

## **8 Things Chief Executives and Chairs need for Successful Partnership**

To sustain the partnership between the Chief Executive and Chair, a framework to clarify expectations, roles, duties and levels of commitment need to be in place. This framework should be revisited from time to time to see how well it is working, to assess the performance of the Chair and the Chief Executive, to celebrate achievement and to evaluate how well these key players are aligned to organisational goals.

### **1. Clearly defined roles on both sides**

Clearly defined goals clarify the roles and duties. Roles descriptions and person specifications help lay the groundwork for an effective partnership. These should be kept up to date and relevant to the organisation and allied roles in the organisation.

### **2. Shared Vision**

Both the Chief Executive and Chair should work towards a shared sense of purpose – a shared vision and strategy to achieve these. If this does not happen they could end up working towards laudable, but different goals. A common vision helps them to avoid conflict and to join forces for greater effectiveness.

### **3. Basic behaviour guidelines**

Good will is not always enough to maintain the level of cooperation. Chief Executives and Chairs need to work together. Detailed codes of conduct for the Chair and Chief Executive help to shape appropriate behaviours that support partnership working. As well as raising standards, the clarity of behaviour guidelines. Increase effect, assist improvement in the assessment and appraisal culture as well as enhance performance of both leaders.

### **4. A policy framework**

A trustee board sets the stage for a successful partnership by providing a sound framework of written organisational policy for both parties to work with. By setting clear guidelines, the board minimises the problems caused by role confusion, role ambiguity or personal disagreements.

## **5. Good Communication systems and processes**

Communication is the key to any strategic partnership and this is not exception. By establishing good communication policies and practices, organisation support the Chief Executive/Chair relationship and help both players to work at the top of their game.

## **6. Development opportunities**

Leadership development can bring new effectiveness and extra dimensions to the Chief Executive/Chair partnership. Chief Executive and Chair can collaborate on devising development programmes for the board, thus improving governance overall. Coaching, mentoring, action learning sets and networking can be firm planks to foreword movement and crafting strategic engagement.

## **7. A way to get help**

Both Chief Executive and Chair should be able to count on individual support and development , built into the structure of their jobs. Both should have a clear procedure for dealing with dissatisfactions, underperformance, ineffectiveness, complaints and grievances. Practically they should be able to get support for their partnership through services like facilitation, arbitration and mediation.

## **8. Assessing performance**

Assessing the performance of the Chair and Chief Executive can help the Board, the Senior management (or executive team) and other stakeholders to look backwards to review performance and look forward to plan ahead.

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