

**A Guide for Board Chairs, Deputy Chairs, Directors, CEOs, Principals and Senior Leadership teams to accompany the recording of the seminar  
“Strengthening the relationship between the Board Chair and the CEO”  
held on July 15, 2021.**

This Resource Guide is provided to assist Board Chairs, Directors, CEOs, Deputies and Leadership teams and Company Secretaries to strengthen their relationships, especially the relationship between the Board Chair and the CEO. The resources can be used by small groups (e.g. as part of a Board meeting or a regular meeting between the Board Chair and the CEO) or as a self-paced governance formation opportunity for people currently in these roles or those aspiring to them.

**The recording of the July 15 seminar can be considered in three (3) parts.** The contents of each Part are summarized below:

**Part 1:** Annette Schneider rsm facilitates an ‘interview and panel style’ session with Dr Anne Astin AM, Polly Caldwell and Mr Martin Day, each of whom has a wealth of relevant governance experience to share.

Nine (9) topics are addressed for approx. 5 minutes each:

1. Understanding and articulating the mission in the context of the organization’s specific service provision.
2. Alignment of mission and strategy
3. Challenges of governance in smaller organizations where role clarity may be a challenge.
4. The importance of a ‘no surprises’ approach to information sharing.
5. Clarity of purpose and process
6. Agreement on performance targets, regular review and robust, direct feedback
7. Agreed understanding of the organization’s financial capacity and accountability when considering potential new projects or expansion of existing projects
8. Attention to the ‘warning signs’ in the Chair/CEO relationship and addressing them
9. Affirming the need to align vision and values in the Chair/CEO relationship.

(approx. 45 mins)

**Part 2:** Those using this Resource Guide are invited to consider the following three (3) questions:

1. What insights shared by the panellists could strengthen your professional relationships as a Chair or CEO?
2. From your experience, what are the most challenging aspects of the Board Chair/CEO relationship?
3. Do you have a ‘success story’ to tell about ways of addressing warning signs in a Chair/CEO relationship?

(suggest 15 minutes if in a small group context)

**Part 3:** The panel members give a brief summary of the points made in each small group conversation: (approx. 12 minutes)

**Question 1** – summarized by Martin Day

**Question 2** – summarized by Anne Astin

**Question 3** – summarized by Polly Caldwell.

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The seminar concludes with each panel member responding to a participant’s question about the best advice they have been given as a Chair or CEO. (approx. 3 minutes)

**Resources included in this Resource package are:**

-  Vimeo recording of the seminar (<https://vimeo.com/580100056/cf1a1253cb>)
-  This Resource Guide

**Using Part 1 (view from beginning)**

-  View the first part of the video presentation where the 3 panel members are invited to comment on the nine (9) topics, as outlined above.
-  As needed, the video can be paused for conversation on each of the 9 topics.

**Using Part 2 (view from 41:51)**

-  Invite conversation about the 3 questions posed for the Breakout Room conversation. These questions can be found on a slide in the video recording and in this Resource Guide.

**Using Part 3 (view from 42:17)**

View the brief summary of the Breakout Room conversations and the response to the question about ‘good advice’.

-  View the video clip of the feedback and response to the question from a participant.
-  Reflect on any insights which have relevance for the Board Chair/CEO relationship in your Ministry.

**Concluding remarks**

The Ministry Governance Unit hopes this Resource Guide which focuses on **“Strengthening the relationship between the Board Chair and the CEO”** is helpful and would appreciate any feedback you can provide which would make the resource even more effective.

If you would value further assistance with the ongoing formation of Board members, CEOs, Leadership teams and those in designated leadership roles within your ministry, you are most welcome to contact me at [annette.schneider@ismapng.org.au](mailto:annette.schneider@ismapng.org.au)

Annette Schneider rsm  
ISMAPNG Governance Formation Coordinator  
July 16, 2021.