



Trustee Academy #12: may you stay forever young

## **Description**

Trustees learning and development programme

Always striving to find a better way through lifelong learning



## **Introduction**

Anyone who stops learning is old, whether at 20 or 80 – anyone who keeps learning stays young, said

Henry Ford. Albert Einstein put it this way, 'Intellectual growth should commence at birth and cease only at death'.

At the heart of MMHS's continual learning and development is the desire to ensure and deliver the best possible system of governance. It's much more than a check list. It's a way of life that permeates every aspect of the organisation.

And so with that, we welcome you to the *L&D bulletin No 12*. This edition completes this phase for resourcing *Board learning and development*, but by no means is it an end.

In *Bulletin No 1* there is a definition of governance. It is the system and processes concerned with the overall direction, effectiveness, supervision and accountability of an organisation.

Unfortunately, across the public, private and third sectors, there are too many examples of poor governance. At MMHS, the enduring objective is to set the gold standard for governance. Continual learning and development is at the heart of the charity.

Alan

## Legal and governance

### ***Board evaluation in the charity sector***

MMHS has made significant advances in recent years with board evaluation, in recognition of the importance of making sure the Board has the capacity and capability to deliver good governance.

We are now pleased to have a well-established process of inward examination. This [Guidance Note](#) provides a holistic view of all the issues in play in the process of evaluation, from the methods that can be used through to applying the results.



Guidance note

# Board evaluation in the charity sector

May 2021

## Finance

## ***Financial strategy***



# ESSENTIAL CHARITY FINANCE FOR TRUSTEES



In Bulletin No 10, we shared a pdf file entitled [Essential Charity Finance For Trustees](#). It is an excellent resource covering the many aspects of strong financial governance.

Previously provided to give proper context for an understanding of financial policies, it's being presented again here, to give proper context for an understanding of financial strategy. The financial strategy section is on pages 19 and 20.

## Personal development

### *Making good decisions together*

[This article](#) includes some nuggets to sit up and think about. For example, if we all agree on something, we may have a strong conviction that we must be correct in our decision-making.

However, we are encouraged in [this article](#) to entertain the possibility that it could be quite the opposite.

## Overcoming the Barriers to Effective Team Decision-Making

It is often assumed that the decision-making ability of teams is more effective than that of individuals working alone. It is thought that because more people are available to present ideas, share knowledge and offer opinions, the quality of decision-making will be improved. However, a number of social pressures can occur in a group situation that can impact the effectiveness of team decision-making. Here we outline these issues and offer strategies to overcome the associated problems.



### Barriers to effective team decision-making

#### 1. Groupthink

Groupthink occurs when a team begins to make decisions that are based on habitual agreement. The team will make decisions that meet the group consensus through pressures to conform, the desire for unanimity and an absence of tension.

Where there is groupthink, the team can develop a false confidence in their decisions – if everyone agrees, they must be right. The team can develop the feeling of invulnerability, become over optimistic about the risks and ignore the impacts of their actions.

In these circumstances, ineffective decisions can easily be made as new information can be disregarded, ideas are rapidly accepted and few contingency plans are made. Individuals avoid expressing their views or asking questions that oppose the consensus and may even begin to question their own opinions.

#### 2. Social loafing

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### Category

1. Bulletins

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