

# Individual CEO Workshops



## ***Workshop One: The CEO/Board Relationship***

This is the foundational workshop for any new CEO to consider. Understanding the type of board you've inherited from your predecessor (from among four board archetypes) can be critically important in determining how to work effectively with that board – and how to shift the board relationship over time, including the necessary pre-requisites to accomplish this. Many CEOs underestimate the time they should expect to spend on board-related issues – and what to prioritize in establishing the foundation of a constructive board relationship over the first 12 months of your CEO tenure.

## ***Workshop Two: Working with Board Leadership***

Board leadership differs markedly from corporate leadership. Influence and communication are the twin cornerstones of board power. This workshop introduces the concept of Champion vs Preservationist Chairs/Lead Directors and discusses four key facets of the Chair role. It covers topics that new CEOs should discuss with their Chair/Lead Director early on and outlines three areas in which a Chair/Lead Director can be particularly valuable to a new CEO in thwarting board-related problems.

## ***Workshop Three: Preliminary Meetings with Your Board Members***

Most CEOs squander these conversations; with greater focus and structure, they can be eye-opening. This workshop explores a range of topics to consider discussing with your board members one-on-one, including their expectations of the board/management relationship, perceptions of top executives and board leadership and their understanding of key issues that underlie key strategic assumptions, so that any gaps in this area can be addressed well in advance of your first board strategy offsite.

## ***Workshop Four: Building a Board-Worthy Executive Team***

Nearly all boards believe their pre-reading materials could be improved- and most think management presentations could be better, as well. Any CEO who takes initiatives in this area typically finds plenty to work with and nearly always receives accolades from directors; it's low-hanging boardroom fruit. This workshop discusses key elements of board-friendly pre-reading materials, the use of a CEO letter to the board, key rules for effective board presentations and redesigning your director orientation program.

## ***Workshop Five: A New CEO's Board-Building Toolkit***

Most CEOs believe their boards can be improved – and they're nearly always right. The biggest challenge many CEOs face is how to go about it – without alienating the board. "Leading from behind" – shepherding the board to effective processes that create board buy-in and yield meaningful change is often the answer. This workshop outlines the eight key parameters of board-building and discusses three board-building tools every CEO should know about.

## ***Workshop Six: Dealing with Director Performance Issues***

Many boards are reluctant to address director performance problems; they rely on age and term limits, which seldom go to the heart of the real issues. This workshop explores two very different types of director performance problems: Behavioral and expertise-related. It then outlines four director performance management tools: Director expectations, Director evaluations, Board 2.0 and New Directors 360s. Allowing director performance problems to go unchecked can eventually impair the "tone at the top" of the company, the credibility of the board and your own credibility, as CEO.