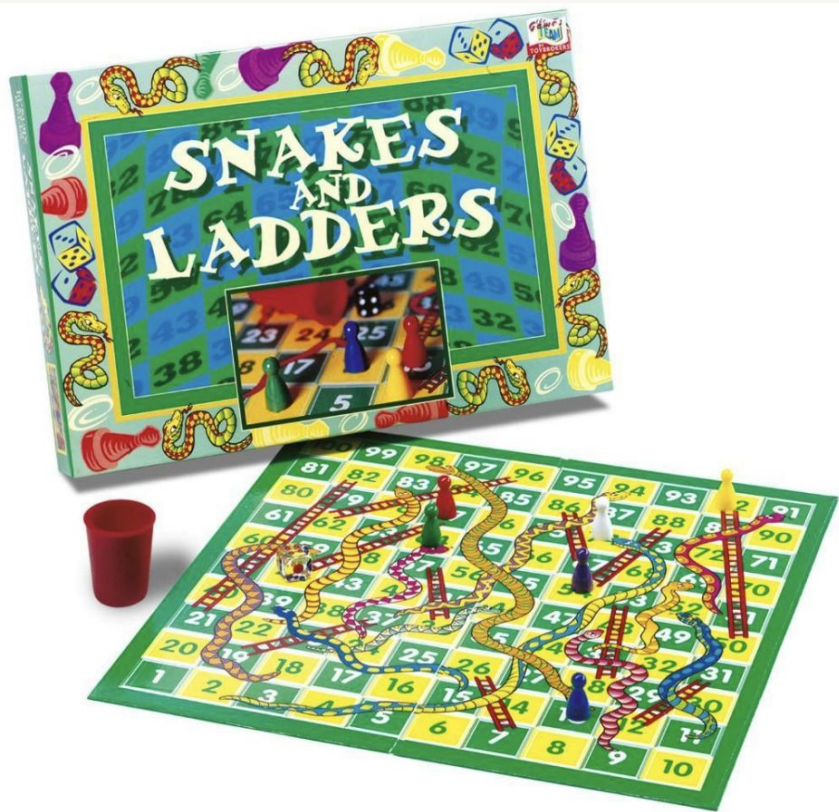


Corporate  
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# Navigating Boardroom Pitfalls: 10 reasons why boards fail (and what you can do about it)

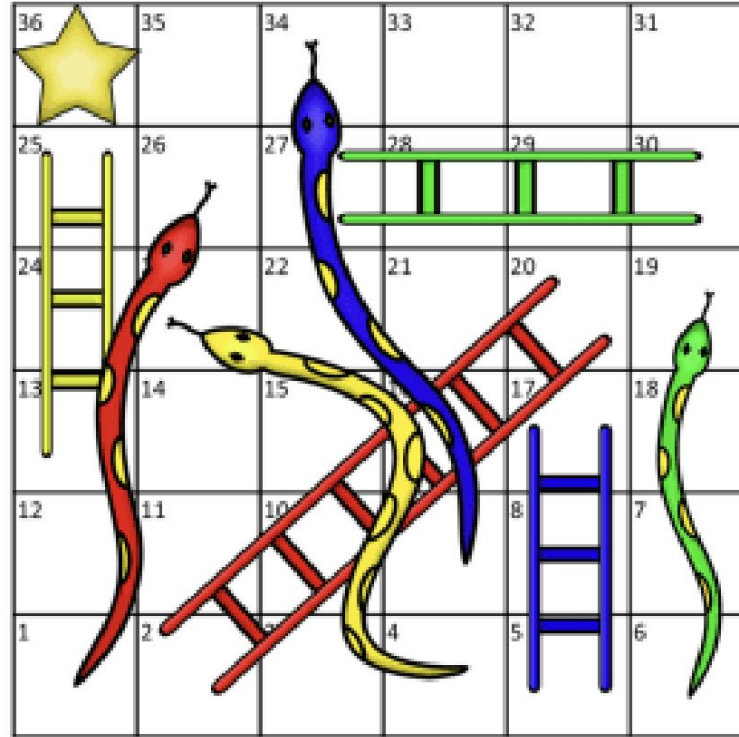
**Kathryn Bishop and Gillian Camm**

Lunch & Learn | March 2025



## Moksha Patam

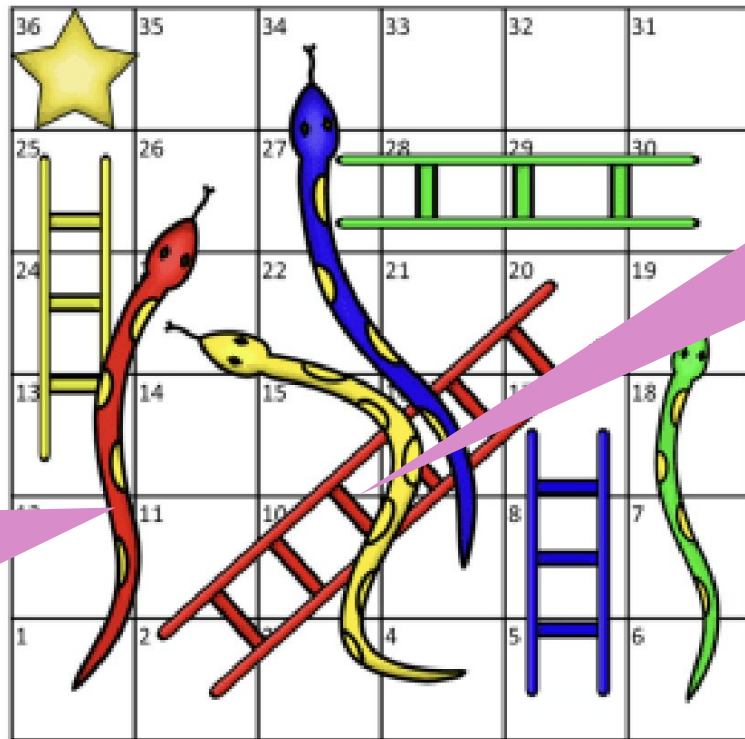
or  
Snakes and  
Ladders...  
or  
Chutes and  
Ladders



...a board game in which  
players move counters  
towards a goal at  
the top of the board,  
gaining an advantage by  
moving up Pictures of  
ladders or a  
disadvantage by moving  
down pictures of snakes.



# Why the board exists



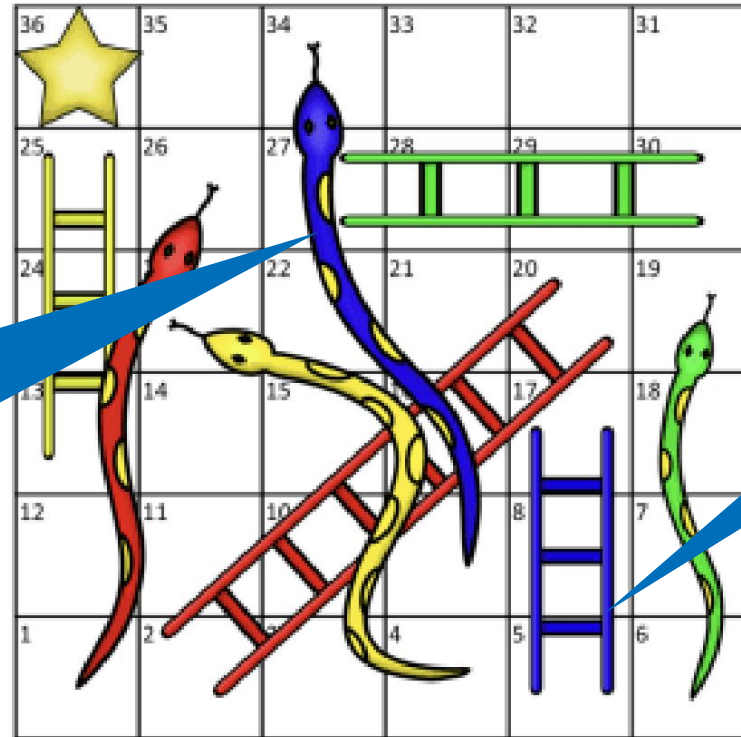
## Snake 1

The board isn't clear about its purpose and remit – there is ambiguity or even conflict

## Ladder 1

The board has searching conversations about why it exists and the achievability of its remit and goals

# Board members



## Snake 2

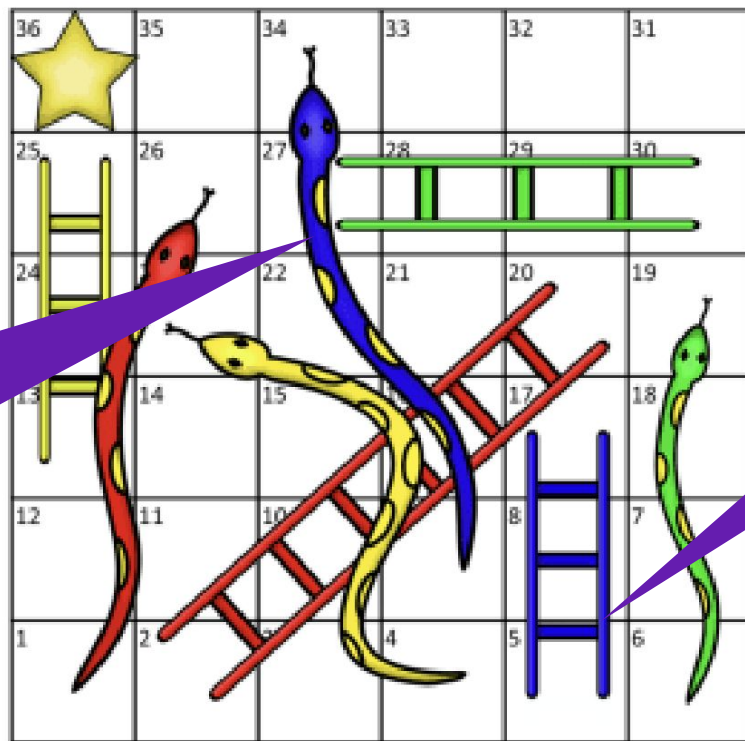
Board members are too similar and unclear about the role and its responsibilities

## Ladder 2

Your board is diverse, hears all the voices round the table and has regular board briefing, training and updates



# Legitimacy



## Snake 3

Board members do not feel able to question or probe, because they are too new or not “experts”

## Ladder 3

The board has sound induction, including a “buddy system”, and there is a conscious process of allowing time for questions and hearing all views





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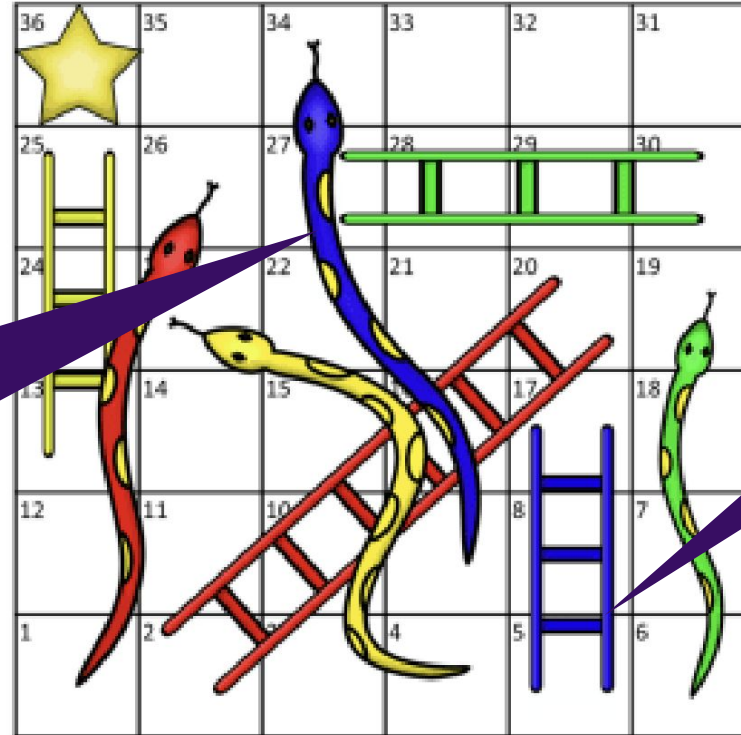
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# Data



## Snake 4

The board has a large data pack with little executive input into what really matters and why

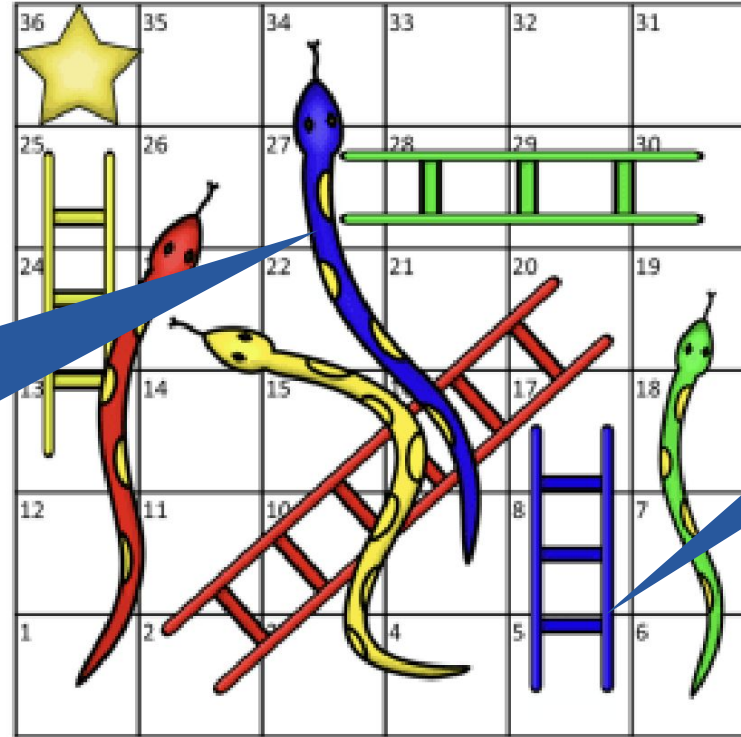
## Ladder 4

Executives provide a summary, covering key topics, external comparisons, connection to strategy, risks and progress





## Other views



### Snake 5

The board gathers information from a limited number of sources, usually only from the board pack and meetings

### Ladder 5

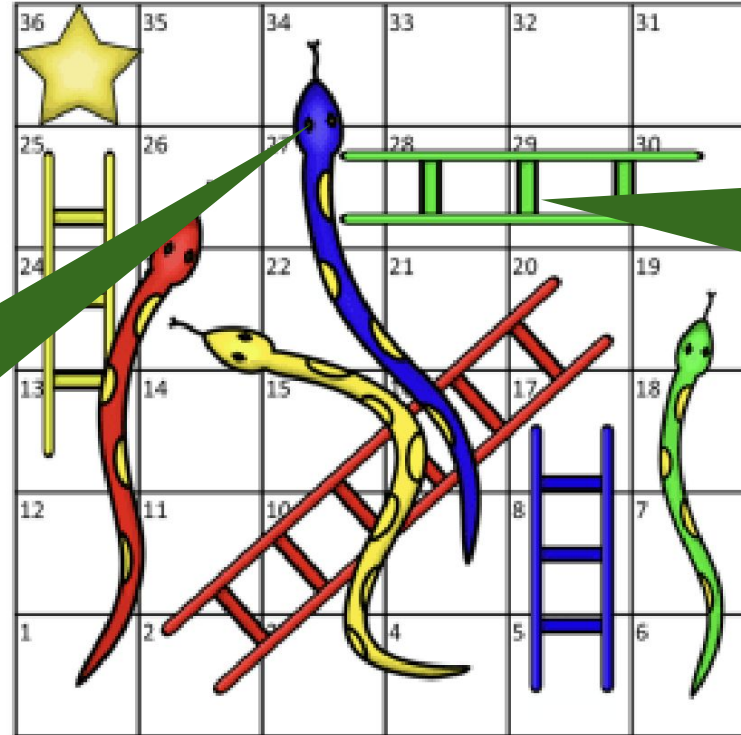
There is a comprehensive plan for board members to understand and hear from stakeholders – including staff.



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# Remuneration



## Snake 6

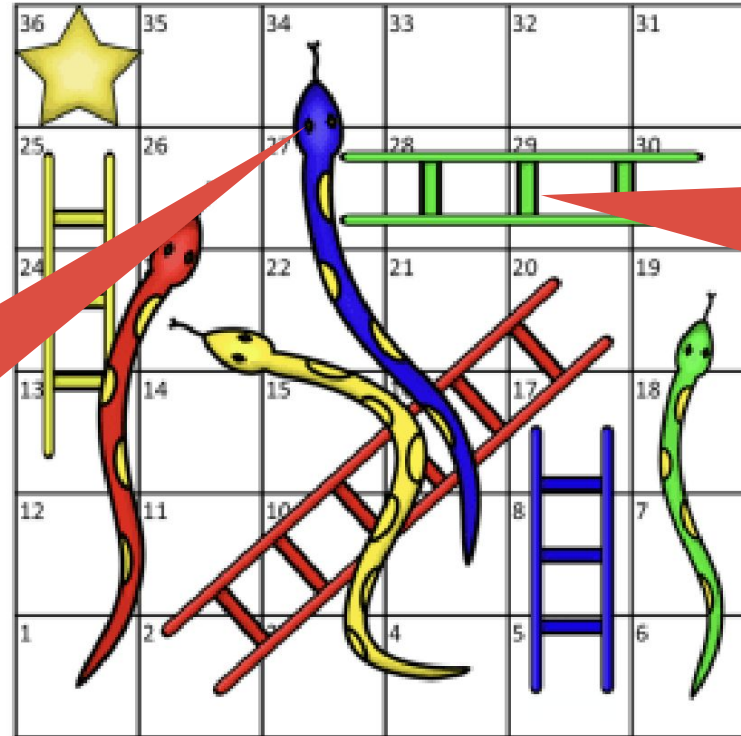
Your approach to remuneration hits the headlines for all the wrong reasons

## Ladder 6

You adopt a strategic approach to remuneration that takes note of the views of key stakeholders



# Succession



## Snake 7

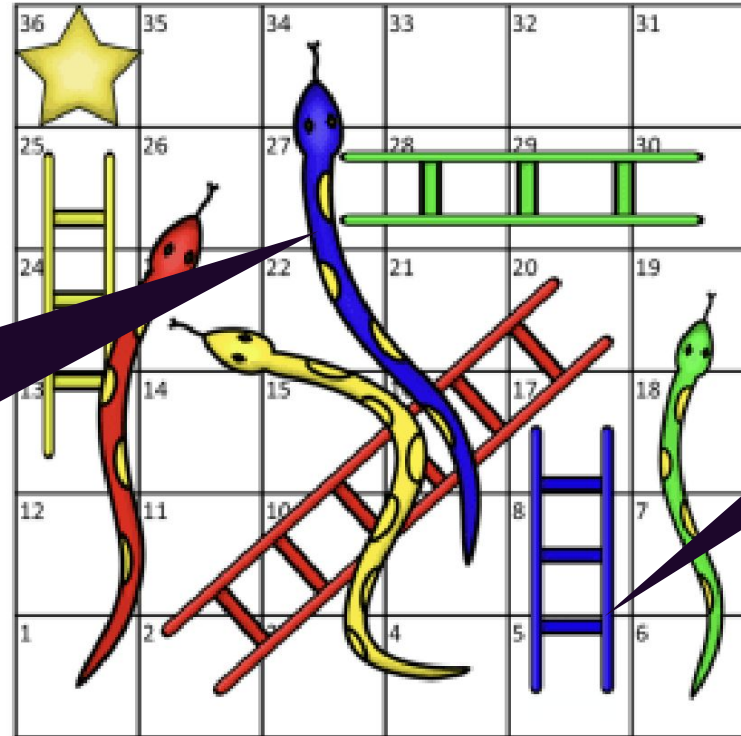
The organization – and the board – loses good people, and can't cope with the transitions

## Ladder 7

The board's nomination committee oversees a clear, up-to-date succession plan



# Risk Management



## Snake 8

Your board has failed to appreciate one of the key risks facing the organisation – in particular the multiplying effects of risk factors

## Ladder 8

The board has a multi-dimensional approach to risk which is supported by an awareness of behaviour in the boardroom



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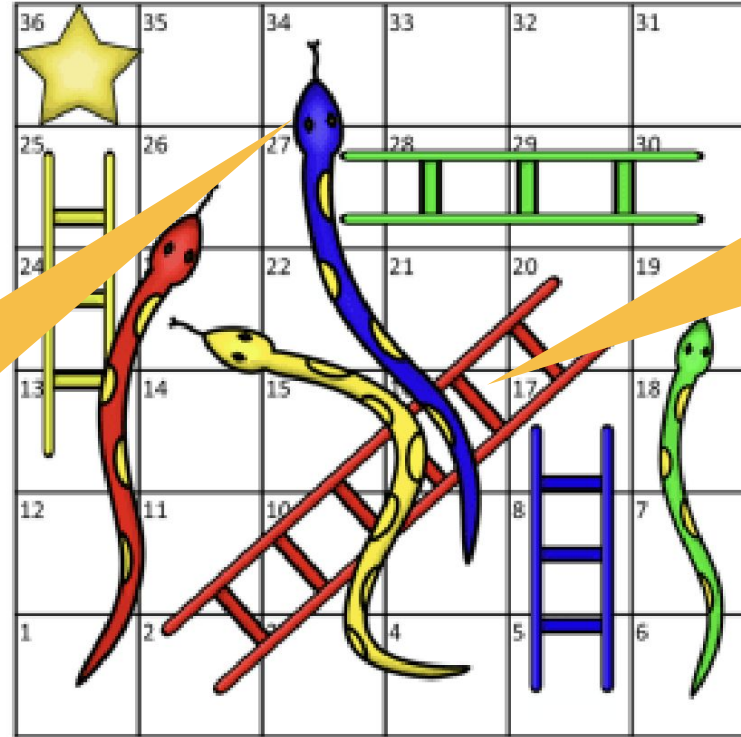
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# Hubris



## Snake 9

The board only hears good news - the reputation of the organisation becomes more important than its mission or its values

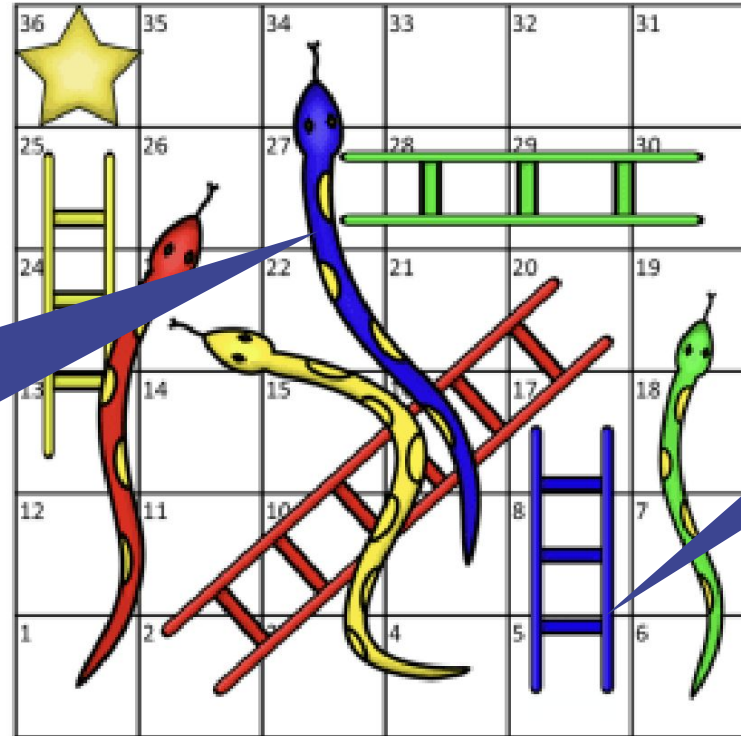
## Ladder 10

The board hears regularly from outsiders, benchmarks its performance





# Whistleblowers



## Snake 10

Whistleblowers are marginalized, ignored or bullied

## Ladder 10

The published whistleblowing policy is underpinned by routes to senior people and a named independent director, and incidents are reviewed.



Watch out for that  
“get off the train!”  
moment

“

If you realise you're on the wrong train, don't Wait —get off at the earliest opportunity. The longer you remain, the further you'll stray from your intended destination, making the return trip even harder and costlier.”



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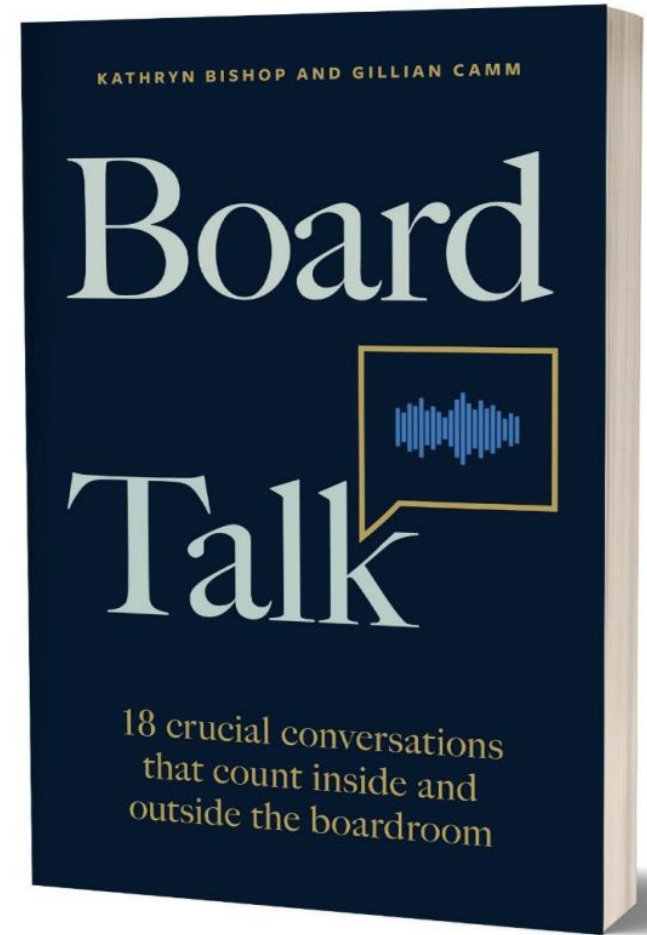
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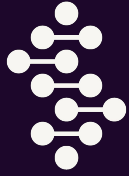
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# Thank you

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