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## **NHBF Board Etiquette and Conduct Guidelines**

### **1. Introduction**

As representatives of the NHBF, board Member conduct should reflect our commitment to supporting and championing our member businesses while maintaining the highest professional standards and respecting diverse perspectives within our sector.

### **2. Our Purpose and Unique Position**

#### **2.1 Core Mission**

- The NHBF exists to support its Members to maintain safe legal and profitable businesses and enhance the hair and beauty sector
- Our discussions and decisions should prioritise Member business success
- We maintain an optimistic, solution-focused approach to sector challenges
- We are ambassadors for a vibrant, professional, and forward-thinking sector

#### **2.2 Protecting NHBF's Unique Value Proposition**

- Consistently reinforce NHBF's distinctive strengths and offerings
- Maintain clear differentiation from other industry organisations
- Protect confidential information about NHBF strategies and initiatives
- Champion NHBF's unique approach to Member support
- Ensure all communications reinforce our unique market position

### **3. Professional Respect and Objectivity**

#### **3.1 Managing Personal Bias**

- Recognise and set aside personal industry preferences
- Acknowledge own potential biases before contributing
- Consider multiple perspectives in decision-making
- Avoid letting personal experiences dominate discussions
- Maintain objectivity when evaluating different business models

#### **3.2 Respecting Industry Diversity**

- Acknowledge validity of different business approaches
- Show respect for varying industry perspectives
- Appreciate diversity in member business models
- Consider needs of different sector segments
- Value traditional and innovative approaches equally

#### **3.3 Industry Relations**

- Maintain professional respect for other industry organisations and individuals
- Acknowledge shared sector challenges constructively
- Focus on NHBF solutions rather than criticising others



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- Build professional relationships across the sector
- Handle competitive situations with integrity

#### **4. Board Meeting Etiquette**

##### **4.1 Creating an Inclusive Environment**

- Welcome diverse viewpoints and experiences
- Create space for all voices to be heard
- Challenge assumptions respectfully
- Encourage innovative thinking
- Support evidence-based discussion

##### **4.2 Professional Conduct During Meetings**

- Arrive 15 minutes before scheduled start time
- Review all papers thoroughly before meetings
- Keep phones on silent and avoid non-essential device use
- Listen actively and attentively to all contributions
- Wait to be recognised by the Chair before speaking
- Avoid side conversations or distracting behaviours
- Respect time allocations for agenda items

##### **4.3 Communication Standards**

- Use inclusive, professional language
- Frame feedback constructively
- Focus on issues rather than personalities
- Acknowledge and build upon others' ideas
- Express disagreement respectfully and professionally
- Maintain appropriate tone and body language
- Support the collective voice once decisions are made

##### **4.4 Debate and Discussion Protocol**

- Address all comments through the Chair - Keep contributions concise and relevant
- Allow others to finish their points without interruption
- Ask clarifying questions before expressing disagreement
- Acknowledge valid points in opposing viewpoints
- Focus on Member benefits in all discussions
- Consider wider sector impact



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## **5. Sector Leadership and Competition**

### **5.1 Managing Industry Challenges**

- Address sector challenges professionally
- Acknowledge competitor strengths objectively
- Focus on enhancing NHBF offerings
- Maintain positive sector/industry relationships
- Lead by example in professional conduct

### **5.2 Protecting NHBF Interests**

- Prioritise NHBF member benefits
- Maintain confidentiality of strategic discussions
- Support NHBF's competitive position
- Champion NHBF's unique strengths
- Focus on positive differentiation

## **6. Managing Different Perspectives**

### **6.1 Constructive Dialogue**

- Welcome alternative viewpoints
- Listen to understand, not to respond
- Seek common ground in discussions
- Build on others' contributions
- Focus on collective solutions

### **6.2 Decision-Making Process**

- Consider multiple stakeholder perspectives
- Evaluate options objectively
- Base decisions on evidence
- Acknowledge trade-offs openly
- Support collective decisions

## **7. Continuous Improvement**

### **7.1 Personal Development**

- Regularly review own conduct and biases
- Seek feedback on board performance
- Participate in board development activities
- Stay informed about sector developments
- Maintain professional knowledge and skills



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## 7.2 Collective Excellence

- Share best practice examples
- Contribute to board evaluation processes
- Support new board member integration
- Promote continuous board improvement
- Celebrate board and organisational achievements

Note: This document complements [the NHBF Code of Conduct](#), [NHBF Rules](#), [policies](#) and Social Responsibility policies as detailed in the NHBF Board Governance Handbook.