

Board Manager Relationship

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NOT FOR PROFIT LEADERSHIP



“If governance is an art, then the relationship between an organisation’s board and its CEO is a delicate dance”

Australian Institute of Company Directors

Today, the generally accepted rule of thumb is that **boards** are primarily to “**govern and support**” & **chief executives** are primarily to “**manage**”.

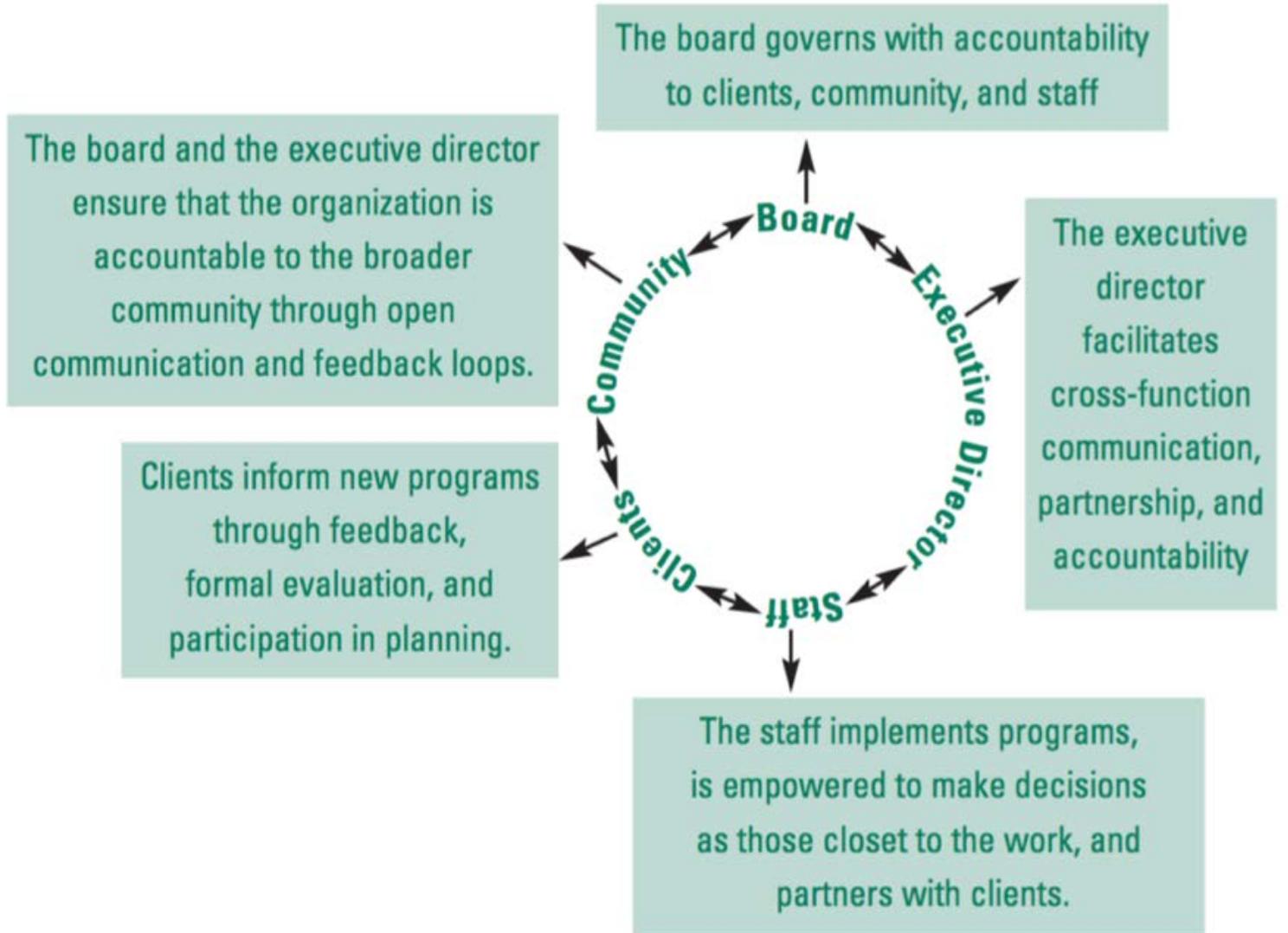


A Traditional Hierarchical Model



Deborah Linell, Zora Radosevich & Jonathan Spack (2002)

A Partnership Model of a Mission-Focused Nonprofit



1. Fulfill the Board's core duties
2. Hire wisely and anticipate succession
3. Be clear about roles
4. Commit to building a strong relationship
5. Be clear about the manager's mandate
6. Jointly determine what to include in regular board reports
7. Jointly determine the preferred communications formats
8. Evaluate manager performance regularly
9. Focus on governance as leadership
10. Learn together

Jan Berry and Gary Stern (2010)

1. Make mission matter

2. Fulfill the board's core duties

3. Cultivate the relationships

4. Inform and communicate

5. Structure the board's work

6. Facilitate a balance in roles and responsibilities

Building the Board & CEO Relationship

SHERRILL K. WILLIAMS & KATHLEEN A. MCGINNIS (2011)

5. Structure the board's work



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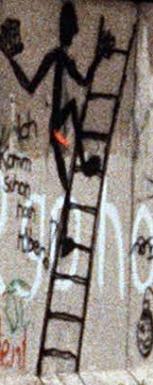
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DANKE Für Tarzan
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Lieber Kotowin
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Yeah!

HAUER



Common overlaps

Whose role is it to . .

- Be the spokesperson for the organisation?
- Write policies?
- Write, file, and distribute the minutes?
- Find new board members?
- Set staff salaries?
- Deal with complaints?
- Sign funding contracts?

What makes a great relationship?





**The key to the
board/CEO
relationship is
conversation and
clarity**