



10 Key Governance Challenges for Boards of Directors



Presented by



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The governance of a board of directors in an organization can be complex and involve several challenges. Here are the ten major issues commonly associated with the governance of boards of directors.

These challenges and their nature can vary depending on the size and type of organization, industry, and governance structure. How a board of directors addresses them can significantly impact the organization's success and sustainability. Therefore, these issues are crucial for effective and responsible corporate governance. They require continuous attention and proper management from the board of directors to ensure the success and longevity of the company.

Presented by Roxanne Lessard, entrepreneur and board member, founder @ [Panorama](#)



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1. Fiduciary Responsibility

What is fiduciary responsibility?

When serving on a board of directors, administrators bear a fiduciary responsibility and are legally bound and accountable for their actions and decisions concerning the organization and its stakeholders. This means they must always make decisions in the organization's best interest and act with loyalty. To fulfill this duty, administrators are required to exercise reasonable diligence in reviewing and making decisions regarding the organization's affairs and adhering to its mission if applicable.

Ensuring Proper Fulfillment of Fiduciary Duty

To exercise reasonable diligence, board members must gather information effectively to ensure a comprehensive understanding of the organization's issues. Conversely, the organization's leadership must provide the necessary documentation to board members and highlight elements requiring analysis or reflection. Implementing rigorous accountability practices is essential to protect all administrators in fulfilling their fiduciary duty. Additionally, administrators must review the provided documentation and pose relevant questions, particularly concerning the financial situation, operations, risks, and opportunities surrounding the organization.



Panorama facilitates the process of preparing agendas and related documentation ahead of meetings, including automatic reminders. Informed administrators participate in discussions with confidence, having been notified and better prepared.

Furthermore, administrators need to maintain independence and not prioritize their personal interests or those of other stakeholders over the organization's. However, delicate situations may arise leading to conflicts of interest or differences of opinion on what constitutes the best interest. Therefore, practices ensuring adequate transparency in board operations and decisions while maintaining the confidentiality of discussions are necessary.



The use of Panorama's governance software promotes greater transparency between administrators and management, facilitating accountability and strengthening the trust relationship between parties.

Why is Fiduciary Responsibility Central to Governance?

Fiduciary responsibility is central to governance as it aims to protect the organization, the interests of various stakeholders, and ensure responsible and ethical management. Administrators failing in their fiduciary duty can be legally held accountable and may face legal action if deemed negligent or in violation of their obligations. Hence, the importance of documenting all decisions and maintaining information traceability. Information integrity is

essential, even mandatory, to adequately protect all board members in the performance of their duties.



With Panorama's assistance, you can integrate governance best practices without adding administrative burden. Be protected in fulfilling your fiduciary duty with peace of mind.

2. Diversity and Composition of the Board of Directors

Why is it important to have a diverse composition of board members?

It is important to have a diverse composition of the board of directors with varied skills, experiences, and perspectives. Diversity within the board of directors facilitates more informed decision-making. When the board of directors possesses diversity, its administrators are better equipped to analyze problems from different angles, consider more comprehensive solutions, and identify risks more effectively.

Organizations must strive to create inclusive boards of directors to ensure informed decision-making and reflect society as a whole. However, ensuring fair and diverse representation within the board of directors in terms of gender, ethnic origin, skills, and experiences is a major challenge.

Why does achieving fair and diverse representation remain a challenge?

Achieving and maintaining a diversified board of directors is still difficult. Potential candidates are often recruited from the existing networks of board or management members, perpetuating homogeneity. Current administrators tend to be acquainted with candidates similar to themselves in terms of experience and social background, potentially excluding more diverse candidates. Additionally, board selection processes may focus on specific criteria, often neglecting diversity considerations, which can exclude candidates with unconventional yet valuable skills and experiences.



Panorama has been designed to be accessible to all types of administrators, regardless of their level of experience. Benefit from increased appeal for your board and enjoy a boost in the diversity of your candidate pool and administrators.

Moreover, candidates with sought-after expertise may find themselves in a position where they lack experience on a first board or have not undergone governance training. As a result, they are excluded from shortlisted candidates or may not even dare to propose their candidacy.

What can be implemented to promote better diversity and inclusion within a board of directors?

To foster a diverse composition within a board of directors, it is essential to determine the right selection criteria and implement rigorous processes to recruit the next administrators. For example, the board of directors could institute a nomination policy to include greater diversity in terms of gender, race, ethnicity, and professional experience. This policy could include goals for reviewing a minimum number of candidates for the board of directors.

In addition to such measures, the board of directors could actively seek qualified candidates from diverse backgrounds, offering mentorship programs or training to help prepare potential members of the board of directors from underrepresented groups, for example. Several other practices, policies, or processes can support such an initiative to attract more qualified candidates from diverse backgrounds with varied experiences and expertise.

3. Ethics, Integrity, and Conflict of Interest Management

What characterizes a board of directors acting ethically and with integrity?

Organizations must adhere to a complex set of laws and regulations. The board of directors must ensure that its members act ethically, transparently, and always in the organization's best interest. To achieve this, it must implement control measures, practices, and/or policies to ensure compliance with applicable standards. Maintaining high ethical standards within the organization remains a challenge; however, it is essential to build stakeholder trust, minimize legal risks, and promote responsible governance.

To safeguard the integrity of decision-making, the board of directors must identify, manage, and mitigate potential conflicts of interest. Conflicts of interest arise when board members have personal, financial, or professional interests that could influence their ability to make objective decisions in the organization's interest. Effective management of conflicts of interest within the board prevents bias or inappropriate decision-making.

What to implement to maintain high ethical standards?

It is highly recommended, and even mandatory for some organizations, to establish a clear and comprehensive code of conduct and ethics for board members. This code defines the organization's fundamental values, expected ethical standards, and unacceptable behaviors. Each board member is advised to understand, accept, and formally sign this code. Additionally, the board of directors can integrate ethics into its self-assessment process by regularly evaluating the board's performance in ethics and identifying areas requiring improvement. Other assessments, such as an annual review and/or audits, can be implemented depending on the governance structure and the board's needs.



Panorama promotes ethical standards, among other things, by preserving information integrity through various processes and automations, allowing secure access management.

How to establish an effective conflict of interest management strategy?

As mentioned earlier, to prevent bias or inappropriate decision-making, it is crucial to implement specific measures for conflict of interest management.

The board of directors can establish and enforce a rigorous conflict of interest policy. This policy should require board members to disclose all potential conflicts of interest and abstain from participating in decisions where they have a personal interest. The board or the ethics committee could, among other things, establish clear disciplinary sanctions in the case of a serious violation of the code of conduct or ethical standards. These sanctions should be applied fairly and transparently. Additionally, ethics training for board members can be a solution to raise awareness about ethical and informed decision-making.

4. Change Management

What type of change management does a board of directors face?

Boards of directors must be capable of adapting to rapid changes in the business, technological, and regulatory environment. Whether dealing with emerging opportunities or threats, they need to demonstrate agility to react swiftly while maintaining the relevance of their decisions.

However, board members may be attached to existing practices and processes. Resistance to change can arise when it is necessary to adopt new strategies, reorganize leadership, or change priorities. Change management must, therefore, include efforts to gain the board's acceptance and support for new initiatives.

What is the role of the board of directors in times of change?

The board of directors plays a crucial role in managing periods of change within the organization. It must provide strategic direction, vigilant supervision, and support to leaders while ensuring that changes align with the company's vision and values.

Transparent communication and appropriate risk management are also essential to ensure the success of change initiatives. Therefore, the board must identify potential risks, assess them, and implement measures and strategies to mitigate them adequately.



Facilitate your change management by having aligned and motivated administrators. Panorama contributes to their engagement and retention.

What can be done to encourage and facilitate change management?

To materialize new initiatives, it is essential to involve board members in informal discussions or workshops to gather their ideas and concerns. Involving them from the start can significantly strengthen their commitment going forward. The earlier members are involved, the more likely they are to support the changes and projects they have contributed to developing.

In the context of an initiative originating from the leadership, they must demonstrate strong leadership and commitment to the initiative. Board members are more likely to support an initiative if the executive leadership sets the example.

In summary, change management within a board of directors requires effective planning, continuous monitoring, and adaptation to challenges that may arise along the way. The board needs to be fully engaged in the change management process to ensure its success and alignment with the organization's goals.



With the help of Panorama, improve information flow and sharing while retaining best practices in security.

5. Risk Management

What is risk management in the context of a board of directors?

Risk management in the context of a board of directors involves overseeing how an organization identifies, assesses, and manages the risks it is exposed to. This can include financial, legal, operational, reputation-related risks, and more, depending on the organization's context. Boards of directors must pay attention to identifying risks that can impact the organization and stay regularly informed about their evolution. Once identified, the key is to assess them thoroughly by analyzing their severity and likelihood and implementing strategies and measures to mitigate them.

One challenge related to risk management is finding the right balance between taking necessary risks for the organization's growth and ensuring its protection. Directors must make prudent and reasonable decisions in managing the organization's affairs, ensuring to maximize the organization's impact and value while minimizing risks.

Risk management is a key element in creating long-term value for organizations. By minimizing risks and capitalizing on opportunities, effective risk management contributes to

the sustainability and longevity of the organization. In essence, risk management is at the core of the fiduciary responsibility of the board of directors. It aims to balance risks and rewards, protect stakeholders' interests, and support informed decision-making for a sustainable and thriving organization.



Facilitate your accountability and mitigate risks with Panorama. Benefit from the software's advantages to more easily secure funding or grants.

How to establish a robust risk management strategy?

Fostering a culture of sound risk management involves transparent communication, clear responsibilities, integrating risks into strategic decisions, and continuous monitoring to ensure the resilience and sustainability of the business. It also means promoting risk awareness at all levels of the organization.



The automatic categorization of resolutions in Panorama significantly enhances board members' risk management.

The board must continually oversee risk management within the organization. This includes reviewing risk reports, updates to the risk management strategy, and decision-making to address emerging risks. Risk assessment should be based on objective data as much as possible, and methodologies such as risk analysis can be used to quantify potential impacts.

Regularly evaluating the effectiveness of the risk management strategy is essential and being prepared to make adjustments based on changing circumstances and newly identified risks. Effectively implementing the risk management strategy may require resource allocation, staff training, and the establishment of systems and processes. Finally, crisis preparedness is also a crucial aspect of risk management. Boards of directors must ensure that the organization is ready to face unexpected events such as natural disasters, cyberattacks, financial crises, etc.

6. Performance Evaluation

Why is it important to implement measures for assessing the board's performance?

Regularly assessing the board's performance as a governance body is crucial. Performance evaluation helps identify the strengths and weaknesses of the board, assisting in pinpointing team dynamics issues.

Conducting these evaluations rigorously fosters a culture of continuous improvement within the board, encouraging directors to consistently seek ways to optimize their performance. As directors bear the duty to manage the organization in its best interest, performance evaluation ensures that the board effectively fulfills this responsibility by making wise

decisions and ensuring adequate supervision. In addition to contributing to continuous improvement, evaluation builds stakeholder confidence and ensures that the board operates efficiently and in alignment with the organization's goals.

Performance evaluation may include an examination of the effectiveness of board committees, such as the audit committee or compensation committee, for example. This can sometimes be delicate as board members are often responsible for evaluating each other. Hence, clear and fair objectives are essential.



The sustainable history generated by Panorama facilitates the board and management performance evaluation process.

What measures to implement for assessing the board's performance?

Board members can participate in an annual or periodic self-assessment. This can be conducted under the supervision of a specially designated evaluation committee, an external consultant, or through a structured questionnaire. Questions should cover various aspects of performance, including decision-making, governance, communication, etc.

To evaluate decision-making within the board, it is possible to analyze the quality of information provided, the relevance of discussions, and the transparency of the decision-making process. For more qualitative aspects, individual interviews or focus groups can be organized with board members to gather qualitative feedback on their performance, strengths, and areas for improvement.

Once evaluations are completed, it is essential to develop an action plan to address identified areas for improvement. This approach allows the board to evolve and enhance its contribution to the organization's success while maintaining stakeholder confidence. It is also possible to benchmark the board's performance against corporate governance best practices and industry standards to identify areas requiring improvement.

In summary, performance evaluation within a board is an essential tool to ensure effective, transparent board operation and adherence to fiduciary responsibilities towards the organization and its stakeholders. Implementing adequate measures for board performance evaluation contributes to better governance and more informed decision-making!

7. Communication, Collaboration, and Transparency

Why promote open and transparent communication within the Board?

Trust forms the foundation of communication and collaboration. Board members must feel confident in sharing their opinions and concerns without fear of reprisals. Open and transparent communication provides board members with access to the necessary

information for making informed decisions. This ensures that board decisions are based on accurate and comprehensive data, facilitating risk management by allowing early identification, evaluation, and more effective monitoring.

On the other hand, clear communication ensures that all board members understand the organization's overall strategy and align with strategic objectives, preventing disagreements and contradictory decisions. Effective collaboration among board members becomes more achievable, leveraging the diversity of skills, experiences, and perspectives.



Panorama promotes the transparency principle by default, ensuring information visibility for all board members through simplified access.

Since board members often have different expertise, maintaining effective communication and constructive collaboration can be challenging, especially when members are geographically dispersed. Lack of transparency can lead to communication issues within the board. If some board members do not share all relevant information or withhold important details, it can create a climate of distrust and misunderstandings. Recognizing potential communication issues is important and implementing strong governance practices to prevent or address them is crucial.

What can be done to facilitate effective communication and constructive collaboration within the Board and with management?

It is crucial to implement facilitative tools and promote transparent discussions and exchanges. This can involve establishing formal and informal communication channels within the board, including regular meetings, committees, online discussions, etc.

Other measures to implement may include transparency policies, conflict resolution mechanisms, training in effective communication, and leadership from the board chairman focused on managing board relations and dynamics.



Streamline your digital management for all your board meetings (regular and extraordinary), committees, and assemblies with Panorama software.

Effective communication between the board and the organization's management is also essential. The more openness the management demonstrates in interactions and transparently shares information with the board, the more it helps prevent potential conflicts and tensions. Additionally, implementing structured mechanisms for accountability further promotes transparency and usually helps avoid misunderstandings or quickly resolve them by fostering a climate of trust.

8. Cybersecurity and Data Protection

Why are cybersecurity and data protection issues for the Board of Directors?

Organizations are increasingly vulnerable to cyberattacks and data breaches, posing significant risks to any organization. The Board of Directors is responsible for overseeing the management of these risks to protect the organization and its stakeholders. Directors can be legally held accountable for negligence in data protection and cybersecurity. The Board of Directors must ensure that adequate measures are in place to comply with laws and regulations, including Law 25, and to protect the organization's digital assets and sensitive information.

In summary, cybersecurity and data protection are critical issues for the Board of Directors due to the financial, legal, operational, and reputational risks they represent. The Board of Directors has the responsibility to proactively oversee these areas to ensure the security of the company and its stakeholders.



Panorama adheres to the highest industry standards for security and incorporates international principles such as ISO 27001 and SOC-2.

What to do to ensure compliance with the highest standards of data security and privacy?

Firstly, Board of Directors members must have a comprehensive understanding of data security risks that the organization faces. This includes understanding potential threats, vulnerabilities, and the financial and reputational consequences of a data breach. It is recommended that the Board of Directors ensures regular assessment of emerging technological risks and adjusts its strategy accordingly. External independent auditors can be engaged to assess data security and compliance with standards, providing an objective evaluation of the state of data security.

Moreover, establishing appropriate cybersecurity governance is necessary, including appointing a Chief Information Security Officer, adopting robust security policies, and implementing monitoring mechanisms. Following policy adoption, the Board of Directors should encourage and support a data security culture within the organization. This involves promoting security awareness, staff training, individual accountability, and adherence to data security policies. The Board of Directors should also review and approve budgets and investments related to data security, ensuring that necessary resources are allocated for adequate security measures.

By implementing these measures, the Board of Directors can play a proactive role in protecting the organization's sensitive data and ensuring compliance with the highest standards of data security and privacy.

9. Strategy and Innovation

What is the role of the Board of Directors in defining and implementing the strategy?

The Board of Directors, in collaboration with the executive team, is responsible for defining the vision, values, and strategic direction of the organization. The formulation and implementation of the strategy lie at the core of its responsibilities. The Board must be involved in the development and oversight of the organization's strategy to ensure its long-term growth and sustainability.

It is crucial to monitor the determined and implemented strategy regularly, as Boards often invest substantial efforts in defining a long-term strategy but may neglect the necessary follow-ups for its realization. It is recommended, and often mandatory, for the Board to implement various practices to monitor the implementation of the strategy and its progress regularly.



Panorama reduces board management time by 42%, enabling increased impact from the contributions of board members and the executive team to the organization's strategy.

The Board is tasked with allocating resources effectively to support the organization's strategy. Special considerations for innovation should be taken into account for the organization's growth and sustainability. Additionally, the Board must foster a culture of innovation and oversee ongoing initiatives. A well-defined strategy and an innovation culture can help anticipate and mitigate potential risks related to market changes, competition, technology, etc.

Boards must be ready to adapt the organization's strategy based on market changes, technologies, and customer needs. Organizations need to be creative and agile to succeed in an ever-evolving business and social environment. Boards should encourage these attributes to stimulate innovation and growth.

What can be put in place to ensure successful strategy implementation and monitor the progress of initiatives?

Once the strategy is established, it is necessary to break it down into concrete operational plans, identifying each specific initiative, assigned responsibilities, deadlines, key performance indicators, and the required resources for implementation. This phase brings the strategy to life by transforming it into tangible actions.

Communication also plays a crucial role. The strategy and operational plans must be effectively communicated at all levels of the organization, ensuring that each staff member understands their role in implementation and adheres to the set objectives. Regular

monitoring is an essential step. The Board must establish a process to track initiatives, involving periodic meetings or reports to review performance metrics, discuss potential obstacles, and take corrective measures if necessary.

The use of technological tools, risk management, employee training and development, and recognition of exceptional contributions complement this process to ensure successful strategy implementation and effective monitoring of initiatives. This enables the organization to progress toward its strategic objectives while remaining flexible and responsive to changes in the market and the environment.

In summary, strategy and innovation are significant challenges for Boards as they are essential for the growth, competitiveness, and sustainability of the organization. Boards must be proactive in formulating strategy, encouraging innovation, and overseeing its execution to achieve the organization's objectives and maximize value creation.

10. Succession and Succession Planning

What is the role of the Board of Directors in succession planning and management?

The board must engage in discussions about the organization's future skill needs and ensure that succession planning aligns with these needs. Ensuring a smooth transition of leadership and board members is essential for maintaining the continuity of the organization's governance. This ensures that the organization can continue to operate effectively in the event of leadership changes, unexpected departures of executives or board members, and, among other benefits, reduces operational, financial, and reputational risks. Since this planning allows board members to retire with confidence, it is even more rewarding for former directors or the previous leadership team to witness the organization they contributed to growing and enduring over the years.

It is interesting to note that in some jurisdictions, succession planning is a regulatory or legal requirement for publicly traded companies or in certain industries due to the impact a lack of planning can have on an organization. Indeed, if the board neglects succession planning, the organization may face several negative consequences. Firstly, it could be vulnerable in the event of the sudden departure of a key executive, leading to operational disruption. Additionally, the lack of ready leadership for higher roles can hinder the growth and sustainability of the company. Furthermore, this can affect stakeholder confidence, and in the case of a business, it may impact the company's valuation.



With Panorama, secure the longevity of your organization independently of those who represent it with simplified access management.

In summary, succession and succession planning are essential to ensure the stability, resilience, longevity, and performance of the organization in the long term. The board must ensure there is adequate succession planning for the executive team and itself. Boards, therefore, have a key role to play in overseeing and promoting these processes to ensure a successful leadership transition.

What to put in place to plan the succession and succession of the board and the executive team successfully?

To kickstart the planning process, the board and management must collaborate to identify key positions and the skills required for the future. This involves understanding strategic challenges and upcoming opportunities. Succession planning should not be a short-term endeavor. It is crucial to adopt a long-term perspective to ensure a smooth transition of leadership. Once a succession plan is established, it is also important to regularly reassess it to ensure its relevance as the business needs to evolve.

An element not to overlook in this process is identifying and evaluating internal talents with the potential to take on leadership positions. To do this, consider current performance, development potential, and required skills. It might also be possible to implement skill development programs to prepare potential successors. This could include training, mentoring, rotation programs, and opportunities to gain experience. Alternatively, depending on your situation, it might be more suitable to consider external recruitment for key leadership positions. External candidates can bring a fresh perspective and specific skills.

Regardless of your methodology or chosen approach, transparently communicating succession plans, both internally and to external stakeholders, is encouraged. By keeping them informed, the trust bond solidifies, fulfilling your duty and contributing to reducing the risks for your organization.

A Few Words About Panorama

Why do we place so much emphasis on governance?

Through close collaboration with various organizations, while we have worked on the software development, we have observed a significant challenge in Boards of Directors: Board members are not bringing their full value due to cumbersome governance processes and difficulty in retrieving relevant documentation. This leaves little time for strategic thinking and interactions.

However, today, it is essential to have sound governance, effective and responsible leadership, and decision-making to mitigate risks and address social, technological, and environmental challenges.



That's why we developed Panorama.

What Is Governance Software, Anyway?

Panorama goes well beyond being a meeting management or document storage software. We have simplified, standardized, and automated several processes based on governance best practices to alleviate administrative work, including secretarial tasks.

1. An Internal Tool for All Board Members

Panorama allows you to compile all relevant strategic information for board members in one easy-to-use and accessible place. Our software provides you with an internal workspace tailored to your processes and branding, enabling you to conduct governance activities with all information in one place and everyone on the same page.

Panorama's user-friendly interface means that anyone can use it, regardless of their level of experience in governance or software usage. Panorama straightforwardly handles governance practices, putting all board members on an equal footing, and allowing you to recruit members with more diverse experiences tailored to your organization.

Focus on Tasks and Expertise Critical to Your Organization.

2. Intelligent Automations for Doubled Time Savings

The software is designed to reduce the workload of the board and/or administrative support. Our agenda templates, based on best practices, and our system of permissions, notifications, and automatic reminders save you time that you can now spend on high-value activities.

The software also handles the automation of your records (resolutions, minutes) and governance processes in compliance with laws and regulations. Panorama promotes ethical standards, among other things, through sealed information and secure access management. It provides a structure to facilitate your practices and strengthen your trust with various stakeholders.

Our Philosophy of Collaboration and Continuous Learning

We have gathered the needs and feedback of our clients throughout the software development, paying special attention to its user-friendliness. In addition to being accessible on any device, in both French and English, it is very easy to navigate. Our team is pleased to accompany you and ensure your satisfaction, making you fully autonomous in your use.

We understand the challenges of serving on a board: our team consists of administrators. We are aware that most administrators have limited time, and infrequent meetings emphasize the need for efficient dissemination of important information ahead of meetings. With Panorama, your administrators have all the tools to arrive prepared for meetings and focus on important strategic discussions.



By using Panorama, you secure the longevity of your organization, enhance your board's engagement, and reduce your risks. The software provides a structure to facilitate your practices and strengthen your trust with various stakeholders.

Focus on your strategic work and rely on Panorama to ensure your governance!

Request a software demonstration and receive a thoughtful and personalized offer based on the reality of your organization.

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