

Six Checks Before You Submit a Board Pack

Read your own pack the way a director will

Directors can only challenge what they can see. These six checks are the handbook in reverse: one question per skill, asked by the person writing the pack. Tick each one before it goes to the board.

☐ Noticing

SPOT THE CLOCK

Is anything small but important sitting where it can be missed? A changed definition, a number that rose for a reason that isn't obvious, or a deadline that has slipped should be stated beside the figure, not in a footnote.

☐ Reframing

BETTER THE QUESTION

Does the first line say what the board is being asked to decide, and what it isn't? Could a director reasonably ask a different question?

☐ Synthesising

CONNECT THE SET

Have you put related facts side by side? If two papers say things that can't both be true, say so before the board finds it.

☐ Generating

SWIPE THE FORMULA

Did any option come from outside the sector? If you looked at how this has been solved elsewhere, is that on the page, with the reason if you rejected it?

☐ Distilling

STRAIGHTEN THE LINE

Can you state your recommendation in one sentence, with the three facts that carry it? Have you cut the reassurances that appear in every paper?

☐ Landing

FIND YOUR FOUR

Have you said where you most want the board's judgement? Do you know who will ask the hardest question, and does the pack answer it?

Then read it once as a director who has never seen it. What did you notice that you would normally have missed?

None of this makes the pack longer. It makes it easier to challenge, so the board has more to judge.
