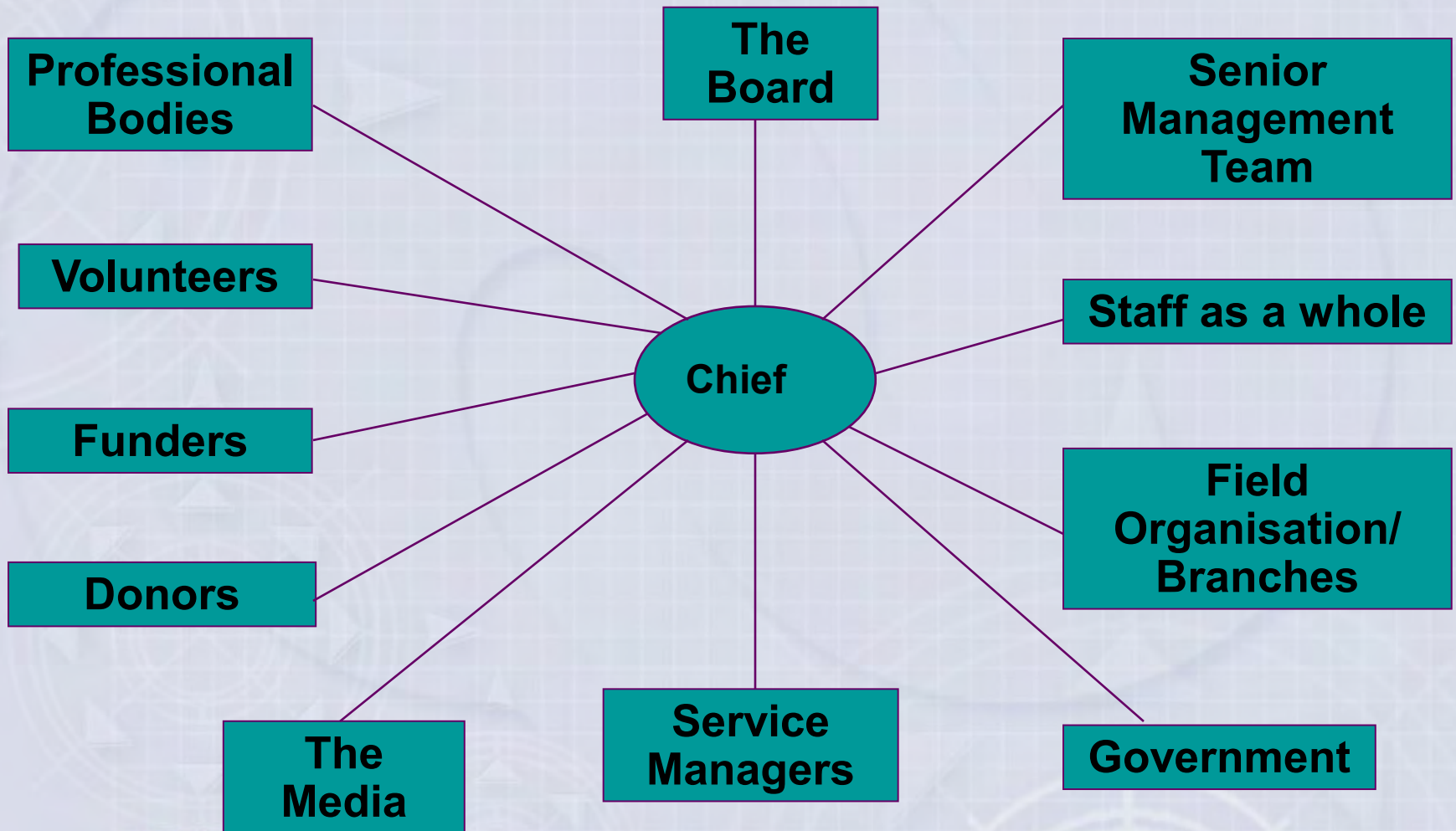


# **The special role of the chief executive**

# 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](http://www.dsc.org.uk)

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