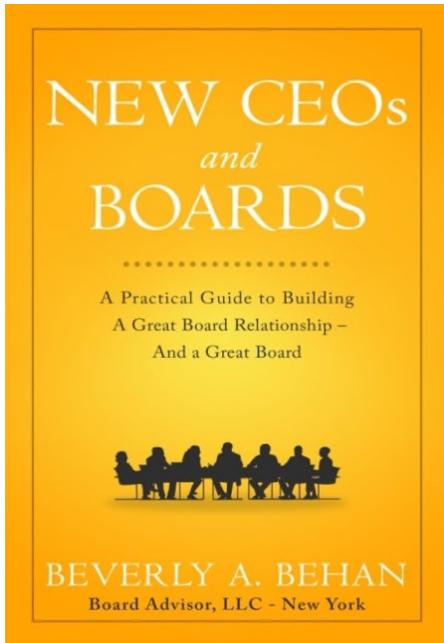


# New CEO's and Boards

## Two Complimentary Chapters: Your Choice

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. Not only does the CEO's relationship with the board have significant implications for his/her



success, it can either enhance or detract from the board's effectiveness in overseeing the company and working with the corporate management team.

In *New CEOs and Boards: How to Build a Great Board Relationship and a Great Board*, author Beverly Behan draws on her experience consulting to nearly 200 Boards of Directors over the past 25 years to provide practical insights to new CEOs in working with their boards – introducing changes to enhance both the CEO/ board relationship, and the board, itself, avoiding common pitfalls that have tripped up other CEOs in the past.

The author is pleased to offer a limited number of CEOs and board members with an opportunity to select two complimentary chapters of the new book manuscript from

the menu attached to get some preliminary feedback before the book is finalized.

Please select the two chapters of greatest interest to you and email [Beverly.behan@boardadvisor.net](mailto:Beverly.behan@boardadvisor.net) with your choices - include your name, the name of your organization (and a link to confirm that the organization has a Board of Directors.) We'll send you the chapters in PDF format by return email. We hope you'll find them both interesting and genuinely useful - and look forward to your feedback!

In conjunction with the new book, Board Advisor has also developed a unique advisory program for new CEOs on board-related issues. For more information on this program, please see "[New CEO Check-Ins](#)". The new program will be limited to a maximum of six CEO participants in 2021.

**Beverly Behan, President of Board Advisor, LLC** has worked with nearly 200 boards of directors in the S&P1500 and other public companies around the world over the past 25 years. A former partner in the Corporate Governance Practice of Mercer Delta and former Managing Director of the Hay Group's Global Board Effectiveness Practice, Bev founded Board Advisor, her own board consulting firm in New York, more than 10 years ago. Her last book, *Great Companies Deserve Great Boards* (2011, Palgrave MacMillan) was named **Governance Book of the Year** by *Directors & Boards* magazine.



# **New CEOs and Boards: How to Build a Great Board Relationship – and a Great Board**

[Chapter Menu: Please Select Up to Two Chapters](#)

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

Understanding why most people choose to serve on boards and analyzing 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. This chapter provides insights into how most boards today want to shift their working relationship with management as well as a realistic estimate of the time most new CEOs should expect to spend on board-related issues.

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

Board leadership differs markedly from corporate leadership. Influence and communication are the twin cornerstones of board power. This chapter introduces the concept of Champion vs Preservationist Chairs/Lead Directors and discusses four key facets of the Chair role. It covers topics a new CEO 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.

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

Most CEOs squander these conversations; with greater focus, structure and active listening, they can be eye-opening. This chapter 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 can be addressed well in advance of your first board strategy offsite.

## ***Chapter 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 chapter 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.

## ***Chapter 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 chapter introduces the eight key parameters of board-building and then discusses three board-building tools every CEO should know about.

## ***Chapter 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 chapter 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.

## New CEO Check-In's:

### An Advisory Program for New CEOs on Board-Related Issues

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. Not only does this relationship have significant implications for the CEO's success, it can either enhance or detract from the board's effectiveness in overseeing the company and working with the management team.



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 someone 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. That's why Board Advisor created the **New CEO Check-In Program**. Here's how it works:

- Participants receive 2 hours/month of confidential individual consulting to "check in" on board-related issues with the President of Board Advisor. 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 any CEO should thoroughly understand and work collaboratively with his/her board in addressing.
- Participants will also receive a copy of the yet-to-be-released manuscript: "**New CEO's and Boards: How to Build a Great Board Relationship and a Great Board**" (copyright Board Advisor, LLC).

**The New CEO Check-In Program may be either 12 months (\$25,000) or 6 months (\$15,000) in duration.** In both programs, participants receive 2 hours/month of individual consulting time which can be "banked" or "accelerated" for up to 3 months - a total of 6 hours per quarter. If any additional consulting time is required in excess of "banked time" this time will be charged at \$750/hour; however, no additional charges will be incurred without prior written consent.

**The New CEO Check-In Program is limited to a maximum of six CEO participants.** A confidential videoconference with interested CEOs to discuss their objectives in working with their board, their priorities as a new CEO and related matters is a pre-requisite to acceptance into the Program; this enables both parties to assess their "fit" and ensure that the Program would be mutually beneficial. Board Advisor will enter into a Confidentiality Agreement prior to this discussion so that both participants can be entirely forthright in this important conversation.