

# New Chair of Governors TAKING THE CHAIR

Joint training session  
with  
**Mike Simmonds**  
Governance Officer/Consultant



John Maxwell – The Maxwell Leadership Bible

## Timothy: An Unlikely Leader 1 Timothy 4:12

Nothing can make someone more unlikely—even unwilling—to lead than feelings of inadequacy.

Timothy, the young protégé of the apostle Paul, must have felt much as Moses did when God called him to lead Israel out of Egyptian captivity. Moses felt inadequate for the task, and likely so did Timothy. We can identify any number of reasons that Timothy might have felt unfit to accept his assignment as pastor of the Ephesian church. He was too young and too inexperienced, and the church seemed too large for a first pastoral assignment. Besides, how could he take over for the church's founder, Paul? Would anyone take him seriously?

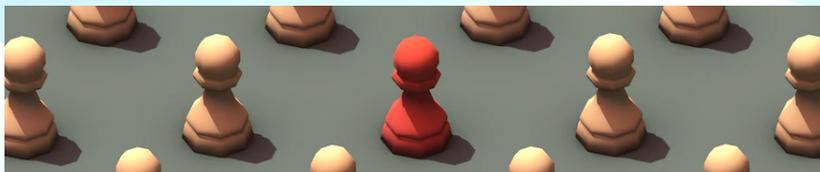
"Never mind all that," Paul tells him in his letter "If you follow my instructions, you will be more than able to do the job. Don't let anyone look down on you because of your relative youth and inexperience. Rather, be the kind of example of godliness that won't allow anyone to treat you with anything but respect. God doesn't necessarily choose leaders based on their natural talent or ability. Neither does he always choose them based on their age and experience. As Paul tells Timothy, God chooses leaders based on their availability, not their ability; on their willingness to walk in obedience to him, not their experience.



## THE CHAIR



Serving as a leader and facilitator, the chair presides over meetings. Primarily, the chair's responsibility is to the board. Chairs must ensure that the meeting process is as seamless, constructive, and deliberative as it needs to be when the board gathers.



"...many start behaving as if they are alternative chief executives of their firms. That sows conflict and confusion at the top. The two jobs are distinctly different-and so are the skills needed in them. The chair leads the board, not the company, and that means being a facilitator of effective group discussions, not a team commander."



How to Be a Good Board Chair: The key is to remember you're not the CEO. by Stanislav Shekshnia From the Harvard Business Review Magazine (March-April 2018)



## HOW TO BE A GOOD BOARD CHAIR



Be the Guide on the Side

Restraint  
Patience  
Availability



Practice Teaming-Not Team Building  
With individuals  
Consult  
Equal airtime



Remain Impartial



Own the Prep Work



Measure the Inputs,  
Not the Outputs



Take Committees  
Seriously



Don't Be the Boss



TAKING THE CHAIR

## Maintained schools governance guide

From: Department for Education  
Published: 7 March 2024  
Updated: 7 March 2024 - See all updates

### The governing body must have:

- a **chair** or co-chairs, supported by one or more vice-chairs, to lead and **set the culture** of the governing body
- **governance professional** (clerk) to provide **expert procedural advice and administrative support**

The chair sets expectations for professional standards of governance, creating the right conditions to support the governing body's discussions and decision making. They need to make sure governors:

<https://www.gov.uk/guidance/governance-in-maintained-schools>



TAKING THE CHAIR

The chair, with support from the vice chair and the clerk/governance professional, is responsible for ensuring the **effective functioning of the board** and has a vital role in setting the highest of expectations for professional standards of governance. It is the chair's role to give the board **clear leadership** and direction, keeping it **focused on its core strategic functions**. A chair should encourage the board to work together as an effective team, **building their skills, knowledge and experience**. They need to ensure that everyone is actively contributing relevant skills and experience, **participating constructively** in meetings, and actively involved in the work of any committees. It is their role to make sure everyone understands what is expected of them and receives **appropriate induction, training and development**.

Previous Governance Handbook - still relevant good practice



TAKING THE CHAIR



Like shepherds, they (school leaders) are people who create trust and identity in an organisation.  
**They should lead by example.**

Leaders need to recognise the gifts of others and make disciples by pasturing, orchestrating the gifts of all to reach maturity and thus empowering others, not just encouraging participation.

(Thompson with Bryan, Revd Dr. Howard J. Worsley, 2015)



TAKING THE CHAIR

## GOOD CHAIRING DEPENDS ON ...



Commitment Relationships Enabler Training Act fairly

Induction new governors Experience Respect



TAKING THE CHAIR

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KNOW LOVE FOLLOW  
GOVERNANCE  
TRAINING

Board of Education  
Diocese of Chelmsford  
GOVERNANCE  
Training

## *Nolan Principles*

# 1

## *Nolan Principles*

### Selflessness

Holders of public office should act solely in terms of the public interest. They should not do so in order to gain financial or other benefits for themselves, their family or their friends.

# 2

## *Nolan Principles*

### Integrity

Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their official duties.

3

*Nolan Principles*

## **Objectivity**

In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

4

*Nolan Principles*

## **Accountability**

Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

5

*Nolan Principles*

## **Openness**

Holders of public office should be as open as possible about all the decisions and actions they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

6

*Nolan Principles*

## **Honesty**

Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

7

*Nolan Principles*

## Leadership

Holders of public office should promote and support these principles by leadership and example.

## The Beatitudes - Matthew 5v1-12

*"Blessed are...."*

Jesus' most famous message, the Sermon on the Mount, focused on the hearts of his listeners. He targeted his disciples as the audience (Mt 5:1-2) and proceeded to preach what we now call the "Beatitudes." He called his men to be different, to see the world from God's perspective, to relate to people in a supernatural fashion.

Jesus demonstrated that leadership development begins with shaping the perspective of the listener. Jesus challenged the normal human perspective on ...

- spiritual poverty and success
- sadness and mourning
- meekness and gentleness
- passion and hunger
- mercy and compassion
- purity and integrity
- peacemaking and revenge
- persecution and adversity

John Maxwell - The Maxwell Leadership Bible

### THE SIX MOST COMMON LEADERSHIP STYLES ARE:

1. Transformational Leadership
2. Delegative Leadership
3. Authoritative Leadership
4. Transactional Leadership
5. Participative Leadership
6. Servant Leadership

### THE SIX MOST COMMON LEADERSHIP STRENGTHS ARE:

1. Self-awareness
2. Situational awareness
3. Excellent communication skills
4. Effective negotiation skills
5. Conflict resolution skills
6. Collaboration skills and intercultural sensitivity.
7. Ability to work with different personal styles and approaches
8. Being able to make courageous or difficult decisions

International Institute for Management Development



TAKING THE CHAIR

## Leadership

lead-er-ship

You know that those who are regarded as rulers of the Gentiles lord it over them, and their high officials exercise authority over them. Not so with you. Instead, whoever wants to become great among you must be your servant, and whoever wants to be first must be slave of all. For even the Son of Man did not come to be served, but to serve, and to give his life as a ransom for many.

Mark 10:44-46



TAKING THE CHAIR



## Unique, agreed and purposeful meetings with the Head



The difference between good and great relationship builders is the ability to be attentive to other people and be responsive to regulating yourself to achieve the best possible outcomes. When it comes to relationships one size does not fit all. The ... behaviour of highly effective relationship builders is to understand others and adapt yourself.

Matt Bird, Relationology



**TAKING THE CHAIR**



“Leading an organisation or community today is therefore much more like steering a ship in choppy waters than like driving a car down a motorway”

## HIT THE GROUND KNEELING

• ARCHBISHOP OF YORK, STEPHEN COTTRELL



**TAKING THE CHAIR**



### 6. Ways of working

#### The chair

The chair of the governing board is expected to:

- undertake regular and appropriate CPD
- seek external support as required
- support all governors to participate actively and equally
- ensure appropriate succession planning is in place
- avoid serving more than six years on the same board

#### The chair and headteacher relationship

The chair of the governing board and headteacher have equal responsibility for developing a professional relationship based on trust, mutual respect and a full appreciation of their respective roles and remits.

#### Working with the governance professional

The governing board and headteacher are expected to recognise the role of governance professionals (sometimes referred to as the clerk) and promote an effective working relationship. This means having due regard for the advice of the governance professional, supporting their CPD and ensuring the salary that they receive is commensurate with the service they deliver.



What governing boards and headteachers should expect from each other

updated 2022



**TAKING THE CHAIR**



**Maintained schools governance guide** Published 7 March 2024

**The chair is responsible for:**

- leading the governing body and ensuring its effectiveness, with support from the vice chair and the governance professional
- championing high standards of governance and continuous improvement
- setting and agreeing the governing body meeting agenda with support from the senior executive leader and the governance professional
- having honest conversations with governors... who are not committed to or are ineffective in their role



**TAKING THE CHAIR**

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**the vision, ethos and strategic direction of the school are clearly defined**

**the headteacher performs their responsibilities for the educational performance of the school**

**the sound, proper and effective use of the school's financial resources**

**Securing the Christian Character**

**Church of England Vision for Education**  
Deeply Christian, Serving the Common Good

**strategic oversight for the school's safeguarding arrangements.**



**TAKING THE CHAIR**



**Strategic v Operational**



**TAKING THE CHAIR**

A Church school's theologically rooted Christian vision builds on this overarching aim (*of The Church Of England Vision For Education*). Its vision will be rooted in an understanding of what the community needs (its context) and in what the Christian faith teaches about that need .

Dr Margaret James - Grove Book 2023

**SIAMS 23+**  
Statutory Inspections of Anglican and Methodist Schools Framework from September 2023

**Church of England Vision for Education**  
Deeply Christian, Serving the Common Good

Educating for Wisdom, Knowledge and Skills	Educating for Hope and Aspiration
'Life in all its fullness'	
Educating for Community and Living Well Together	Educating for Dignity and Respect



**TAKING THE CHAIR**

### Chair's action

The chair **must not** act alone in carrying out the functions of the governing body, unless ... they are of the opinion that a delay would likely be seriously detrimental to:

- the interests of the school
- any pupil at the school or their parent or carer
- a person who works at the school



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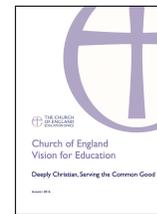


“...chase after justice, faith, love and peace; you'll be in the company of all who call on the Lord from a pure heart.... And the Lord's servant mustn't be a fighter, but must be **gentle to all people, able to teach, able to bear evil** without resentment, **able to correct opponents with a meek spirit...**”

(2 Timothy 2 verses 22-25  
from 'The New Testament for Everyone' Trans. by Tom Wright)



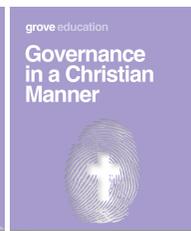
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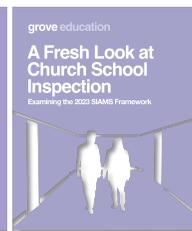
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Mike Simmonds



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Mike Simmonds



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Margaret James

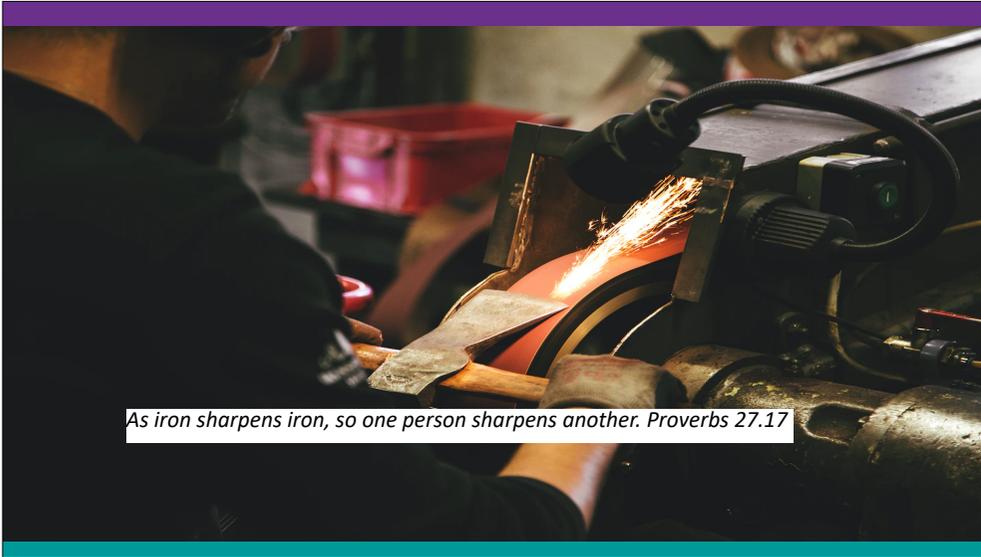
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The School Governance (Roles, Procedures and Allowances) (England). Regulations 2013



TAKING THE CHAIR



*As iron sharpens iron, so one person sharpens another. Proverbs 27.17*

**1:1 offer**  
mentor - conversation - support  
for new chairs of governors

Board of Education  
Diocese of Chelmsford

**Governance Training**

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**You get the GB  
you deserve!**

**No Secrets: Chair & HT**

**Relationship,  
Relationship,  
Relationship.**

**TOP TIPS**

**THANKS FOR ATTENDING**  
**New Chair of Governors**  
**TAKING THE CHAIR**

**DO KEEP IN TOUCH**  
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