

When identifying the Board's value drivers of an organisation's sustainable growth, it is hard to go past the contribution that Board Intelligence® makes.

Board Intelligence® INsight

For many years now, I have maintained a focus on *Intelligence*. Its importance is under-recognised and hence under-rated both from the perspective of both Governance and the Board.

Our recognition of the importance of Governance Intelligence® and of Board Intelligence® is indispensable in the efficient and effective functioning of a robust organisation in a complex and chaotic operating environment.

How many Directors, as well as senior executives, have a sense that their organisational life is bombarded with either too much or too little information?

Of course, too often this is not the worst of things.

Current quality of Board Information

Many Directors and senior executives feel that the information that they have to work from - whether too little or too much - is:-

1. of limited benefit;
2. poorly presented;
3. lacking in cohesiveness;
4. of tenuous connection to the current strategy;
5. obscure in its direct relevance;
6. without clarity of purpose;
7. minimally integrated with the organisation's overall operations;
8. weakly linked to what is really happening within the organisation;
9. simply going through the motions; and
10. lacking the immediacy of application.

What is meant by *Intelligence*?

If, as I suggest, *Intelligence* is importantly linked to information, then the next question must be - What does proper information look like?

Intelligence demands that information meets a number of fundamental dimensions of acceptability.

Those elements can be summarised as follows:-

1. immediate understanding;
2. sufficiently comprehensive;
3. clarity of its relevance;
4. timeliness in delivery;
5. availability as needed;
6. breadth of dependability;
7. reflects accuracy of reality;
8. limited distortion;
9. appropriate level and amount; and
10. sufficiently broad.

It seems axiomatic to conclude that the quality of most information in use by Boards and organisations today is so seriously lacking that it must of necessity call into question what role does a Board really play and, more critically, can a Board truly offer value in its governance role?

Information is a Valuable asset

Sound-operating organisations recognise that information is one of their most valuable assets. Is there any part of the operation that it does not affect? Great organisations can distinguish themselves by their having reliable information. This clearly demands an organisation's attention and, by placing the focus on it, will potentially deliver immediate rewards.

If you reflect for a moment on your own organisation, what information areas would you consider of paramount importance to the sound functioning of your operation?

Information that you may immediately identify as critical, could include:-

- Clients, customers, beneficiaries, in fact anyone that your organisation has a relationship or dealing with;
- Type of services or products which are sought by the market;
- The manner in which transaction are conducted – face to face, e-commerce or via mail or a combination;
- Regular receipt of strategic (maybe competitor or government policy shifts or models of business operations), tactical (maybe changing means for the delivery of the products or services or performance expectations), and operational (maybe financial updates and resources) reports;
- Your organisation's operating market, size opportunities such as potential clients or customers; and finally;

- Compliance requirements for areas of intellectual property, reputation and branding, environment, health and safety, employment laws and fiscal matters such as taxation and financial reporting requirements.

Making it a Focus

The Board can best focus on this issue when it understands its own Board Intelligence®.

Important themes can be identified which help drive this focus.

Those themes include:-

1. awareness, and as necessary, addressing of an organisation's silos;
2. ensuring everyone is on the same organisational page – an embedding appetite;
3. developing stronger integration means;
4. delivering effective collaboration exercises, regardless of roles or responsibilities; and
5. presence of clear and consistent communications across the whole of the organisation.

The Board *INsight* tool

Enterprise Care has developed a Board *INsight* tool that pinpoints the areas of immediate action and facilitates corrective steps to be adopted.

Every Board needs to work with information that it can value. Often Boards operate being somewhat oblivious to this issue.

It can be assessed by looking at the strength of the information's seven (7) 'beats' across various touch points. This will determine your organisation's Board Intelligence®. It provides a powerful INsight to focus the flow of information to and from the Board, and generate organisational improvements.

The seven (7) beats are as follows:-

1. Embedded values
2. Common frameworks
3. Facts
4. KISBB principle
5. Inclusivity
6. Reality sensing
7. Filtering

On a regular basis every Board ought to initiate an assessment of the value of their organisation's information flow.

Take Action

If you are interested in exploring this important issue further, please contact Enterprise Care and request the *Board Intelligence® Insight appraisal*.

You can:

- Email: info@enterprisecare.com.au;
- Phone: 03 9819 2169.or;
- Click: www.enterprisecare.com.au

to engage Enterprise care to initiate undertaking the Board Intelligence® Insight appraisal program.