

# Aligning with the board

## Before You Start

- » Debrief with succession advisers to gain insights about director perspectives, board dynamics and expectations that emerged during the selection process.
- » Ask if a board effectiveness assessment has been conducted recently and if you can review all or key parts of it.
- » If you are a first-time CEO, ensure you are knowledgeable about fundamentals of board governance.

## First 100 Days

- » Schedule one-on-one conversations with board members to understand the stated and unstated motivations of the board, and their perspectives on challenges and opportunities for the company.
- » Share thoughts on leadership team challenges with the board chair/lead director and any emerging themes from your reviews to date that you may want to test.
- » Establish an effective communications protocol. Tailor your communication and management style to the needs of the board.
- » Schedule a formal board session to share your first-100-days observations and updates on your game plan.

## Day 101 and Beyond

- » Consider whether and when a board effectiveness assessment could be valuable.
- » Encourage the board to think about its long-term board succession plan.