OnBoard

WHITE PAPER:

Leading Through Disruption: What Can Boards Do?

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'Disruption': business buzzword or corporate curse? In recent years, the global social, economic and political environment has been changing rapidly; in 2025, that process has accelerated further.

Strong leadership is critical during severe disruption and uncertainty. It's not enough to rely on existing processes and protocols. You shouldn't abandon proven systems that have worked and are still working, but it's wise for any business to review its governance to ensure it's ready for any challenge.

The starting point for risk management is to understand what challenges you might face. KPMG's On the board agenda 2025 report outlines eight key challenges for boards in 2025:

1. Geopolitical and economic risks
2. AI strategy and governance
3. Data governance and cybersecurity
4. Environmental and social issues (ESG)
5. CEO succession and talent development
6. Corporate culture and stakeholder trust
7. Risk oversight responsibilities
8. Board composition and succession planning

Boards must take the lead and prepare their organisations to meet these challenges. Such leadership will enable them to perform well today and into the future.

Prudent preparation entails implementing strategies and procedures to ensure organisations are ready to adapt to disruptions, shocks and other events.

This article groups those preparations into three broad categories: change, sustainability and leadership. We then discuss more explicitly the steps your board can start taking today to ensure it's ready for whatever disruptions may come.

Embrace Change and Foster an Innovation-focused Culture

Every organisation must balance fostering innovation and maintaining proven systems and practices. As the AICD noted earlier this year, "companies that don't embrace change now will be left behind"; this embrace "requires the right culture throughout an organisation".

Continuous improvement, experimentation, and agile work processes are three approaches that will help your organisation ensure it's optimised for the present and ready for the future.

Foster a Continuous Improvement Mindset

Continuous improvement is "the ongoing process of identifying and implementing small changes to improve the efficiency, effectiveness, and quality of a product, service, or process", according to the NSW Government's OneCX team.

The OneCX team has been rolling separate government websites into nsw.gov.au to create a 'single source of truth' for its users. It's a mammoth task, and continuous improvement has been vital to its success.

While you can implement processes to promote continuous improvement, a critical driver is for employees – particularly line employees – to know they can speak up when their experiences, contacts with customers or users, or insights from other workplaces suggest ways to work better.

Continuous improvement is also, the OneCX team notes, "a systematic approach to improvement that can be applied to all aspects of an organisation". The team has eight tips to help any workplace create systems to factor continuous improvement into its operations:

1. **Create a culture of continuous improvement.** Encourage all employees to look for ways to improve their own and their team's work.
2. **Set clear goals and objectives.** Understand what you want to improve to identify and implement changes.
3. **Measure your progress.** Track your progress over time to see what is working and what is not.
4. **Celebrate your successes.** Recognising and celebrating improvements will help motivate employees and keep them engaged in the process.
5. **Allocate time to continuous improvement.** Set aside time each week or month for employees to focus on improvement activities.
6. **Provide training and resources.** Ensure employees have the training and resources to identify and implement improvements.
7. **Empower employees to make decisions.** Give employees the authority to decide how to improve their work.
8. **Encourage collaboration.** Facilitate intra- and cross-team collaboration so employees can identify and implement improvements.

Promote experimentation and learning from failures

Experiments go beyond improving, adapting and optimising existing systems, processes and products; needless to say, they also carry a greater risk of failure.

Matt Abrahams, a Strategic Communications lecturer at Stanford Graduate School of Business, observed in a 2024 episode of the 'Think Fast Talk Smart' podcast that "productive teams and relationships are based on the ability to communicate safely and to fail successfully".

Matt's guest Amy Edmondson, a professor of leadership and management at Harvard Business School, researches organisational learning. She noted that the key to successful experimentation is understanding that "We're going to get things wrong on the way to getting them right". She also emphasised the importance of providing psychological safety:

"If every time you hear bad news, you bite someone's head off … That does not encourage candour… master the pause, take a breath and say, thank you so much for letting me know. And then dig in. How did this happen? Let's take a look together."

How, then, can you ensure your organisation learns from its failures? Here are four tips:

1. **Stay humble.** Failures hurt more if you or your organisation feel 'bulletproof'. Understanding that no enterprise has ever succeeded without making mistakes can help you and your team keep things in perspective.
2. **Find the silver linings.** Hold teams and individuals accountable for their failures – not so they can be punished, but so they can learn how to do things better.
3. **Embrace change.** Failures may mean you need to change the way you operate. If that's the case, embrace the change, understanding that failing to do so may be costly.
4. **Filter your ideas.** Assess new ideas and potential experiments using key criteria such as market demand, scalability and alignment with your values and goals.

Embrace agility

Embracing agility means adapting quickly to changing circumstances and market conditions. We have seen that even the most well-established partnerships, trading relationships and geopolitical alignments can shift rapidly. Agile businesses are always 'on the balls of their feet', ready to change course to avoid obstacles and put themselves in advantageous positions.

Agility is fundamentally a mindset rather than a set of steps or processes. Forbes notes that it's a preparedness to navigate change and uncertainty. Its key elements include:

- **Adaptability in action.** The ability to change strategies in response to change can be the difference between success and failure. It requires embracing change, staying informed about market and industry trends, and prioritising learning.
- **Embracing innovation.** Allow creativity and open communication to flourish, and allow teams to explore new ideas and approaches. Embracing innovation means encouraging creativity, fostering collaboration and leading by example.
- **Strategic risk-taking.** We can't assume that playing it safe is safe at all anymore. Bold decisions and new strategies – with appropriate risk assessments and mitigations – may be your only way forward. Taking strategic risks means assessing risks, balancing risks and rewards, and learning from failure.
- **Effective communication.** Open and transparent communication is critical. Communicate your strategies and ideas clearly so team members can understand and 'buy into' them. And remember that communication is a two-way process.
- **Building resilience.** Remaining calm under pressure, inspiring confidence and leading by example are the keys to resilience. Building resilience means cultivating emotional intelligence, prioritising well-being and developing contingency plans.

Accepting change, fostering innovation and leading with resilience are not always easy, but together they can deliver exceptional results. You'll help your organisation navigate uncertainty, confidently emerge from every challenge and feel ready to meet the next.

Focus on Long-Term Impacts and Sustainability

'Sustainability' refers to a business's environmental, social, and governance (ESG) performance, resilience, strategic positioning, and long-term growth potential. IBM notes that sustainability "is a business imperative and should be core to the strategy and operations of every business. The reasons for this are both ethical and financial".

Sustainable organisations make decisions with the long-term in mind, behave ethically to ensure good outcomes and build organisational resilience.

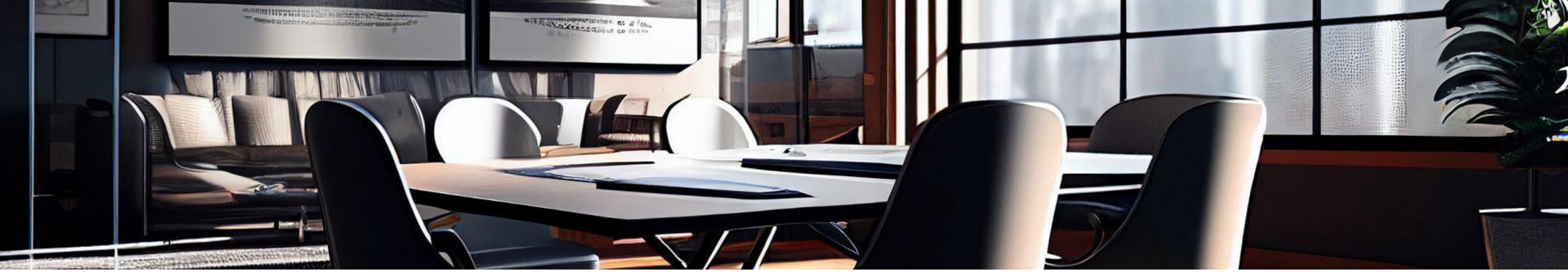
Consider your decisions' long-term consequences

Boards' responsibilities for setting their organisation's values and strategies necessitates taking a long-term view. They must also understand that sensible tactical (short-term) moves can have significant strategic (long-term) consequences.

The good news is that taking a long-term view of your organisation helps you to understand how to make it sustainable. The business.gov.au website notes that:

Sustainability is a journey. By continuing to make changes to your business for the good of the planet and people around you, you can:

- *improve profitability and reduce costs*
- *form new partnerships with local communities and suppliers*
- *build your reputation and stay competitive*
- *appeal to new customers*
- *attract and retain employees*
- *reduce your carbon footprint*
- *adapt to climate change.*



Creating a 'sustainability action plan' will provide a roadmap to guide actions and decisions for your organisation's long-term growth and success. Business.gov.au has five tips (and a downloadable template) to help you develop your plan:

1. **Manage your approach to sustainability.** Allocate resources, update your teams, and collect relevant data and actions for your task management system.
2. **Consider simple changes as well as ones that take longer to achieve.** Implementing simpler, short-term goals can generate results quickly, showing that your plan is effective and developing support and enthusiasm.
3. **Estimate your returns to help you choose your actions.** Estimating likely costs and returns is invaluable when deciding which initiatives and investments to pursue.
4. **Bring your team on the journey.** Assign teams and individuals to your efforts, appoint new positions if needed and give regular updates to keep everyone motivated and engaged.
5. **Update your plan as you go.** Review your plan and progress regularly and be prepared to change it as needed.

Prioritise ethical and responsible practices
Aligning your organisation's actions with its values isn't just 'window dressing' or 'box ticking'; it's a sensible business strategy that can help deliver success over the long term.

The International Institute for Management Development notes that good ethics drive sustainable business success; a strong ethical stance "fosters trust, positive relations with stakeholders, and a favourable public image, all of which are integral to a company's long-term viability and success".

Your organisation should have a code of ethics to guide decision-making and a code of conduct to give specific guidelines for actions and behaviour.

These two documents provide all team members with an ethical framework that functions at the tactical (specific actions) and strategic (overall direction) levels.

Establishing organisational corporate social responsibility, corporate responsibility, and environmental, social and governance principles can similarly yield long-term benefits. They help establish "a robust ethical foundation that promotes responsible decision-making and ensures a positive societal impact, which drives sustainable success".

To implement such ethical practices in your organisation, or to reinforce your existing standards, consider:

- **Establishing a strong ethical culture.** Provide training programs, clear communication from leadership, educational resources and safe channels to raise concerns.
- **Considering corporate governance's role.** Ensure your governance systems give clear ethical and behavioural guidelines, promote transparency and foster a culture of integrity and accountability.
- **Engaging stakeholders.** Involve stakeholders in ethical decision-making and initiatives, and communicate regularly about policies and practices.
- **Supporting whistleblowers.** Establish clear, simple, private reporting mechanisms and create a culture that values truth and accountability.

Note that ethical practices can vary from territory to territory; some may value legal and regulatory compliance above all else, while others may place a premium on social license and environmental concerns.

The goal is to ensure your organisation is 'in step' with local requirements and culture, without compromising your core values and ethical standards.

Focus on building a resilient organisation

Most organisations have risk management and mitigation strategies and protocols in place. However, it's not clear to what extent organisations are resilient – Boston Consulting Group, for example, estimated in 2023 that only 10% of companies are truly resilient and thriving, concluding that "nearly all companies must increase their investments in capabilities that enhance their resilience. Organisations that invest significantly can create a potent source of competitive advantage".

But what is business resilience? Business Victoria suggests a resilient business "can adapt to disruptions and keep operating while looking after its people, assets and brand equity". Critically, resilience "is a whole-of-business approach. It helps owners and managers respond to disasters, shocks and disruptions. The key to business resilience is knowing which processes, critical needs and workflows you need to keep trading … The more you and your staff know about what your business needs to keep operating, the more resilient your business will be."

This definition touches on the importance of staff in making your operations resilient. Investing in your staff's skills and capabilities will help you withstand future disruptions, as they'll be on your response's front lines.

BCG's resilience framework begins with establishing visibility and assessing risks across the supply chain, "by using an always-on network map to display flows across the various tiers". The framework's critical enablers for resilience are:

- Change management practices
- Culture
- Processes and operating tools
- Governance
- Talent
- Digital tools.

The goal is to be able to react fast to disruptions. Business Victoria emphasises there are four areas to consider:

- Business resilience
- Business preparedness and prevention
- Business response and continuity
- Business resumption and recovery.

Putting measures and plans in place to address these will ensure your operations will be well-placed to recover from disruptions.

Strengthen Leadership and Collaboration

Forbes magazine reported earlier this year on LinkedIn data suggesting that in the next five years, "the skills required for the same job will have shifted by 70%". This is an alarming figure, and the only way to manage such a significant change is through leadership, collaboration and change management. Critically, "soft skills [including communication, emotional intelligence and adaptability] … will define the leaders who thrive in this era".

Leadership skills, collaboration and communication, and trust and transparency are the keys to managing any disruption. Boards promoting these will find themselves stocked with strong, collaborative leaders and teams, ready to respond to whatever challenges and opportunities arise.

Develop strong leadership skills

Modern leadership draws on a mix of skills and abilities. Desirable leadership traits to include in your skills matrices, recruiting and leadership development plans include:

- **Emotional intelligence.** Combining self-awareness and interpersonal skills, leaders with high 'EQs' help create more engaged and productive cultures.
- **Technology and AI literacy.** Leaders must engage with emerging technologies like AI to understand their potential impacts and reap their benefits.
- **Curiosity and agile learning.** Leaders must be curious and willing to learn. Flexible thinking and adaptability are necessary to navigate challenging waters.
- **Change management.** Managing change is a survival skill for large organisations. Your organisation's competitiveness and market position are at risk in its absence.
- **Creativity and analytical thinking.** Organisations that value creativity and analytical thinking will empower employees to bring their best ideas to the table.
- **Communication or communicative intelligence.** All the above will count for little if your leaders can't effectively communicate their strategies and plans.

When it comes to developing your leaders, Korn Ferry's Workforce Global Insights Report suggests focusing on five key areas:

1. **Prepare leaders for rapid technological advances and the AI revolution.** Leaders must be able to anticipate change and drive innovation, so leadership programs should embrace digital transformation.
2. **Promote inclusive leadership that values diversity.** Inclusive leaders create environments that connect teams and team members, driving innovation and business success.
3. **Equip leaders to manage the evolving workplace.** Leaders who embrace new work arrangements and adapt to changing workforce needs will help their teams deliver strong results.
4. **Embed a culture of continuous learning within leadership development programs.** Embracing continuous learning sends a strong signal throughout the organisation that it embraces change and invests in its teams.
5. **Prioritise and champion employee wellness.** Supporting employee wellness demonstrates a commitment to creating an engaged and productive workplace.

Foster collaboration and communication

Encouraging open communication and collaboration across different departments and levels of your organisation is critical to its success. Managing communication and creating an open and collaborative culture hinges on understanding the core principles at stake.

The principles of effective communication include clarity and conciseness, openness and accountability, and consistency. Leaders should engage their teams with collaboration in mind, which entails:

- **Active listening.** Concentrating on what's being said helps you to better understand, respond and remember. This helps managers clarify their teams' concerns and lets team members know their contributions are valued.
- **Questioning and feedback.** Communication is interactive. That means asking questions to clarify what's being discussed and giving clear and constructive feedback, showing your team members their ideas and opinions are valuable.
- **Adapting communication styles.** Adapt communications – their tone, medium or level of formality, for example – to the individual or audience being addressed. This improves clarity and collaboration, as teams will get information or instruction in the format and style they understand and respond to best.

Ensure your organisation uses appropriate digital tools to help team members stay connected regardless of location. Visual approaches like Kanban boards, Gantt charts, and mind maps will ensure all communication styles are catered to. Regular team meetings and one-on-one check-ins also have great value.

Finally, many tools can help overcome communication barriers. They include:

- **Cultural sensitivity training:** to help team members appreciate different perspectives and communication styles.
- **Language support:** to ensure all team members can participate and contribute.
- **Leveraging technology:** to help overcome language and cultural barriers.
- **Regular feedback mechanisms:** to help gauge your communications' effectiveness and improve collaboration.
- **Flexibility in communication practices:** to ensure hybrid and remote workers and teams in different locations and time zones are included and engaged.

Build trust and transparency

Good leadership begins with trust. As Abbey Lewis, Harvard Business Publishing's Corporate Learning Director, noted, "Trust is one of the most vital forms of capital a leader has today". She claimed this is especially true as trust in institutions and government has waned. She further noted that "Trust … is often thought of as something that personal relationships are built on, but according to recent research in Harvard Business Review, trust is the foundation of most successful organisations".

The Harvard Business Review's research found that, compared to low-trust companies, team members at high-trust companies reported:

- **74%** less stress
- **106%** more energy at work
- **50%** higher productivity
- **13%** fewer sick days
- **76%** more engagement
- **29%** more satisfaction with their lives
- **40%** less burnout.

Regularly assess your risks and opportunities

Many risks also present opportunities. Prudent organisations assess both regularly. PwC's global Risk Management 2025 and Beyond study drew on insights from more than 80 senior risk executives in financial institutions to identify key risk management priorities and trends – data and technology investment, sustainable growth, shifting risk profile and integrated risk management – three of which are broadly applicable to all organisations:

1. **Data and technology investment.** Data management is "foundational" for advanced analytics and understanding how to apply new technologies; as a result, "Risk functions will need to develop a broader technology vision and integrated roadmap aligned to other parts of the organisation".
2. **Sustainable growth.** Risk management must shift from more traditional, qualitative, past-focused approaches. A proactive approach involving stress testing and scenario analysis will assist with risk identification.
3. **Integrated risk management.** Risk management is becoming more holistic. In particular, this means that your core Governance, Risk and Compliance (GRC) systems should be built to meet your organisation's requirements, not the Risk functions.

PwC noted that while risk management's fundamentals, such as using analytics and deploying technology and digitisation, haven't changed, "the goalposts for "better-practice" risk management ... continue to move and mature at a rapid pace". It sets out a "transformation agenda" for risk management:

- Embed risk in strategy and decision making
- Enhance stress testing capabilities
- Digitise non-financial risk
- Build operational resilience
- Develop platforms to deploy technology at scale.

Further, team members at low-trust companies are "more likely to withhold information and hoard resources because they don't feel safe sharing them. As a result, decision making is lower and less effective".

How, then, do leaders build trust and transparency? Lewis suggests they can:

1. **Be transparent:** by sharing information openly and candidly, providing regular feedback and encouraging open communication.
2. **Be authentic:** by starting with self-awareness, showing vulnerability, and embracing the journey towards presenting a more 'real' self at work.
3. **Be reliable:** by following through on commitments, establishing your expertise and demonstrating integrity and fairness.

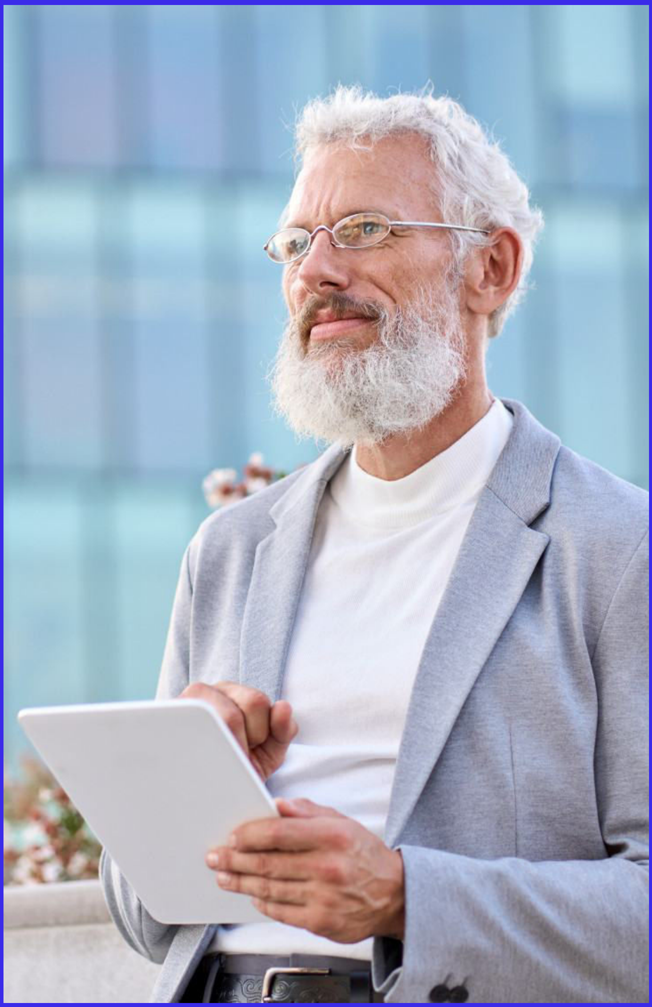
Investing in leadership development can help your managers and fellow board members build trust and transparency. This development should include training (in leadership, communications and more) and opportunities to meet regularly with colleagues and team members to encourage dialogue and foster communication.

What Boards Can Do

"As we move forward into 2025, a clear vision for the future emerges: organizations [sic] must embrace proactive leadership, ethical decision-making, and sustainable practices to thrive in a world defined by disruption and opportunity."

So said the Boards Impact Forum in January, and we can only agree: Boards must play their part in preparing their organisations for change. In practical terms, what steps can boards take to ensure they lead their organisations successfully?

We suggest six areas of engagement: risk assessment, contingency planning, staying informed, stakeholder engagement, external considerations and stakeholder collaboration.



Develop contingency plans

Business contingency plans show how your organisation can respond to crises and disasters. Taking a strategic approach is best; by identifying risks, examining their potential impacts and creating contingency plans to manage them, your organisation will be in the best possible position to manage events foreseen and unforeseen.

Business software maker Asana identifies the key benefits of a contingency plan, saying it:

- Keeps critical business functions running smoothly when disruptions occur.
- Helps reduce financial costs associated with emergencies, such as lost revenue and recovery efforts.
- Shows clients, investors, and employees that your business is prepared for the worst.
- Fulfils regulatory and compliance obligations (like NIST or other .gov guidelines) for risk preparedness.
- Reduces panic and confusion by providing a clear emergency response plan during times of crisis.

Examples include business, environmental, technology, supply chain and pandemic contingency plans. In addition to providing a template, Asana offers a nine-step technique for developing contingency plans of all types:

1. Make a list of risks
2. Weigh risks based on severity and likelihood
3. Identify important risks
4. Conduct a business impact analysis
5. Create contingency plans for the biggest risks
6. Get approval for contingency plans
7. Share your contingency plans
8. Monitor contingency plans
9. Create new contingency plans (if necessary).

Stay informed about industry trends and developments

Leaders must keep themselves informed about the world around them. Beyond current affairs, finance and geopolitics, their information intake should include their industry and broader social trends. Keeping informed will help you learn about relevant developments, build relationships and position your organisation to take advantage of opportunities – and avoid risks.

Forbes Coaches Council posted a list of 11 Ways to Stay Up On The Latest Industry Developments, "effective methods busy professionals can use to keep up with the latest advances in their industry":

1. **Allocate time every day.** Read relevant publications, visit LinkedIn, speak with colleagues, listen to podcasts and journal your ideas and observations.
2. **Connect with thought leaders.** Engage with thought leaders, for example, on LinkedIn, to support and encourage their work.
3. **Leverage social media.** Follow thought leaders, use hashtags to identify trending topics and join relevant groups and forums.
4. **Consider using an aggregator app.** Various apps consolidate information from multiple sources, saving you time and hassle.
5. **Build relationships with knowledgeable insiders.** Go beyond media sources and build relationships with insiders who will share their time with you.
6. **Classify categories of information.** Sort information by industry and horizontals such as leadership, finance and technology.
7. **Create an industry peer group.** Reach out to colleagues and meet regularly to share information and insights.
8. **Focus on one area at a time.** Commit to learning from the best sources and individuals, and dive deep into relevant and interesting topics.
9. **Join an industry-relevant institute.** Industry institutes can give access to information and training tailored to your areas of interest.
10. **Subscribe to targeted alerts.** Targeted news alerts, newsletters and other information feeds can save time and expose you to specialist information sources.
11. **Mentor startups in related areas.** Startups can benefit from your expertise, and you'll benefit from exposure to new ideas, the latest trends and emerging practices.

Engage with stakeholders

Communicating regularly with stakeholders, including employees, customers and investors, is 'table stakes' for engagement. We recommend taking a storytelling approach to maximise engagement.

This approach is neither a fad nor a call for new communications channels. Instead, it recognises that humans are innate storytellers. We use stories to help us draw together information to understand the world.

The World Economic Forum (WEF) notes that "storytelling has always been how humans make sense of the world and organize [sic] information. It connects us to something greater than ourselves, builds trust and drives action".

Science tells us that stories are effective because they cause listeners' brains to release oxytocin (a hormone associated with trust and bonding) and dopamine (a neurotransmitter that makes us feel good and enhances memory).

The WEF notes that different storytelling styles can address different stakeholder groups' information needs:

- **Consumers face overwhelming choices and scepticism.** Storytelling cuts through the noise, building emotional connections that drive trust and loyalty.
- **Employees navigate workplace transformations with rising demands for purpose.** Stories align them with the company's vision, inspiring pride and performance.
- **Shareholders want more than numbers.** Storytelling brings business strategy to life, fostering confidence in leadership.

To that end, the Forum suggests three reasons why storytelling should be "at the heart" of your strategies in 2025:

1. **Stories cultivate the connection needed to capture consumer mindshare** ("Consumers don't just buy products – they buy meaning").
2. **Stories establish clarity during major transformations** ("Storytelling is the bridge – it unifies employees, reassures stakeholders and makes complex transitions not just understandable but inspiring").
3. **Stories increase investor confidence during change and market volatility** ("Numbers and projections alone rarely calm uncertainty – investors need a narrative that demonstrates resilience, clarity and vision").

Consider external factors
Some disruptions, such as new technology deployments, company restructures or market realignments, come from within.

These are typically more easily foreseen and managed than the external shocks we are currently facing. While it's near-impossible to predict the future, we can all take steps to be prepared.

These steps typically involve understanding the key forces causing change and disruption, and preparing to manage the changes they may bring.

Innovation consultancy Innosight suggests there are six "disruptive forces" impacting business, society and the global economy:

1. **Global demographics.** Asia's growth will slow, but its wealth will increase; Africa will lead growth, while North America and Europe will remain wealthy despite a population decline.
2. **Digitisation and automation.** Technology will continue driving new business models and ecosystems.
3. **Hybrid work.** Step-changes in workforce and labour market organisation will drive questions about productivity and impact other areas of the economy.
4. **Climate and energy transition.** Demand is increasing, but there is uncertainty about the costs, tradeoffs, supply chains and consumer demand.
5. **Deglobalisation.** Globalisation, as we have come to know it, may be ending; it remains unclear what economic order will emerge in its place.
6. **The return of inflation.** Since 2008, more than 90% of central banks have raised interest rates to fight inflation; consumer spending is down.

Innosight then suggests four ways to transform your business to make it ready for growth in our disrupted times:

7. Take stock of the company's performance to date.
8. Align on the critical assumptions about the long term – 1-4 years ahead – that underpin your business.
9. Set a clear direction that will enable you to deliver today and create the business you need tomorrow.
10. Build the operating model, capability agenda, and roadmap to make it happen.

Collaborate with scientists, politicians, regulators, and other stakeholders

Your internal capabilities may not be enough. Rather than hiring and firing, consider collaborating. Forming partnerships with external experts, such as scientists and academics, and individuals with significant influence, such as politicians and regulators, can help build your organisation's resilience and underpin its growth.

The key to successful collaborations is intentionality. You should, of course, remain open to unexpected opportunities. However, you should also take steps to create a collaborative culture that invites and welcomes external experts and partners.

Factoring company Viva Capital gives a list of examples that demonstrate some of the different ways you can collaborate with external individuals and organisations:

- **Outsourcing:** Entrusting a third party with a task your business might otherwise perform (e.g. payroll processing).
- **Crowdsourcing:** Bringing together people to obtain resources, services, or knowledge. Wikipedia, the collaborative online encyclopedia, is one example. Uber is another.
- **Polling:** Requesting information from your audience or a similar demographic (e.g. sending surveys or hosting focus groups).
- **Alliances:** Working alongside another entity with shared goals (e.g. hosting a sidewalk sale with neighbouring businesses).
- **Joint Ventures:** Pooling resources and working with another entity to achieve a specific business outcome or complete a task.
- **Partnerships:** Creating an ongoing relationship with a third party (e.g. using another entity's proprietary technology or intellectual property).

Conclusion

We live in challenging times, and there's a lot for boards to manage. That's why we strongly recommend adopting a board portal platform. Look for a platform that offers a full suite of capabilities, including tools to manage:

- **Meeting operations:** including agenda creation, document management, logistics and minute-taking.
- **Board decisions:** including voting and approvals, and generating actionable insights into your governance process so you can act promptly on critical matters.
- **Communication and engagement:** for secure, context-rich discussions to harness the power of your collective intelligence to drive unity and strategic consensus.
- **Life cycle management:** with skills tracking and board assessments to inform recruitment and development.
- **Security and compliance:** look for a security framework that meets and exceeds industry-standard compliance, including encrypted communications, stringent access controls and regular security audits.

Needless to say, we'd love you to consider OnBoard. It's the number-one rated global board meeting software platform, and our free trial (supported by our solution experts) is an easy, no-obligation way to start experiencing better board meetings.