

Six Moves for the Chair

Make the room easier to see

Directors can only challenge what the room allows them to see. The six skills give the chair six moves: one per skill, made before or during the meeting. Tick each one as you go.

☐ Noticing

SPOT THE CLOCK

Have you given the room two minutes with the pack before the executive presents? Ask: what is small here that matters?

☐ Reframing

BETTER THE QUESTION

Have you asked “is it the right question?” before the board answers? Ask for questions before opinions, and treat a good question as a contribution.

☐ Synthesising

CONNECT THE SET

Have you named the agenda items that belong in the same conversation? Ask: what do these papers say together?

☐ Generating

SWIPE THE FORMULA

Have you asked where this has been solved before, outside the sector? Ask: who in this room has seen it done elsewhere?

☐ Distilling

STRAIGHTEN THE LINE

Have you asked for the one sentence: what would the board authorise today, and what would it not?

☐ Landing

FIND YOUR FOUR

Have you invited the quiet ones before the room settles on a view? Ask: who hasn't spoken yet?

After the meeting, check the challenges raised were recorded, and answered. Then ask what the room could see at the end that it could not at the start. That difference is the chair's to make.

A board challenges better when the chair makes the room easier to see.