

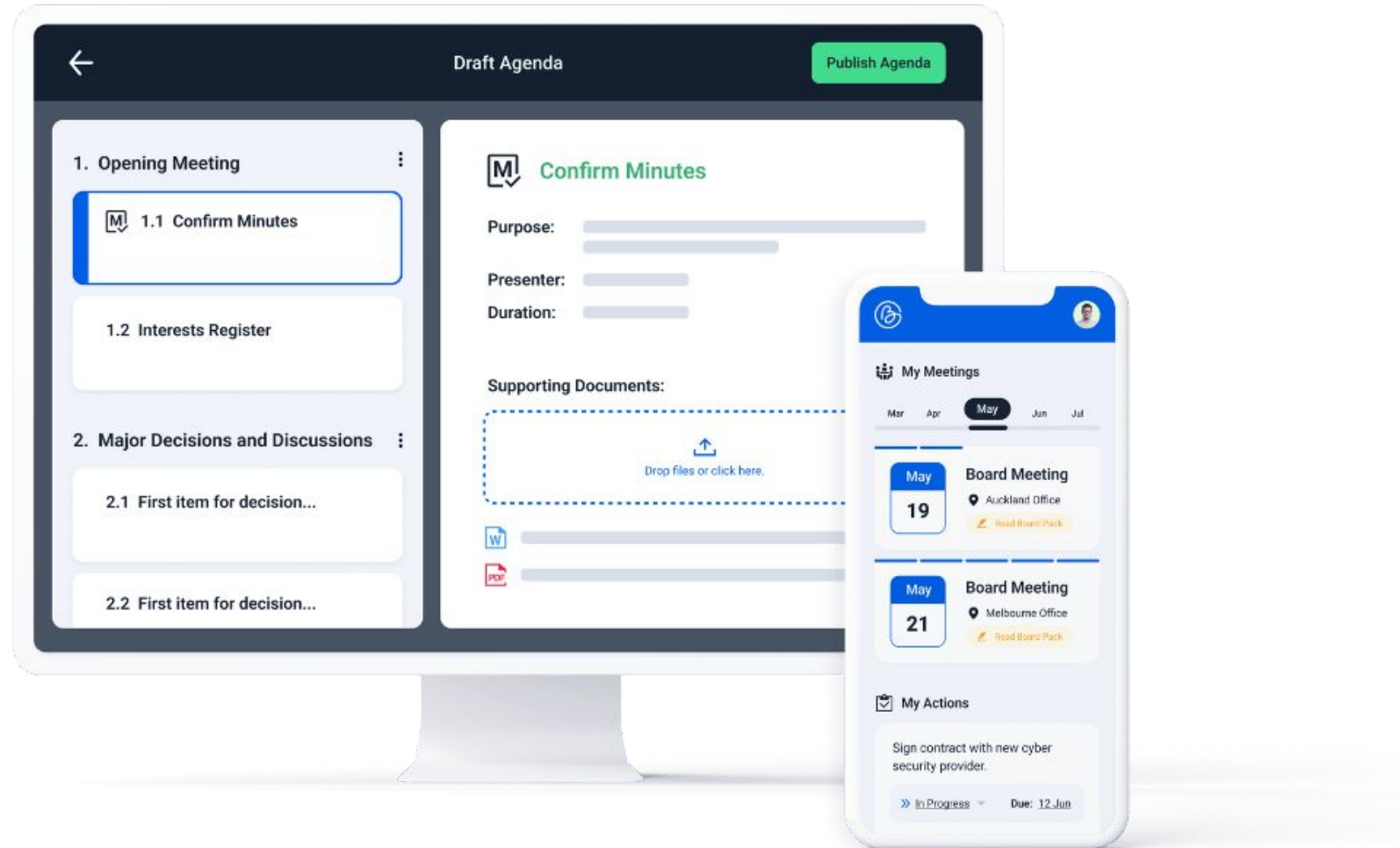


Why every board needs a solid connection with their CEO

Learn how to build a powerful working relationship with your CEO. Understand where it can go wrong and the seven things that every board can do to get it right.









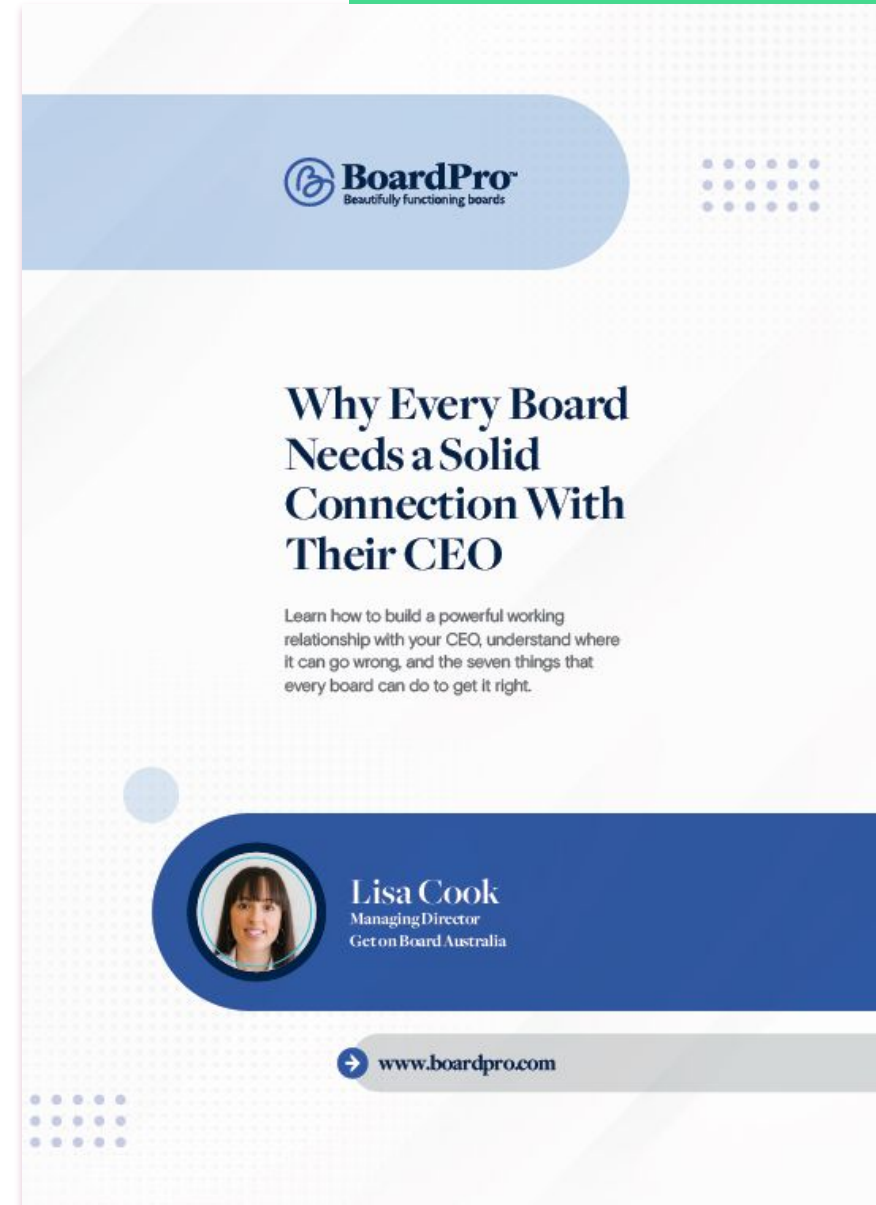
**Making the fundamentals of
governance free and
easy to implement**




Slides, webinar video,
whitepaper, presentation &
white paper will be sent to
you.

Relax, listen and


ask questions


A whitepaper cover for BoardPro. The top left features the BoardPro logo and tagline 'Beautifully functioning boards'. The main title is 'Why Every Board Needs a Solid Connection With Their CEO'. Below the title is a short paragraph: 'Learn how to build a powerful working relationship with your CEO, understand where it can go wrong, and the seven things that every board can do to get it right.' At the bottom, there is a circular profile picture of Lisa Cook, Managing Director at Get on Board Australia. A footer bar contains the website 'www.boardpro.com' with a right-pointing arrow. The cover is decorated with blue and green geometric shapes and dotted patterns.

 **BoardPro**
Beautifully functioning boards

**Why Every Board
Needs a Solid
Connection With
Their CEO**

Learn how to build a powerful working relationship with your CEO, understand where it can go wrong, and the seven things that every board can do to get it right.

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Managing Director
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Lisa Cook

Managing Director -
Get on Board Australia



**Giselle
McLachlan**

Director
Grounded Governance



Outcomes



Understand who the CEO is and what their relationship is to the board.



Understand what the board's role is and how it impacts the CEO's role.



Identify where the Board/CEO relationship can go wrong.



Learn seven things that every board can do to have a great working relationship with their CEO.



Understand who the CEO is and what their relationship is to the board.



- Title vs. Function: differences across organisation types (e.g., small NFPs and associations vs. companies).

- Difference between a CEO and an MD (Managing Director) and how this impacts relationships and processes with the Board.

- Importance of the Chair/CEO relationship - safety, confidentiality, keeping the Board in the loop, role clarity for the Chair; board communications to the CEO.



CEO succession planning – some tips and some things to watch out for. (Poll Question)



Appointing the “right” CEO. If this is done inadequately then it’s a long road and the relationship maybe never flourish.

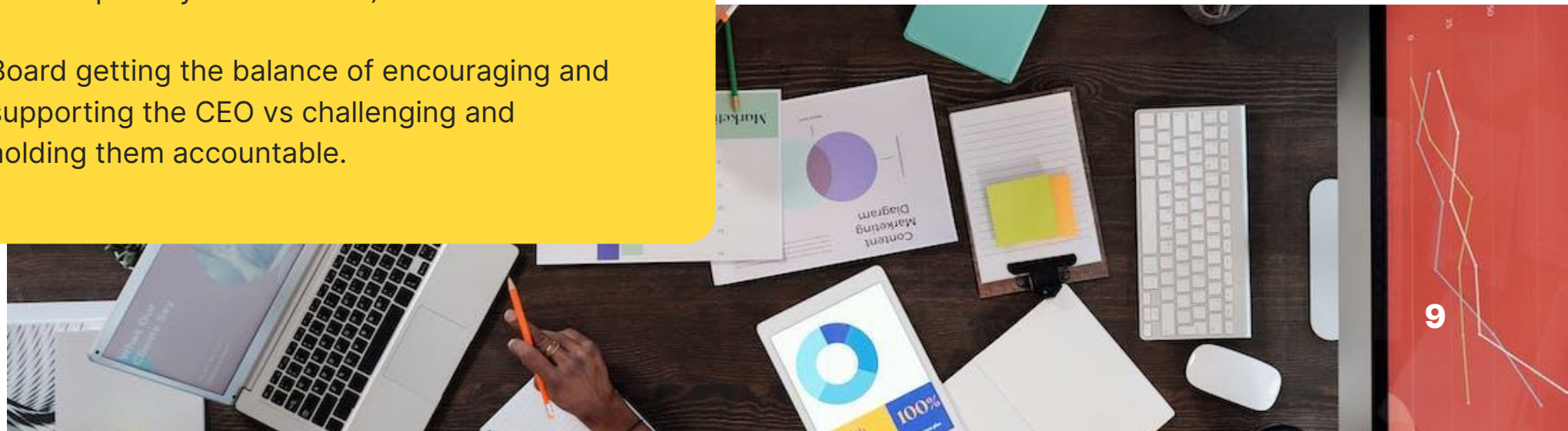


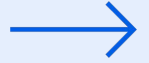
CEO appointments from within the organisation vs external (fresh ideas vs a known quantity to the board).



Board getting the balance of encouraging and supporting the CEO vs challenging and holding them accountable.

Understand what the board’s role is and how it impacts the CEO’s role.





Where the Board/CEO relationship can go wrong.



➤ From the Board perspective:

01. Challenges for a CEO having former-CEOs around the board table
02. Lack of understanding of the role of CEO and the role of Board and Board Members
03. No KPIs and/or performance reviews
04. Burdensome contracts: for example, large payouts for early contract cancellation; large guaranteed annual salary increases
05. Micromanaging
06. Too little oversight (aka disengagement)
07. No healthy engagement between Board Chair and CEO



Where the Board/CEO relationship can go wrong.



➤ From the CEO perspective:

01.

Unclear performance requirements and expectations / or not meeting them entirely

02.

Mixed messages or poor communication from board members

03.

No disciplinary actions for underperformance / 'misbehaviour'

04.

Controlling and sanitising information / creating a false front or view of the organisation to the Board

05.

CEO dominating Board / tail wagging the dog

06.

No healthy engagement between CEO and Board Chair





Seven things that every board can do to have a great working relationship with their CEO

- 01.** Have a **robust and clear employment contract**
- 02.** Have a clear, co-created strategy with **milestones and KPIs**
- 03.** Have a **robust process for CEO performance** evaluation and delivery of feedback to the CEO
- 04.** **Remunerate them fairly** and reasonably given the organisation's resources (and find non-monetary ways to increase their 'package' e.g. an additional week of annual leave)
- 05.** **Invest in their growth** and development (in relevant areas); including the CEO having a mentor outside of the board
- 06.** **Educate the Board members** on the role of the CEO and the Board/CEO relationship, and the role of the CEO and Chair of the Board
- 07.** **Take swift action** when things start to break down / become dysfunctional (not operating normally or properly / optimally) with the CEO: purview of the Chair with Board member support



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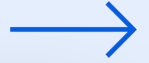
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Webinar Schedule

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|------------|--|--------------------|
| 38. | Setting the strategic board agenda | December 8 |
| 39. | Effective board administration for early stage companies | February 8 |
| 40. | How to get your board on board and engaged | February 16 |
| 41. | What is board engagement and how to get more of it! | February 23 |
| 42. | Creating effective minutes for your board meeting | March 9 |
| 43. | Ask Me - Everything Governance | March 16 |
| 44. | The importance of a rigorous annual board work plan | March 23 |



www.boardpro.com/resource-centre

