

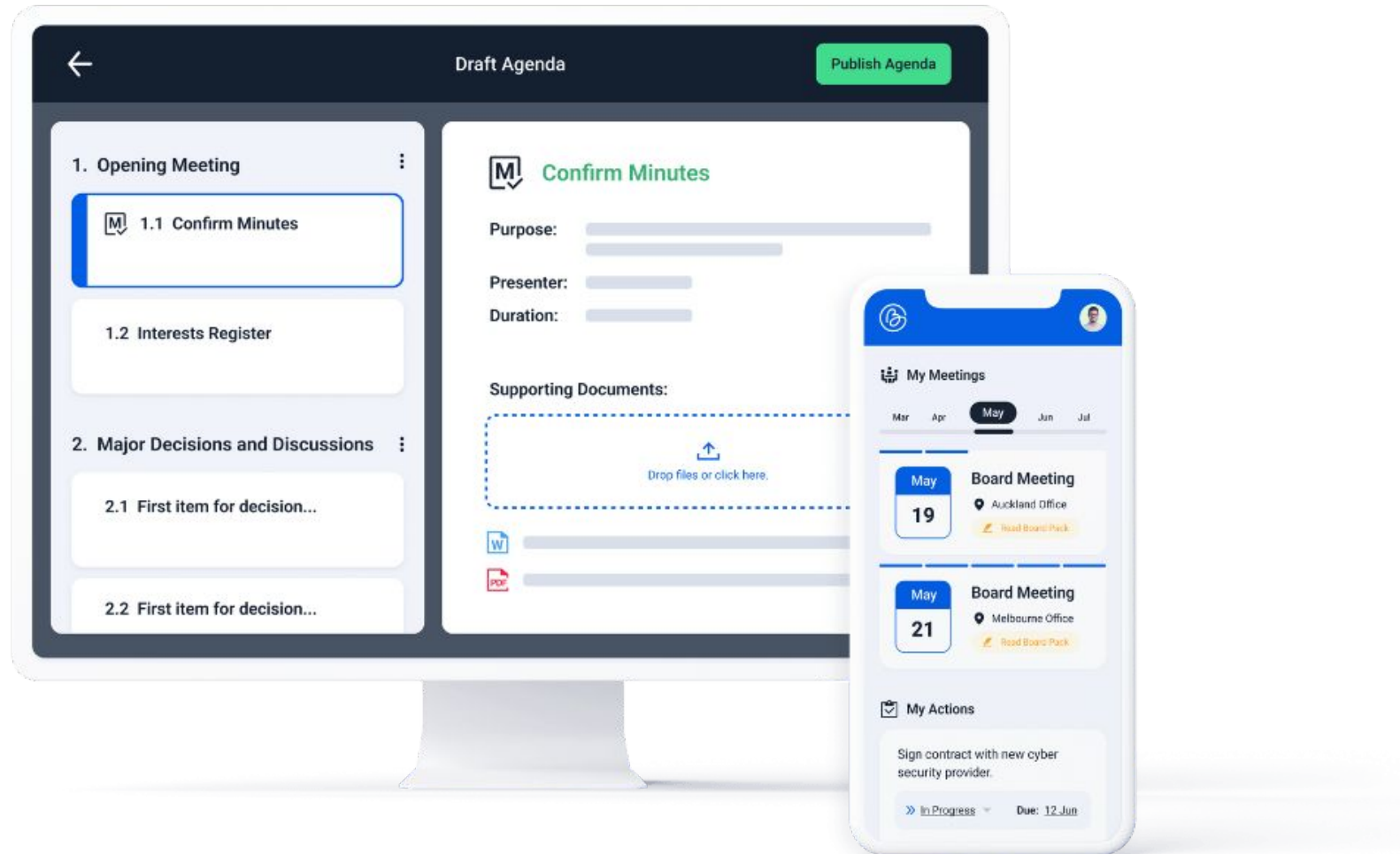


# How late reporting kills the CEO

—









# **Making the fundamentals of governance free and easy to implement**



Slides, webinar video,  
whitepaper, presentation &  
templates will be sent to you.  
Relax, listen and

**ask questions**

---





\* ⌂ + ↑ ●

# How to Create a CEO Report that Delights your Board

**BoardPro**  
Governance made easy

www.boardpro.com

**CEO REPORT [Template]**  
16 January 2024

**Metrics**

Sales and Marketing	Financial	Operations
Previous customers won: 23	Sales Revenue: <b>\$995K</b>	CRM Implementation: <b>On-track</b>
Previous customers lost: 1	Operating Profit: <b>\$99K</b>	HR Rollout: <b>Off-track</b>
Net Profit, Revenue Gain: <b>\$18K</b>	Net Profit/Loss: <b>\$45K</b>	Systems Merge project: <b>On-track</b>
Total customers won: 106	Cash Collected: <b>\$1.04M</b>	New HR Policy: <b>On-track</b>
Total customers lost: 17	Closing Balance: <b>\$41.1K</b>	
Net Profit, Revenue Gain: <b>\$85K</b>		

**KEY DECISIONS / DISCUSSIONS**  
To be made by Board / CEO

- Last main topic you want board to consider this meeting and reason why agenda.

**TOP OF MIND**  
Issues of focus or concern for CEO

- List what's on your mind (or team's) in a bulleted paragraph of eight (8) words maximum per word.

**BIG WINS / LEARNING**

List a few big wins or key learning achieved this quarter. Or a major new client or partnership.

**CEO SUMMARY**

Add a few sentences to summarise position and direct attention of board to what you see as most important.

Template supplied by www.boardpro.com

**[NAME] OF NEXT LEVEL OF KEY METRICS**  
(Insert your own metrics graphs)

Revenue and Customer Overview 202X  
Graphs provided by www.datapine.com

**APH | METRICS COMMENTARY**  
If commentary is required

Template supplied by www.boardpro.com

**2. [NAME] SNAPSHOT REPORT**  
Insert next level of key business metrics here.

e.g. ANNUAL Programme Update / Issues

Area	Qtr: July - Sept	Month Report
1. Governance and monitoring	Task at hand	Update / Issues
1.1 Compliance		
1.2 AML / FATF		
1.3 Knowleg		
1.4 Training / Development		
1.5 HR		
2. Membership Services	Task at hand	Update / Issues
2.1 Current Services		
2.2 Future Products		
2.3 Other Services		
3. Risk and Mitigates	Task at hand	Update / Issues
3.1 Strategic Framework		
3.2 Fintech		
3.3 External Services		

Template supplied by www.boardpro.com



**Megan Motto**

CEO - **Governance**  
**Institute of Australia**



**Steven Bowman**

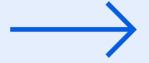
Professional Director  
- **Advisor**



**Matt Griffin**

CFO  
**BoardPro**





# Late Reporting

> **Do any of these sound familiar?**



The Board papers are sent out with little time for the Directors to digest.



The Board committees meet an hour prior to the Board meeting as it is convenient for the Committee members.



Information contained in the Board Pack is so voluminous that Directors are exhausted and STILL miss the important bits.





# Two Types of Late Reporting

01

**Annoying**

02

**Existential**

➤ **30% and even up to 50%**

of senior executive time is taken up with reporting to the Board.

If the volume of Board reporting is focused and reduced, this not only helps the Board do its job but can also significantly reduce the cost of supporting a Board



# What Do Directors Say?



01

information is still too voluminous

---

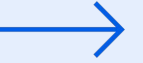
02

Board pack is too large, too much information. We sometimes are relitigating Committee decisions rather than using the delegations to the Committee.”

---

03

Finances are well monitored, but there is a lot of activity reporting and little strategic insight discussed



# Time to Refocus the Board and Reinvigorate the CEO

## 01.

Board needs to be focused

## 02.

Choices will likely create the future

## 03.

A springboard for strategic discussions

## 04.

Look for top-level discussions

## 05.

Always be asking – So what?

The role of the Board is

**“to make the choices that create the future for the communities we serve”**

 **Steven Bowman**



# The Reporting Cycle Needs to Address These Elements



... **“So What?”** (So what do you want us to focus on?, So what are the strategic implications?, So what are the questions we should be looking at?)

- Relevant
- Integrated
- In perspective
- Timely
- Frequent
- Reliable
- Comparable
- Clear
- Credible
- Progress not perfection



## Finances



In the P&L, add the heading 'Strategic implications for discussion'



Finance committee to identify any potential strategic implications for the Board



Develop key ratios report

# Techniques for Different Board Reports







# Q and A





# Techniques for Different Board Reports

---



## > Risk

Recommend regular reports to Board that focus on the agreed 4 or 5 key risks, how

**01.**

they are being managed,

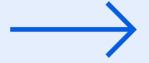
**02.**

what else could be done to better manage,

**03.**

how to extract strategic advantage and where revenue streams might be possible.





# Techniques for Different Board Reports



## ➤ CEO's report

Key heading here should be  
**“What keeps me awake at night”**





# Techniques for Different Board Reports

## > Operational and Dashboard reports

if there are any strategic implications or questions that the author of the report would like the Board to consider, extract this and add a specific briefing paper on this topic



# Templates for Takeaway (1)



› Insert Briefing Title here



Board Meeting Date : 13 June 2022

## Recommendation

The Board for Decision (one of: For **Noting** For **Discussion**, or For **Decision**):

That the Board endorses the submission for funding etc...

## Purpose of Briefing

Succinctly describe the purpose of the Briefing

## Background

- Provide concise information on the background to the issue / matter / opportunity

## Strategy Implications for Board Discussion:

- (insert the word "Nil" if strategic issues are not involved)
- Create a connection to the Board-approved Strategic Priorities / Strategic Plan

## Current Status

Describe what is currently happening in relation to our organisation





## ➤ Enhancing Board Reporting Project Plan 2022 - 2023



### Key takeaways

B=Board; GC-Governance committee;  
C=Chair; CEO-Chief Executive Officer; ELT-Executive Leadership Team

Recommendations	Responsibility	3 mths	6 mths	12 mths	18 mths
-----------------	----------------	--------	--------	---------	---------

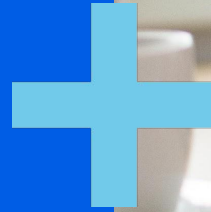
The role of Board reports are to help the Board focus on what is important

Further Develop Block Agenda	CEO, C	X			
CEO Report-What keeps me awake at night section and flagging what might be into the future	CEO	X			
Focus Committee meetings and reports on strategic implications	ELT		X		
Assist focusing the Board by making it clear what is required from them re the Board papers (eg Is the attachment optional or must be read etc)	ELT	X			
Reframing reports so issues are up front and strategic implications are highlighted at the beginning, not hiding in the body of the report (The "Where's Wally" syndrome)	ELT				
Establish mechanism for checking regarding					

# Templates for Takeaway (2)



# Special courses



## Preparing board papers workshop

This workshop will provide you with the skills to:

- Write an effective executive summary.
- Fully align agenda with strategy.
- Ensure transparency of business operations.

This practical workshop is aimed at professionals who require advanced capability in writing and structuring papers for committees and boards across all sectors. It's highly relevant for emerging and senior professionals with governance or risk management responsibilities, C-Suite and senior executives.



<https://www.governanceinstitute.com.au/advocacy/thought-leadership/guidance-board-papers/>



# Q and A







**Megan Motto**

**in** [www.linkedin.com/in/meganmotto](https://www.linkedin.com/in/meganmotto)



**Steven Bowman**

**in** [www.linkedin.com/in/stevenbowmangovernance](https://www.linkedin.com/in/stevenbowmangovernance)



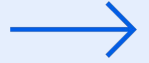
**Mat Herkt**

mailto: **[matt.griffin@boardpro.com](mailto:matt.griffin@boardpro.com)**



# Webinar Schedule

---



- 31.** How to own your time in a post COVID world **September 14**
- 32.** Creating effective minutes for your board meeting **September 29**
- 33.** How late reporting kills a CEO **October 12**
- 34.** How to create your annual operating plan **October 27**
- 35.** Stakeholder engagement for boards **November 10**
- 36.** What good governance for nonprofits look like **November 16**
- 37.** Why a board needs a solid connection with the CEO **November 24**





[www.boardpro.com/resource-centre](https://www.boardpro.com/resource-centre)