



Institute
and Faculty
of Actuaries

Presenting with impact to Boards and Committees

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What we will cover today:

- 1 Different Board/Committee scenarios
- 2 Gaining their confidence
- 3 Practical experiences

Note:

Material goes wider than just the presentation aspects
and impacts.



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Committee and Board scenarios

Situation	• Board presentations with NEDS	• Board presentations without NEDS
	• Executive committees	• Mixed executive/non-executive committees
	Routine	
	Non-routine	
Objective	Convey information and obtain general buy-in and feedback	
	Formal approval	

Actuarial scenarios

Role	AFH or Appointed Actuary	WPA
	CRO	Other
	Internal employee	
	External consultant	

Gaining their confidence

- Be accurate and reliable!
- Present coherently, building your argument in a logical manner
- Be clear on your preferred option(s)
- Be firm where you need to be
- Build relationships with individuals (over time)
- Present incorrect or out of date information
- Don't address key objections to your proposal
- Waste time in meeting on individual 'hobby horses' that could be covered in 1:1s
- Offer too many options
- Be vague

Know the style of operation

- "Real" discussion takes place at Board/Committee
- Live show
- "Real" discussion takes place before Board/Committee and meeting itself is a formality



- In reality most Board/Committees are a mix of both scenarios.
- Know how they operate and act accordingly.
- New to you? Speak to others with experience.
- Factor in 1:1s and pre-meeting discussions.

Dealing with NEDs



- Know your NEDs.
- What is their hobbyhorse?
- Gain support and trust through 1:1s
- Be aware of level of technical knowledge

Reports:

- Powerpoint versus Word?
- Note form or prose?
- Limitations on length
- How expansive or concise should reports be?
- Coming across as authoritative
- Spending time on drafting the presentation/report

Referring to the rules and to regulator:

- Use of reference to regulators
- When to and when not to
- Use of references to rules



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Positioning on the agenda



- All meetings run out of steam towards the end.
- Important items for approval should be at/near the top of the agenda.
- Get to know the people who set the agenda and influence the order.



Choose your words carefully

- A In my view the company should.....
 - B My recommendation is that the company should.....
 - C My advice is that the company should.....
 - D The company should.....
- Which is most powerful if you want to gain approval?

Choose your “battles” carefully

- On which issues do you feel most strongly?
- Give firm advice
- Standing your ground
- Know your supporters
- Know the arguments against
- Options on more minor choices
- Clear pros and cons
- Still be prepared to advise on best course
- Beware of giving too many options

Giving difficult advice:

- Avoiding surprises
- Lead times for change
- Use of industry norms
- Consequences of not doing something



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Discussion and questions

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