

Six Skills for Creating Better Board Challenge

The thinking that comes before judgement



Noticing

SPOT THE CLOCK

STORIES

Freund *the half-second*

EXPOSURE

Ogilvy *the electric clock*

OPPORTUNITY

TECHNIQUES

Note the outside

Note the repeats

Note the gaps

TEST

Is it a clock?

- ☐ Does it challenge the story?
- ☐ Does it connect to anything else?
- ☐ Does it affect a decision?



Reframing

BETTER THE QUESTION

STORIES

Brentford *the closed academy*

OPPORTUNITY

CrowdStrike *the routine update*

EXPOSURE

TECHNIQUES

Question the purpose

Question the viewpoint

Question the assumption

TEST

Is it a better question?

- ☐ Does it open options the first one closed?
- ☐ Does it change what the board decides?
- ☐ Does the original question survive it?



Synthesising

CONNECT THE SET

STORIES

TSB *the two timelines*

EXPOSURE

Pfizer *the side effect*

OPPORTUNITY

TECHNIQUES

See the theme

See the pattern

See the possibility

TEST

Does it say something new?

- ☐ Does it change what each one means?
- ☐ Does it fit in one sentence?
- ☐ Can the board use it?



Generating

SWIPE THE FORMULA

STORIES

Ahmad *the pit crew*

OPPORTUNITY

Google *the wildfire protocol*

OPPORTUNITY

TECHNIQUES

Look left

Look right

Look up

TEST

Does it transfer?

- ☐ Does it work for the same reason here?
- ☐ Does anything here stop it working?
- ☐ Does it add an option?



Distilling

STRAIGHTEN THE LINE

STORIES

WeWork *the prospectus*

EXPOSURE

Beck *the Tube map*

OPPORTUNITY

TECHNIQUES

Take away words

Take away time

Take away temptation

TEST

Did you keep the stations?

- ☐ Does it still explain why?
- ☐ Does it match the full picture?
- ☐ Does the decision need anything you cut?



Landing

FIND YOUR FOUR

STORIES

Bargatze *the four faces*

OPPORTUNITY

Credit Suisse *the committee*

EXPOSURE

TECHNIQUES

Read before you speak

Read your four

Read what happens next

TEST

Did it land?

- ☐ Does anyone pick it up?
- ☐ Does it move anything?
- ☐ Does it need another way in?