

# Governing the Escalation Process

LIVE  
WEBINAR



## Implementing a Simple Process for Effective Problem Solving



with **Mark A. Pfister**

 Webinar Start Countdown



M. A. Pfister  
Strategy Group



# WEBINAR REMINDERS

*a few points to mention*

- **Purpose**: Share knowledge and benefits of a **clear, communicated, & governed escalation process throughout all levels of the organization.**
- **Questions**: Write your questions in the Q&A section. Our goal is to answer all questions at the close of the presentation. Otherwise, we will follow-up with you via email afterwards.
- **Materials**: Yes, this entire webinar is being recorded and you will receive a link via email shortly. This link will also include the ability to view & download the presentation deck in its own separate file.
- **International Board Director Competency Designation**: IBDC.D certification holders will receive 1 CPE credit by attending (be sure to follow proper CPE credit submission guidelines).



# — YOUR SPEAKER —



## Mark A. Pfister

Non-Executive Director, CEO,  
& Chief Board Consultant

M. A. Pfister Strategy Group

- Governance & Strategy expert, Non-Executive Director, & Chief Board Consultant having consulted & advised hundreds of public, private, and nonprofit Boards.
- He is known as “*The Board Architect*” for his work in defining the structural components of effective Boards.
- His book, ‘*Across The Board: The Modern Architecture Behind an Effective Board of Directors,*’ is a bestseller with circulation in over 70 countries.
- He is the creator of the *International Board Director Competency Designation (IBDC.D)*, a globally-recognized Board and Board Director education & certification program.





# GOALS

*what to walk away with from today's webinar...*



## escalation

noun

- ➔ 1. an increase or rise, especially one to counteract a perceived discrepancy
- 2. a deliberate or premeditated increase in the violence or geographic scope of a conflict
- ➔ 3. an increase to counteract a perceived discrepancy





# — ESCALATION TRENDING —

*what are we seeing?*

The total number of issues believed to require “escalation” has noticeably increased as claimed by organization officers\*

An increasing number of management-level leaders feel less empowered to make decisions preventing escalations\*

A much larger number of operations-level escalations are reaching the boardroom\*

\* non-study, observational-concluded outcomes



# — ESCALATION TRENDING —

*what are we seeing?*



“ Some of the best organizations possess the qualities to quickly overcome **obstacles**.. ”

**Threats**  
(Negative Risk)





# — ESCALATION OUTCOMES —

*why it matters*

Many organizations are not aware of the actual expense it requires to quickly mitigate and overcome escalations

How many of the organization's resources were used to correct the problem?

Which of these resources were pulled from their existing duties?

What other important delivery deadlines were affected or distracted in the process?

How many leaders and outside departments had to get involved?

What were the optics internally and externally to the organization?

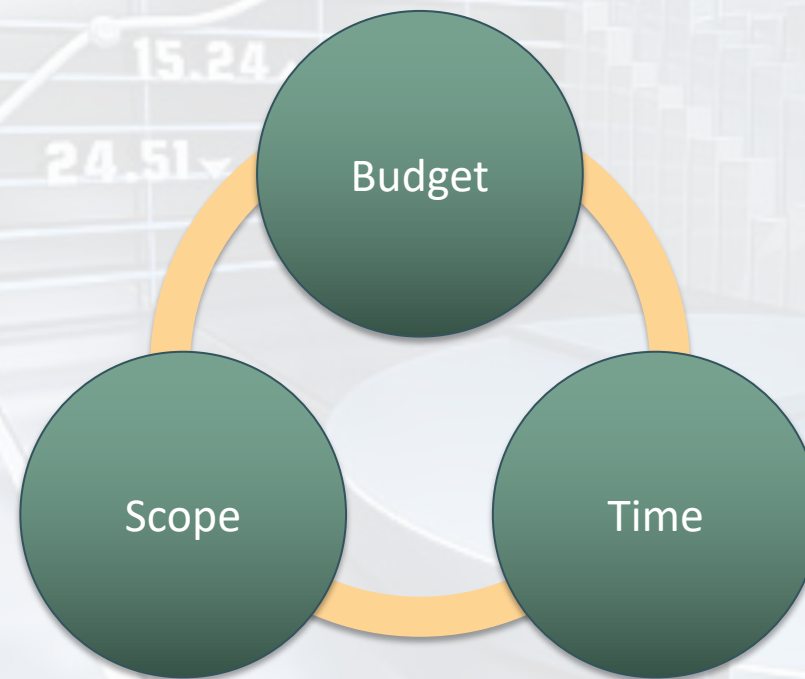




# — ESCALATION OUTCOMES —

*why it matters*

In most scenarios, an effort is not made to measure 3 important **escalation evaluation points**:



Essentially, what was the **overall expenditure** to the organization's **budget, scope, and time**?



# — ESCALATION OUTCOMES —

*why it matters*

Core Understanding:



“ The closer a problem gets solved to the source, the less budget, scope, and time is expended.. ”



*who owns this?*



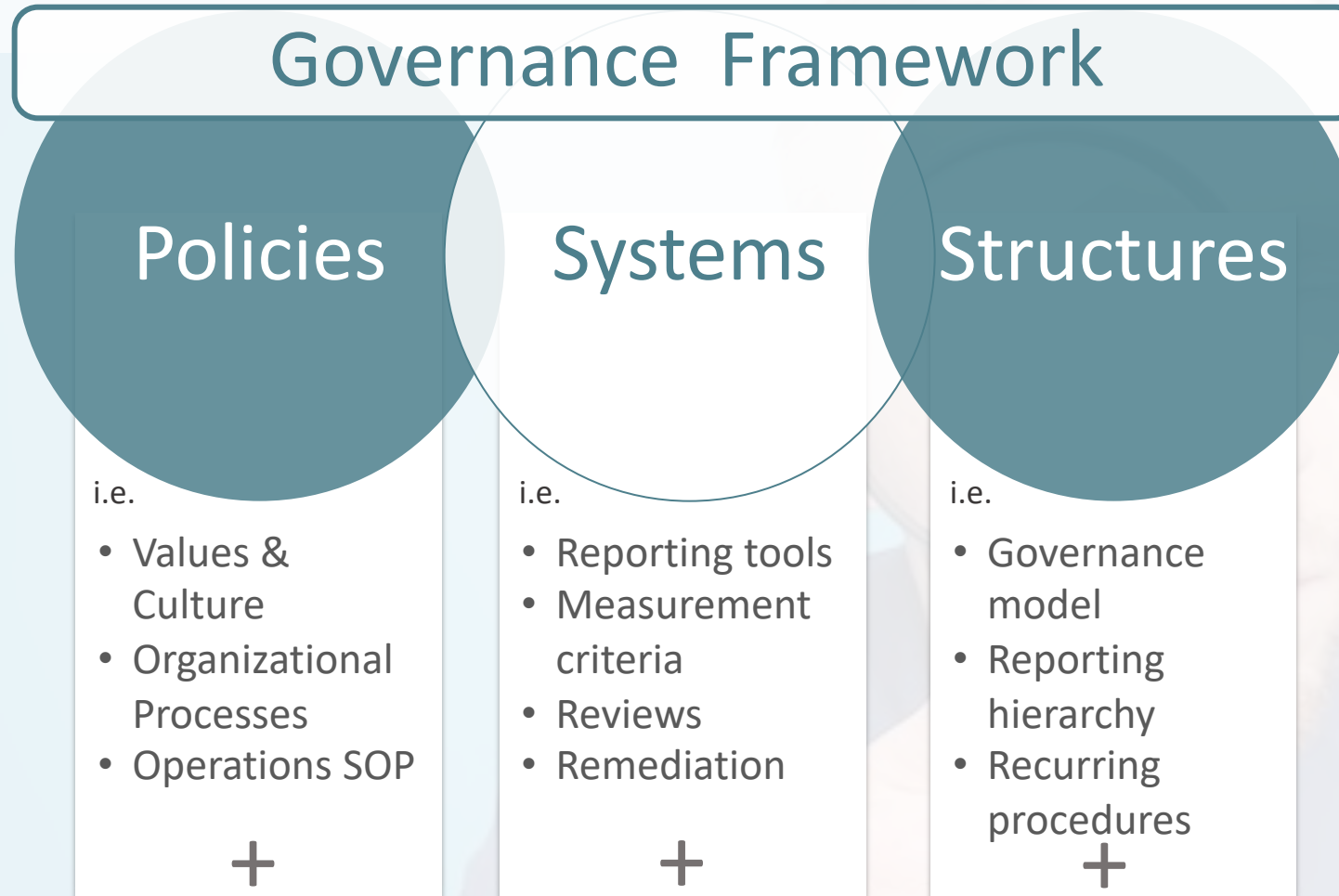
“ Escalation procedures are a governance process... ”

Read my article: [Governing the Escalation Process](#)





# PROCESS RESPONSIBILITY



*who owns this?*

**Boards have deep responsibility in this area**



*who owns this?*

This is not to imply that a Board should infuse itself at the management/staff or CEO responsibility level, but there is a

## **Governance Requirement**

to understand the escalation standard operating procedure (SOP) to ensure it is understood and working.



*who owns this?*

Thinking of an escalation process through a

**“Board’s lens”**

is the easiest way to visualize an effective solution





# ESCALATION FRAMEWORK

ownership / empowerment /  
responsibility / inclusion / respect

*setting expectations*

Example



# SUMMARY POINTS

*important take-aways*



Boards are experiencing an increasing number of escalations from within the organization reach the boardroom.



A majority of these have no business taking up time on the Board's agenda nor the offline efforts for Directors to become familiar with the situation.



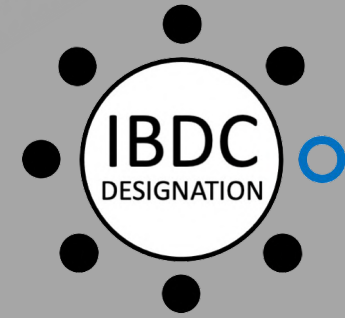
In many cases, the CEO is allowing these topics to proceed further up the leadership chain, unknowingly wasting time and undermining the perception of their judgement in the process.



Identifying tiers in the escalation process allows for review gates relating to ownership.







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1:1

Group

On-Demand

<https://www.pfisterstrategy.com/exceptionalboarddirector>



*are you prepared?*

Fully  
understand the  
Escalation  
Process

Empower  
your  
organization

Remember  
your Values

# Q&A



Write to me at [Mark@PfisterStrategy.com](mailto:Mark@PfisterStrategy.com)

Connect with me on LinkedIn at <https://www.linkedin.com/in/markapfister/>

Board education + certification details <https://www.pfisterstrategy.com/exceptionalboarddirector>

