

New CEOs Board Effectiveness Program

NEW CEOs *and* BOARDS



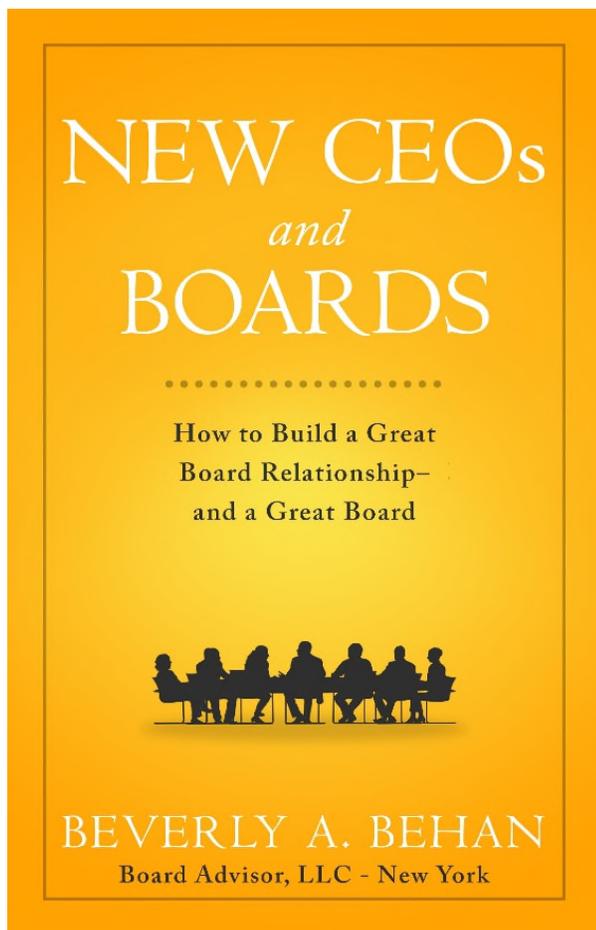
How to Build a Great
Board Relationship—
and a Great Board



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Based on the Book – Focused on YOU



Coming Soon! *New CEOs and Boards: How to Build a Great Board Relationship- and a Great Board.*

Developing a constructive working relationship with the Board of Directors is one of the most important things for any new CEO to accomplish within the first 12-18 months of their tenure. This relationship not only has significant implications for the CEO's success, it can enhance or detract from the board's effectiveness in overseeing the company and working with the management team.

This book draws on our wealth of experienced working with nearly 200 boards over the past 25 years to provide insights and guidance to new CEOs on building a relationship with their board – and an outstanding board.

How We Can Serve as a Resource to New CEOs:

- *Our New CEO's Board Effectiveness Program:* This isn't executive coaching or standard CEO on-boarding. It focuses on building the foundation of a constructive CEO/board relationship and draws upon our unparalleled expertise in working with boards for more than two decades.
- *Workshops for New CEOs:* We offer six individualized workshops for new CEOs that are tailored to focus on your issues and include a Confidentiality Agreement to facilitate candid one-on-one discussion during the session about the issues relevant to **your** board. Each Workshop includes the relevant chapter from the manuscript of the new book.

Our New CEOs Board Effectiveness Program:

An Advisory Program for New CEOs on Board-Related Issues

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Directors are always anxious to provide guidance to a new CEO – and there's important wisdom to be gained from this advice, particularly when it comes from the Chair or Lead Director. But sometimes it's useful for a new CEO to have a sounding board from outside the board, itself, to provide an external perspective on board-related issues. If that "sounding board" is a well-respected thought-leader who's worked with nearly 200 boards over the past 25 years, that's an unparalleled wealth of insight that can complement the guidance of board members, introduce fresh perspectives and provide advice on a range of issues a new CEO is likely to be confronting in working with their board.

That's why Board Advisor created the **New CEOs Board Effectiveness Program**. The Program may be either 12 months (\$25,000) or 6 months (\$15,000) in duration. Participants receive 2 hours/month of confidential individual consulting time with the author, herself, to discuss board-related issues; time can be "banked" or "accelerated" for up to 3 months - a total of 6 hours per quarter. Topics likely to be covered include:

- **Preliminary one-on-one's with board members** – an important opportunity that many new CEOs squander. These can be invaluable for both the new CEO and for directors, themselves, with greater focus and structure.
- **Developing a constructive working relationship with board leadership (Chair/Lead Director)** -including the cadence of the relationship and understanding where the Chair/Lead Director can add unique value for the new CEO in working with the board.
- **Preparing to engage with the board on corporate strategy** – tactics to ensure that directors and management are aligned on key assumptions/fundamentals of the strategic plan.
- **Building a board-worthy executive team** –practical advice on enhancing board books and management presentations to the board on critical issues to shift from the "reporting out" model to a more "collaborative" approach that nearly always earns board kudo's for CEOs.
- **Board Development** –board evaluations, board succession planning, director performance management and other issues largely in the purview of the board but which every CEO should thoroughly understand and work collaboratively with his/her board in addressing.

Sound interesting? Videoconferencing allows us to have an informal chat from across the country or around the world. Just email Beverly.behan@boardadvisor.net and we'll set it up. We're happy to answer your questions and learn more about the issues you're facing in working with your board. No fees, no expectations – we love talking to new CEOs!

Individual Workshops for New CEOs

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. This workshop focused on all of these issues and enables good discussion about **your** board.

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 CEO's 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. But allowing director performance problems to go unchecked can impair the “tone at the top” of the company, the credibility of the board and your own credibility, as CEO. This workshop discusses important differences between addressing issues of behavior vs expertise – and outlines four director performance management tools that every CEO should have in their board-building toolkit.

Pricing

Individual 90-minute workshops start at \$1500 US. Choose the Workshop Topic of greatest interest - and we'll tailor the session to best meet your objectives. All Workshops include:

- A 15-minute pre-workshop Zoom/call to clarify objectives so that the 90-minute session is focused accordingly;
- Confidentiality Agreements signed by Board Advisor prior to each session to ensure that discussion can be open and candid.
- The relevant eChapter of the new book, ***New CEOs and Boards: How to Build a Great Board Relationship – and a Great Board*** (pre-publication manuscript; the book is scheduled for release in Q3, 2021) that corresponds to the selected Workshop Topic, for ongoing reference.