



IGNITING COLLECTIVE INTELLIGENCE

A resource for the future fit board

WWW.BOARDROOMOFTHEFUTURE.NET



WHAT VALUE CAN YOU GET FROM THIS MODULE?

This eBook will help you to master effective conversations in the virtual boardroom that:

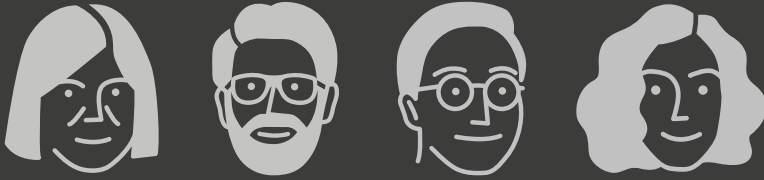
- Facilitate listening across a wide range of stakeholders
- Avoid conflict by helping you anticipate what is happening and what is possible
- Respect the privacy of the board whilst opening it up

WHAT OUTCOMES CAN YOU GET FROM THIS MODULE?

By the end of this resource book, you will be able to:

- Orchestrate a structured virtual process to engage 30-2000 people at a time
- Master a method to generate genuinely open outputs in real time
Ensure a final deliverable that summarizes what everyone in the room brought to this agenda-free meeting
- Allowing: deeper mutual understanding, building on one another's ideas and sparking new avenues, promising lines of questioning for future improvements and targeted follow up discussions within the boardroom or amongst stakeholder groups.

OPENING UP YOUR BOARD



FOR THE AGE OF COLLECTIVE INTELLIGENCE



Examine the 4 preconditions to getting started successfully.

WHY
3-4



We'll introduce a method for the madness. This way, you will be able to maximize time and speed up your collective learning via a structured technique to engage with the board's stakeholders.

WHAT
5



Pick up our step by step guide to introducing your board to a tried and tested process that we will walk you through step by step. The novelty is in taking it into the virtual model.

HOW
6-10



Given that you are likely to meet virtually for at least part of your board meetings, we'll point you to a set of resources to help you and your backstage team to master the process.

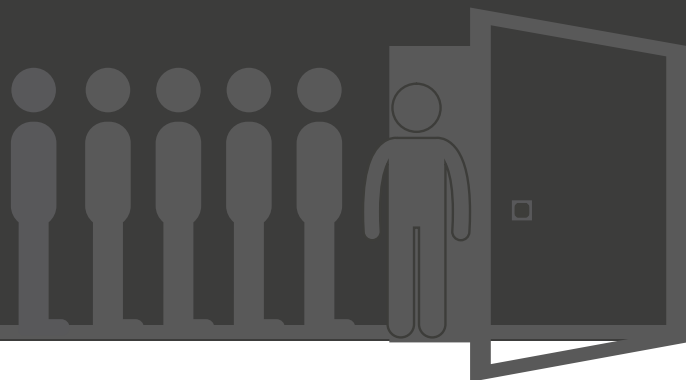
WHERE
11



FITBOARD

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WHY OPEN UP YOUR BOARD



FOR THE AGE OF COLLECTIVE INTELLIGENCE?

Because emotional intelligence and political intelligence of (groups of) individuals is no longer enough.

To ignite and channel collective intelligence in the service of robust solutions, strategies full of foresight and partner ecosystems full of trustworthy allies along your supply chain, both are necessary yet not sufficient.

To become truly productive, you must learn how to make collective intelligence flourish in and around your organization.

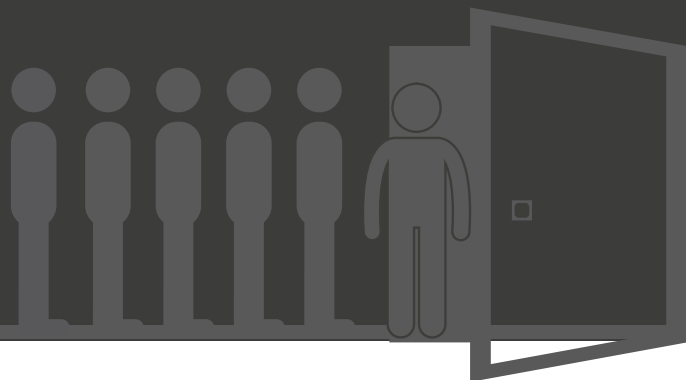
If the board is not open and engaged, it might become the limiting factor for your company's survival. Months and years of dedication by your inventors and business builders can be destroyed in a single, badly prepared and badly orchestrated board meeting.

With a board that is open to and masters collective intelligence, you increase the chances of your company's survival and prosperity.

Are you ready for the age of collective intelligence?



WHY OPEN UP YOUR BOARD



**FOR THE AGE
OF COLLECTIVE
INTELLIGENCE?**

Why is collective intelligence important now, more than ever, in the context of the boardroom?



- You accept that no single individual has all the answers at this stage.
- You understand that management, alone, does not have them either.
- You are clear that the board equally needs to do as much as possible to open up and learn from all sources so that it can fulfil its role in the digital and interconnected age.

You might even be yet another critical step further:

- Your board has already agreed that it needs to open its meetings and engage with the company's people whenever they come together.

WHAT CAN YOU DO TO OPEN UP YOUR BOARD

TO COLLECTIVE INTELLIGENCE?

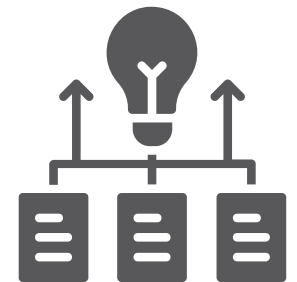
Once your board accepts to open up its meetings to people across the organisation and beyond, it has made a significant step towards helping to access more of its own (operational and networking) resources as you adapt to the new normal, and a step closer to harnessing collective intelligence within and around the organisation.

How do you ensure that this happens in a productive way?

How would you go about this?

If there is no managed process to interact with people during open board meetings, they leave a meeting with nothing more than a few insights from people who tried to lobby you on a topic that is important to them, personally. In 2020, when face to face meetings have become a rarity,

the board can make the best of the tools available online to continue to supervise management, listen and receive true insights into people's thinking – particularly in times of change.



For decades, coaches have used the method of “Open Space Technology” to create a maximum of exchange in small to large groups. The method has been tried and tested around the globe to great effect.

It has been used for innovation, for transformation projects and to engage people at any level of an organization, the public or a membership association. Here, we propose that you apply it to your boardroom.

HOW TO OPEN UP YOUR BOARD

FOR THE AGE OF COLLECTIVE INTELLIGENCE?

WHAT YOU WILL REQUIRE



TIME

- 2-4 hours (ideal for quarterly board meetings)
- 4-8 hours (for annual strategy retreats)



RESOURCES

- A facilitator comfortable at interacting with people of any rank and skilled in the virtual space
- A video conferencing provider that allows for breakout rooms an online mural provider for real time notes capture
- A conference intelligence app that helps to visualize and connect with every participant at the meeting in real time
- A backstage team ensuring that the technology works and people find their way into & around the open space



COST

- 1-10k for facilitator, depending on your industry & quality standards
- 0-0.5k for video and notes capture subscriptions, if not already in place



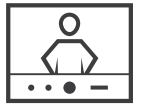
SKILLS

- This method does not require any special skills from your board members (it does test your ability to truly listen, though, and refrain from any command & control behaviours as best as you can).

HOW TO OPEN UP YOUR BOARD

FOR THE AGE OF COLLECTIVE INTELLIGENCE?

HOW OPEN SPACE TECHNOLOGY WORKS



1

The facilitator “warms up” the group by first encouraging individuals to consider what topics need to be put on the collective agenda.



2

To help bridge the hierarchical hurdle some participants might feel, everyone with a theme can self select a pair or trio grouping to help express the topic in a clear way (using the meeting app).



3

All themes are listed on the virtual meeting mural for everyone in the whole group to see. Topic owners are assigned a virtual breakout room and session timings.



4

Everyone participating in the open space meeting joins the topic of their choice in the assigned virtual breakout room.

HOW TO OPEN UP YOUR BOARD

FOR THE AGE OF COLLECTIVE INTELLIGENCE?

HOW OPEN SPACE TECHNOLOGY WORKS



5

In their breakout room, or the virtual lounge if no topic resonated, people discuss their ideas, challenges, questions, hopes or concerns relating to the topic.



6

The topic owner reviews and summarizes the outputs of the group with a set of notes that are posted on the overall mural.



7

The whole group participates in a walk-through the entire mural to appreciate the outputs from every breakout room. An open, rather than pre-set or biased agenda!



KEY RULES OF OPEN SPACE

FOR THE BOARDROOM

Everyone is free to circulate as they wish.

Unlike more conventional meeting formats, there is no need to orchestrate and pre-assign any groups. We do not look for any pre-configured size or type of group with board members equally spread out, or group sizes and composition directed by the facilitator. Everyone is genuinely free to follow the topics of their interest. Some breakout groups might only find themselves in the company of 2 other people, whilst others might have 20. Some might have a board member or even two, others none. We are literally looking for where the energy and intelligence of the group is and are leaving it free to form and swarm without direction.

Once it is over, it is over.

As soon as someone feels that their contribution is made and they feel their energy for the topic wane, they may leave. This is not seen as discourteous to the topic owner. We are working towards the highest level of energy and collective intelligence possible in a group and this means that people must feel completely free. It is preferable to linger in the virtual lounge and happen upon a chance encounter with someone who is also there, or join another topic at any stage rather than feel constrained to stay. Sparks fly only when people are interested.

KEY RULES OF OPEN SPACE

FOR THE BOARDROOM

Chatham house rules apply.

While everyone in the open space has a voice and nothing is off the table, all participants are asked to comply with a non-attribution rule. Nothing said by an individual in the meeting should be shared outside it. The board can agree with the facilitator that only the themes are to be shared, or it can agree that nothing is shared at all, or at a later date. This can be included in the LinkedIn-like meeting app, as everyone adds their individual profile, announced by the facilitator at the start, or even required in writing before the start of the meeting, depending on the board's preference.



WHERE CAN YOU EXPAND

YOUR COLLECTIVE INTELLIGENCE?

Even if your board meets mainly over audio when convening virtually, there are a few easy to navigate tools that it can pick up to enable virtual open space meetings. Beyond the video conferencing provider of your choice, you have a wide range of options. Any one of these options can be used seamlessly in combination with another to create an open space online.

Here a few links & videos that you might find helpful.

VIRTUAL RESOURCES

- A video conferencing provider that allows for breakout rooms
an online mural provider for real time notes capture
- A conference intelligence app that helps to visualize and connect with every participant at the meeting in real time

PROVIDERS

- Zoom, Microsoft Teams, HighFive, amongst others (<https://www.g2.com/products/zoomrooms/competitors/alternatives>)
- Miro, Mural, Asana, amongst others (<https://www.g2.com/products/miro/competitors/alternatives>)
- LinkedIn groups, Brella, Slack, amongst others (<https://www.g2.com/products/brella/competitors/alternatives>)



If you would like to find out how we can assist you simply get in touch via **boardroomofthefuture.net**

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