

Effective board dynamics & Management of committees

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BENEFITS, ADMINISTRATION AND GOVERNANCE COMMITTEES FOR PENSION SCHEMES

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Pride Inn Paradise, Mombasa

Prof A.K. Waithima

- ✓ Hold a PhD in Economics from University of Cape Town.
- ✓ He is the Deputy Vice Chancellor – Academic Affairs at St. Paul’s University
- ✓ He previously served as the Vice Chancellor of University of Kigali
- ✓ Consulted for ChildFund, Inter-University Council of East Africa, GIZ, USAID among others.
- ✓ Sits on several boards including:
 - LOLC Microfinance Bank,
 - University of Kigali Governing body,
 - Starford International University
- ✓ He is a member of: Institute of Economic Affairs, Bioethics Society of Kenya, The Institute of Internal Auditors, Global.
- ✓ He passionate about leadership and corporate governance



Outline

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1. Group dynamics
2. Team style inventory
3. Board dynamics
4. Board committees

1. Group Dynamics

- Group dynamics refers to the attitudinal and behavioural characteristics of a group.
- The 4 elements of group dynamics are:
 - a) **Roles** - individual responsibilities
 - b) **Norms** - set behavioral expectations
 - c) **Relationships** – building connections
 - d) **Communication** - effective information exchange.



Stage Group formation model – Bruce Tuckman (1965)

Forming

Team acquaints and establishes ground rules. Formalities are preserved and members are treated as strangers.



Storming

Members start to communicate their feelings but still view themselves as individuals rather than part of the team. They resist control by group leaders and show hostility.



Norming

People feel part of the team and realize that they can achieve work if they accept other viewpoints.



Performing

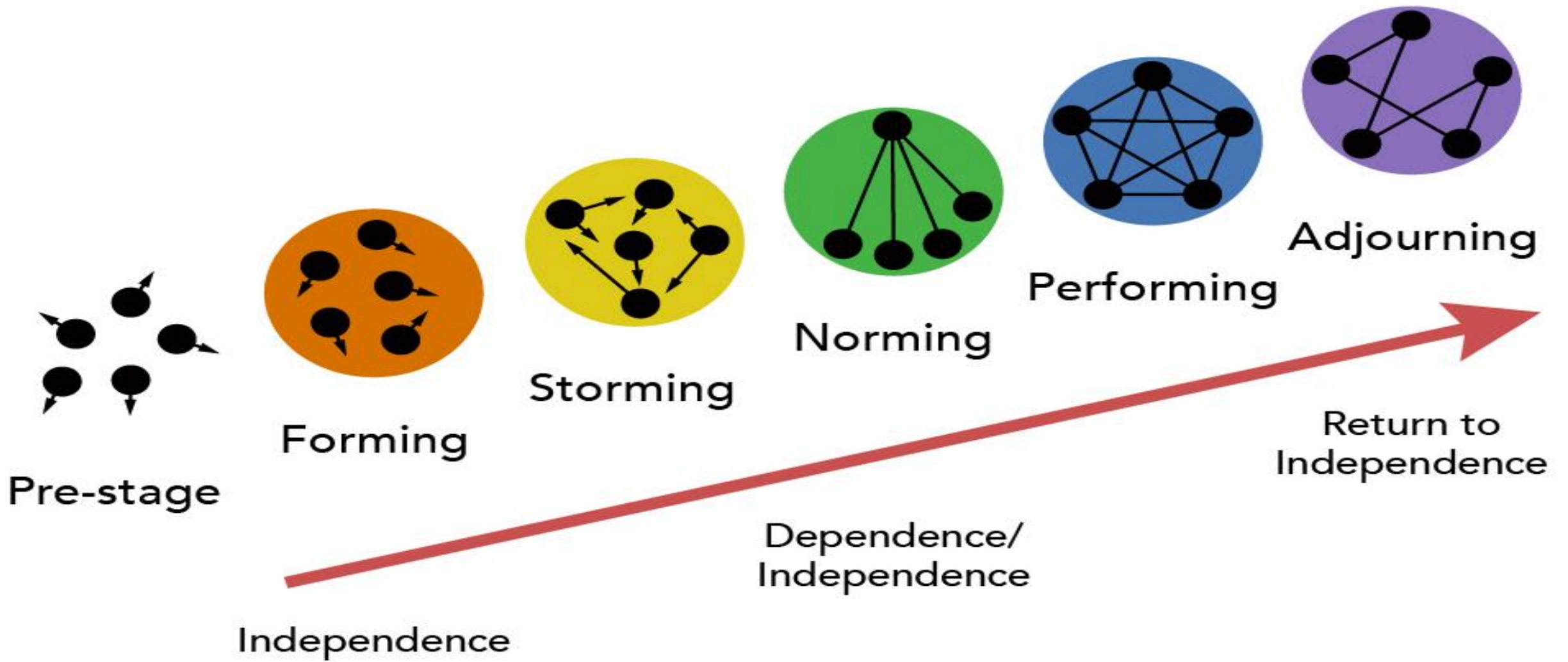
The team works in an open and trusting atmosphere where flexibility is the key and hierarchy is of little importance.



Adjourning

The team conducts an assessment of the year and implements a plan for transitioning roles and recognizing members' contributions.

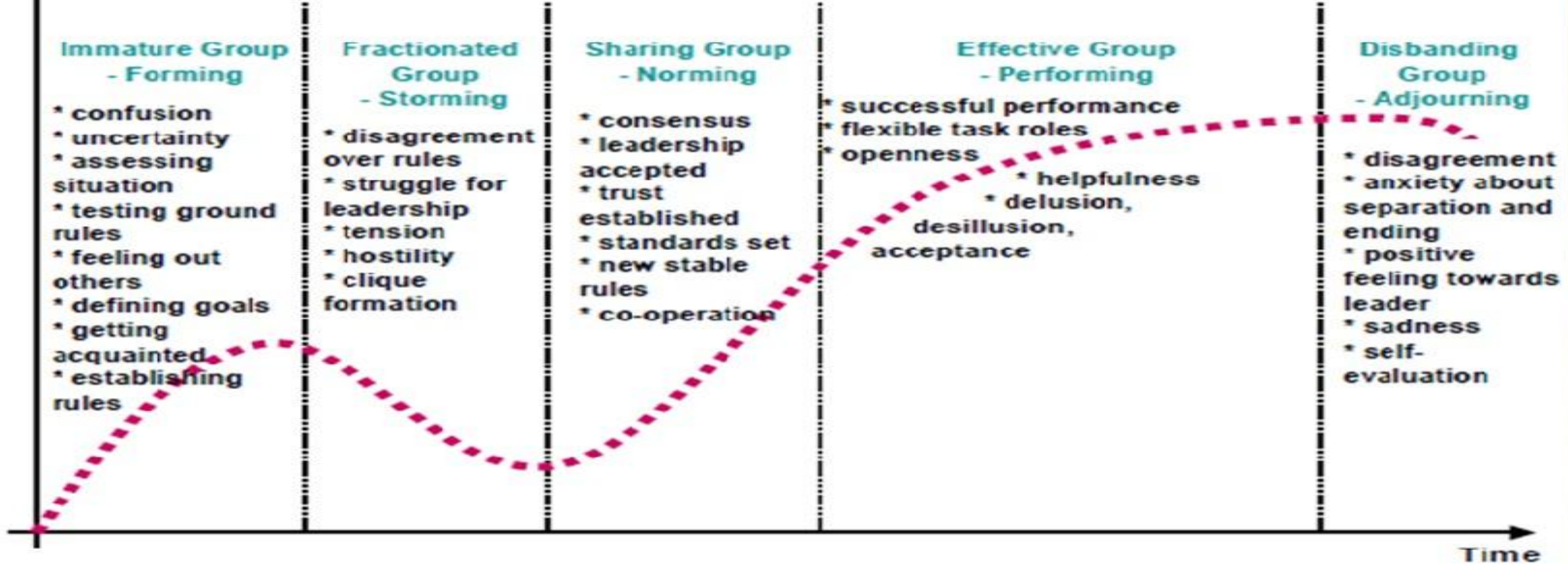




Group performance at each stage

Group Efficiency

Stages of Team Development Cycle



Factor that contribute to poor group dynamics

- **Weak leadership.** This occurs when a team or group lacks a strong leader and a more dominant member of the group often takes charge. This can lead to a lack of direction, power struggles, or a focus on the wrong priorities.
- **Excessive deference to authority.** This can happen when group members want to be seen to agree with a leader, and therefore hold back from expressing their own opinions.

Poor Group Dynamics cont..



- Blocking. Happens when group members disrupts the flow of information. People can adopt blocking roles such as:
 - a) **The aggressor.** A member who often disagrees with others or is inappropriately outspoken.
 - b) **The negator.** A member who is often critical of others ideas.
 - c) **The withdrawer.** A member who doesn't participate in the discussion.
 - d) **The recognition seeker.** A member who is boastful or dominates the session.
 - e) **The joker.** A member who introduces humour at inappropriate times.

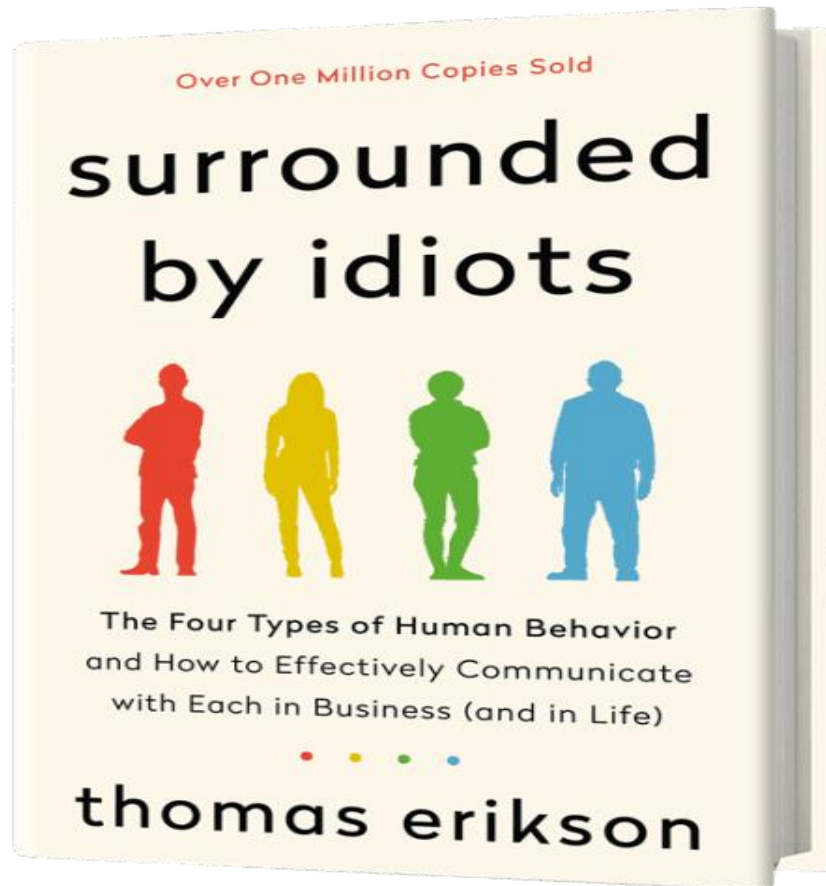
Poor group dynamics cont..

- **Groupthink.** This happens when people place a desire for consensus above their desire to reach the right decision.
- **Free riding.** Some group members take it easy and leave their colleagues to do all the work.
- **Evaluation apprehension.** Happens when people feel that they are being judged excessively or harshly by other group members, and they hold back their opinions as a result.

Teamwork in rowing

1. Preparation
2. Synchrony
3. Unity
4. Engagement
5. Common goal
6. Focus
7. Dedication

2. Team Style Inventory Tests



The four idiots:

- ✓ **Reds** who are dominant and commanding
- ✓ **Yellows** who are social and optimistic
- ✓ **Greens** who are laid back and friendly,
- ✓ **Blues** who are analytical and precise

Circle two of the five words in each line that describes you

D	R	T	C	S
1. Persuasive	Open	Practical	Creative	Sociable
2. Controlling	Supportive	Objective	Innovative	Emotional
3. Decisive	Calm	Hard-working	Idealistic	Involved
4. Urgent	Thoughtful	Deliberate	Imaginative	Excitable
5. Competitive	Gentle	Efficient	Original	Outgoing
6. Confident	Trusting	Systematic	Intense	Free-wheeling
7. Risk-taking	Cooperative	Industrious	Ingenious	Easy-going
8. Self-starter	Tactful	Steady	Dramatic	Talkative
9. Challenging	Sensitive	Thorough	Idea-oriented	Playful
10. Assertive	Receptive	Self-controlled	Motivated	Entertaining
11. Dominant	Sympathetic	Cautious	Insightful	Personal
12. Immediacy	Helpful	Loyal	Future-oriented	Energized by people
13. Energetic	Approachable	Factual	Reflective	Speculative
14. Leader	Informal	Independent	Fantasy	Lots of interest
15. Problem-solver	Harmonious	Precise	Intuitive	flexible
Total _____	_____	_____	_____	_____

Team Style Inventory Score

- Add up the number of words you circled in each column
- If you circled the most words in the D category, you have a dominant **Director** style,
- It is possible to have a tie

Style
MATTERS

a) Director

- Confident, self-directed, energetic, dynamic, decisive, risk-takers, and results oriented.
- They are decisive, assertive, competitive, like action, act with authority, like to solve problems, and are self-starters. **They like to lead groups.**
- **Effective traits:** Confident, Assertive, Results-oriented and doers
- **Ineffective traits:** Dominating, Overpowering, Insistent, Pushy, Aggressive and Uncaring



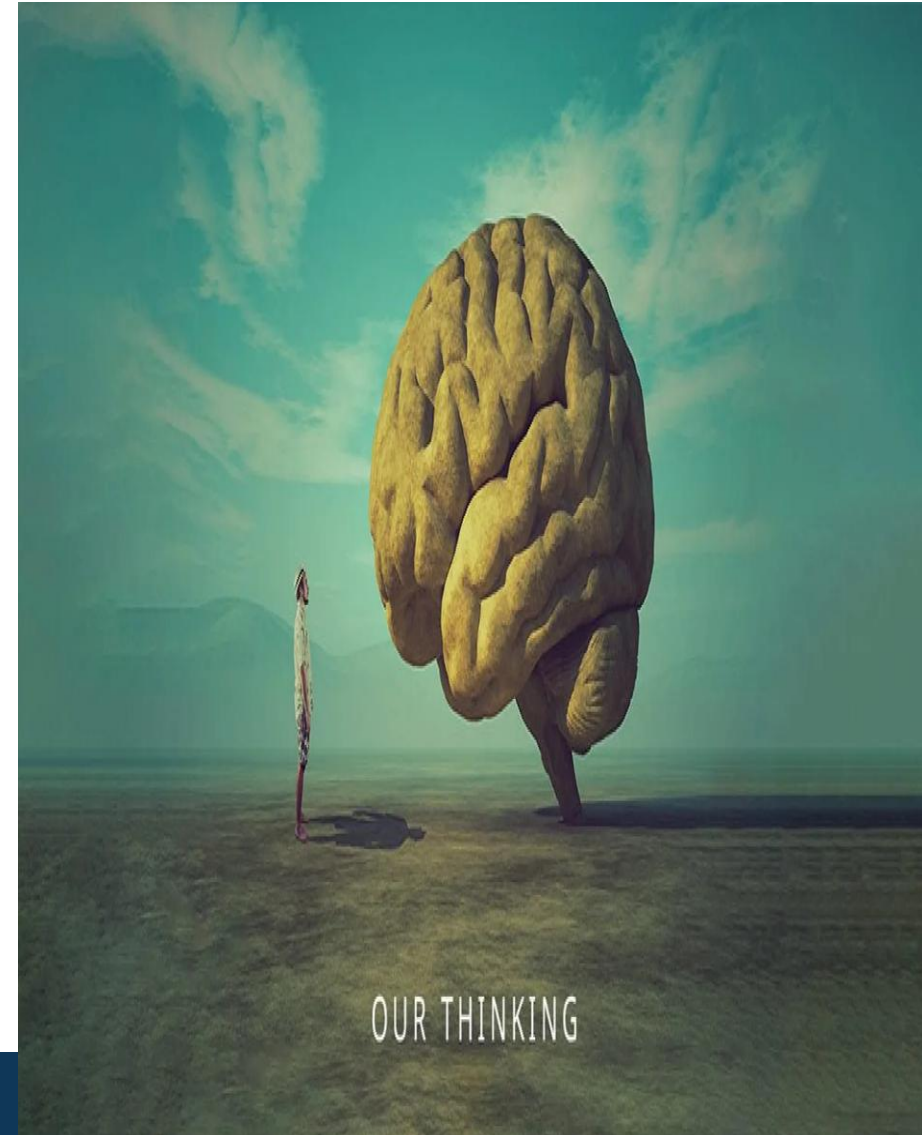
b) Relator

- Supportive, cooperative, honest, sensitive, warm, and understanding.
- They value harmony and are informal, approachable, and tactful.
- They like to work with people and tend to be good listeners and supportive in groups.
- **Effective traits:** Understanding, charming, appreciative, and sensitive.
- **Ineffective traits:** Passive, over compliant, Soft, Insecure and Unprofessional.



c) Thinker

- They are logical, thoughtful, loyal, exact, dedicated, steady and organized.
- They like detailed work, following directions and working at a steady pace.
- They prefer to work alone and are steady thinkers.
- They are on time and to the point.
- **Effective Traits:** Objective, Logical, Thorough, and Disciplined
- **Ineffective Traits:** Too Cautious, Detail-Oriented, Indecisive, Abrupt, Unimaginative and Unemotional



d) Creator



creator

- They are innovative, flexible, spontaneous, creative, and idealistic.
- They are intuitive and love drama, style, ideas, and imaginative design.
- They like abstract, fresh ideas and concepts, and have a passion for their work.
- They are imaginative, flexible, present interesting ideas and are open.
- **Effective traits:** Imaginative, Innovative, Enthusiastic, Creative, Visionary, and Idealistic
- **Ineffective traits:** Unrealistic, Unreliable, Inconsistent, Fragmented, Impulsive.

e) Socializer

Socializer Personality Traits



- They are fun, outgoing, charming, persuasive, optimistic, and entertaining.
- They talk easily and forcefully, tend to make a good impression, can motivate others, and like meeting new people.
- **Effective traits:** Entertaining, Compelling, Responsive, Spontaneous, Expressive and Motivating.
- **Ineffective Traits:** Over-Emotional, Moody, Gossipy, Ineffective Listeners, talk too Much, Overlook Details and too concerned With Recognition and Praise.

The need for the 5 styles in a team

Style	What they bring to the team	What team need to bear with
Director	Confident, Assertive, Results-oriented, doers	Dominating, Overpowering, Insistent, Pushy, Aggressive, Uncaring
Relator	Understanding, charming, appreciative, and sensitive	Passive, over compliant, Soft, Insecure, Unprofessional.
Thinker	Objective, Logical, Thorough, Disciplined	Too Cautious, Detail-Oriented, Indecisive, Abrupt, Unimaginative, Unemotional
Creator	Imaginative, Innovative, Enthusiastic, Creative, Visionary, Idealistic	Unrealistic, Unreliable, Inconsistent, Fragmented, Impulsive
Socializer	Entertaining, Compelling, Responsive, Spontaneous, Expressive, Motivating.	Over-Emotional, Moody, Gossipy, Ineffective Listeners, talk too Much, Overlook Details, too concerned With Recognition, Praise

5-member team

1. Performer (**P**)
2. Highly effective doer (**HED**)
3. Less effective doer (**LED**)
4. Potential trouble source (**PTS**)
5. Suppressive person (**SP**)



3. Boardroom Dynamics

The interaction between board members individually and collectively and how these influence and are influenced by the stakeholders.

The ABC of Boardroom dynamics – **A**ttitude, **B**ehavior and **C**andor



The ABC of Boardroom Dynamics - Attitude

Positive Attitude

- Curious,
- Diplomatic,
- Disciplined,
- Engaged,
- Proactive



Negative Attitude

- Disinterested,
- Rude,
- Lax,
- Distant,
- Reactive,
- Unorganized every

Having a positive attitude differs from having an agreeable attitude

Boardroom Dynamics - Behavior

Behavior reflect how one acts (strong correlation between attitude and behavior):

- A committed attitude results in **active participation.**
- A disciplined attitude results in **preparation and persistence.**
- An independent attitude results in the **courage to challenge.**



Boardroom Dynamics - Candor

- Candor is the kind of open and respectful exchanges that can emerge when positive attitudes drive positive behaviors.
- Candor combined with trust can allow board members to speak to management without confrontation
- Embracing diversity of opinion and thought is key to good corporate governance
- Women bring to the board:
 - ✓ A willingness to consider the concerns of a wider range of stakeholders.
 - ✓ Greater persistence in pursuing answers to difficult questions.
 - ✓ And a more collaborative approach to leadership through improved communication.

Building a cohesive team

1. Set clear vision and goals by:

- a) Ensuring the team has a clear, shared understanding of their purpose and the goals they are working to achieve.
- b) Clearly defining each person's role and duties to prevent confusion and promote accountability.



All idiots are important

- c) Communicating expectations for performance, support, and evaluation from the outset.

2. Foster open and transparent communication by:

- a) Encouraging honest communication to build trust and foster a supportive team environment.
- b) Making sure all team members feel heard and have opportunities to provide input and share ideas.
- c) Keeping the team informed about progress, challenges, and important decisions.

Building a Cohesive team cont..

3. Build trust and rapport by:

- a) Demonstrating genuine interest in your team members' well-being and backgrounds.
- b) Creating opportunities for team members to get to know each other better, such as informal gatherings or team-building activities.
- c) Being open, honest, and supportive in your interactions with the team.

4. Encourage collaboration and accountability by:

- a) Understanding and leveraging the unique talents and skills of each team member.
- b) Delegating tasks and allow the team to work together to find creative solutions.

- c) Ensuring team members take responsibility for their contributions to the team's goals.

5. Recognize and celebrate success by:

- a) Acknowledging and celebrating the team's achievements to boost morale and confidence.
- b) Giving constructive feedback to help team members understand their progress and areas for growth.

All idiots are important

4. Board committees

- While the board is accountable for its decisions, for faster, in-depth and specialized tasks, it is useful to delegate some of its work to committees.
- A committee does not make decision on behalf of the board unless it is so mandated and such decisions ratified by the board
- A committee's report helps the full board to make informed decisions.
- A committee of the board will be headed by a board member and may include external members who bring expert opinions
- In the pension sector, the main committees may include:
 1. Finance, ICT and investment
 2. Risk, Audit and Compliance

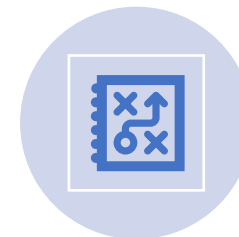
5. Conducting Board meetings



Reason for board meetings



Review performance (consider management reports and proposals and committees' reports)



Plan for the future and discuss and adopt strategies to take us there (strategic direction)



Setting the key performance indicators so as to track progress



Discuss opportunities to exploit and difficulties that may hinder progress and how to mitigate

AGENDA FOR BOARD OF TRUSTEES MEETING TO BE HELD ON FRIDAY 27TH SEPTEMBER 2024 AT 2.00PM

1. COMMUNICATION FROM THE CHAIR

2. CONFIRMATION OF QUORUM

To confirm quorum for the meeting

3. APOLOGIES FOR ABSENCE

To receive apologies for absence

4. DECLARATION OF CONFLICT OF INTEREST

Invite members to declare conflict of interest

5. ADOPTION OF AGENDA

To adopt the agenda

6. CONFIRMATION OF MINUTES

To confirm minutes of the previous meeting held on 22nd August 2024

7. MATTERS ARISING

Matters arising from previous meeting

8. COMMITTEES REPORTS

- *Finance and Investment Committee*
- *Strategy Committee*
- *Internal Audit Committee*

9. ANY OTHER BUSINESS

10. SETTING DATE OF THE NEXT MEETING

Board Meetings - Mwongozo

1. Each member should dedicate time and effort for Board meetings
2. Board will meet as regularly as required and at least quarterly
3. The Chairperson should chair Board meeting and in his/her absence, the members will appoint a chair
4. The quorum is 5 where the board is 8 to 9 members and 4 where a board has 7 or less members
5. Board papers should be made available to members not less than 10 days before the date of the meeting
6. Corporation Secretary should attend all board meetings. In his/her absence the board can appoint a secretary from amongst the staff of the corporation

Boardroom etiquettes

- Board members should:
 1. Understand the purpose of the Board meeting (declare any conflict of interest)
 2. Follow the Board meeting agenda
 3. Treat each Board member with respect as they make their contributions
 4. Respect the position of the chair
 5. Use collegial language (**but, however**)
 6. Read post-meeting papers (resolutions and the future steps)
 7. Stick to board ethical behavior
 8. Respect the confidentiality of Board meetings – deliberations are restricted to the boardroom



**Thank you so
much!**

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