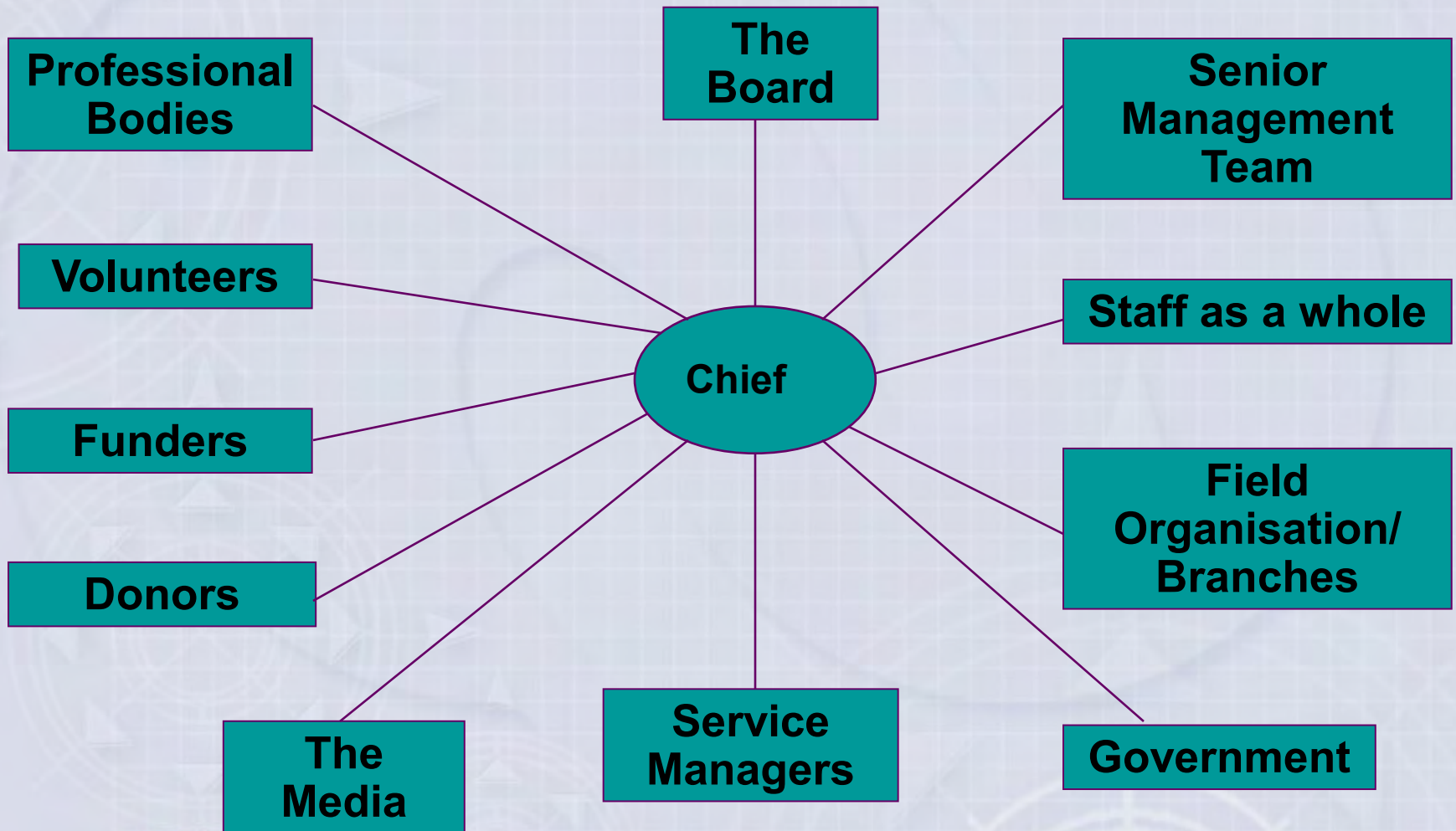


The special role of the chief executive

Chief Executives have to manage many relationships



Special characteristics of the chief executive's job

- **Unstructured**
- **Highly exposed**
- **Requires wide range of skills**
- **Lonely**
- **Depends on goodwill**
- **Links Board and staff**
- **Long term perspective/short term actions**

Special issues in value-led organisations

- **Position not well understood**
- **Role bridges different value systems**
- **Requires combination of entrepreneurial and political skills**
- **Challenging inappropriate values**

Structuring chief executive's work – aide memoires

1. Purpose
2. Processes
3. People



Purpose

- **Remain focussed on the primary purpose**
- **Ensure strategy is abundantly clear**
- **Pay attention to quality**
- **Ensure internal services add value**
- **Secure the economics of the organisation**
- **Encourage innovation**

Processes

- **Work relentlessly to develop processes**
- **Make managers manage**
- **Think carefully about structuring the big decisions**
- **Judge who to involve**
- **Pace decisions**
- **Take care over timing**
- **Communicate massively**

People

- **Build a strong senior management team**
- **Create close working relationships with the Board**
- **Work in partnership with the Chair**

Finally, remember the adage:

- **Know yourself, be yourself, look after yourself**

Compass Partnership books:

Managing Without Profit, Mike Hudson, (DSC, 2009) sets out the theory and practice of creating highly successful nonprofit organisations.

Managing at the Leading Edge, Mike Hudson, (DSC, 2003) describes what can be learned from the management and governance of nonprofit organisations in the USA.

Both are available from www.dsc.org.uk

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