

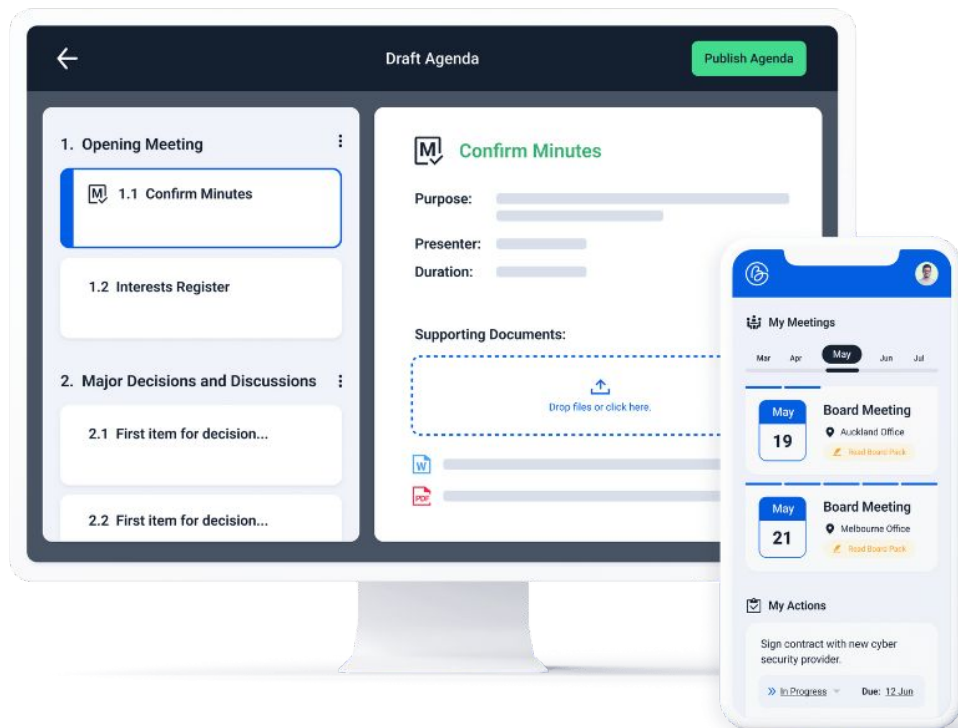


Webinar

How late reporting kills the CEO









Making the fundamentals of governance free and easy to implement



Slides, webinar video, white paper and presentation will be sent to you.

Relax, listen and

ask questions





☰ ☲ ☳ ☴ ☵ ☶ ☷

How to Create a CEO Report that Delights your Board



Governance made easy

www.boardpro.com

CEO REPORT [Template]
14 January 2024

KEY METRICS

Sales and Marketing		Financial		Operations	
Previous customers won	23	Sales Revenue	\$955K	COE	OnTrack
Previous customers lost	7	Operating Profit	\$385K	Stratification	OnTrack
Net Prov. Revenue Gain (Excl. Mgt)	\$28K	Net Profit/Loss	\$40K	4Q Bu Sub	OffTrack
Total customers won	156	Cash Collected	\$1,048K	Systems Mgmt	OnTrack
Total customers lost	17	Closing Balance	\$417K	Recruit Policy	OnTrack
Net Prov. Revenue Gain	\$85K				

KEY DECISIONS/ DECISIONS
To be decided by Board

- List main topics you want Board to consider. Discussing and agreeing on agenda.

TOP OF MIND
What are the top 3 items on your mind?

- List what issues (related to above) are keeping you up at night. (BT need reviewing your mind)

BIG WINS | LEARNING

List a few key wins or top 3 learning points this quarter or a single new external partnership.

CEO SUMMARY

Add a few sentences to summarize position and/or other activities of board to allow you to see as well as report.

Template supplied by www.boardpro.com

[NAME] OF NEXT LEVEL OF KEY METRICS
(Insert your own metrics graphs)

Issue and Customer Overview 202X
(Info provided by www.dstajpro.com)



APX | METRICS COMMENTARY
Commentary as required

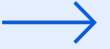
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2. [NAME] SNAPSHOT REPORT
Insert most level of any business metrics here.

e.g. ANNUAL Programme Update / Issues

Area	Qtr: July - Sept	Month Report
1. Constitution and Membership	Date of next	Update / Issues
1.1. Existence		
1.2. Audit/AGM		
1.3. Strategy		
1.4. Treasury/Operational		
1.5. HR		
2. Workforce Services	Date of next	Update / Issues
2.1. General Services		
2.2. External/Procurement		
2.3. Other Services		
3. Material Inquiries	Date of next	Update / Issues
3.1. Strategic Assessment		
3.2. Finance		
3.3. External Governance		

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Megan Motto

CEO - **Governance
Institute of Australia**



Steven Bowman

Professional Director
- **Advisor**

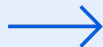


Brett Herkt

CEO and Cofounder -
BoardPro



Late Reporting



> Do any of these sound familiar?



The Board papers are sent out with little time for the Directors to digest.



The Board committees meet an hour prior to the Board meeting as it is convenient for the Committee members.



Information contained in the Board Pack is so voluminous that Directors are exhausted and STILL miss the important bits.



Two Types of Late Reporting

01

Annoying

02

Existential



➤ **30% and even up to 50%** of senior executive time is taken up with reporting to the Board.

If the volume of Board reporting is focused and reduced, this not only helps the Board do its job but can also significantly reduce the cost of supporting a Board



What Do Directors Say?



01

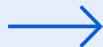
information is still too voluminous

02

Board pack is too large, too much information. We sometimes are relitigating Committee decisions rather than using the delegations to the Committee.”

03

Finances are well monitored, but there is a lot of activity reporting and little strategic insight discussed



Time to Refocus the Board and Reinvigorate the CEO

01.

Board needs to be focused

02.

Choices will likely create the future

03.

A springboard for strategic discussions

04.

Look for top-level discussions

05.

Always be asking – So what?

The role of the Board is

“to make the choices that create the future for the communities we serve”

 Steven Bowman



The Reporting Cycle Needs to Address These Elements



... **“So What?”** (So what do you want us to focus on?, So what are the strategic implications?, So what are the questions we should be looking at?)

- Relevant
- Integrated
- In perspective
- Timely
- Frequent
- Reliable
- Comparable
- Clear
- Credible
- Progress not perfection



Finances



In the P&L, add the heading
'Strategic implications for
discussion'



Finance committee to identify any
potential strategic implications for
the Board



Develop key ratios report

Techniques for Different Board Reports





Q and A





Techniques for Different Board Reports



> Risk

Recommend regular reports to Board that focus on the agreed 4 or 5 key risks, how

01.

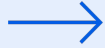
they are being managed,

02.

what else could be done to better manage,

03.

how to extract strategic advantage and where revenue streams might be possible.



Techniques for Different Board Reports



➤ CEO's report

Key heading here should be
**“What keeps me
awake at night”**





Techniques for Different Board Reports

> Operational and Dashboard reports

if there are any strategic implications or questions that the author of the report would like the Board to consider, extract this and add a specific briefing paper on this topic



Templates for Takeaway (1)



> Insert Briefing Title here

Board Meeting Date : 13 June 2022

Recommendation

The Board for Decision (one of: For **Noting** For **Discussion**, or For **Decision**):

That the Board endorses the submission for funding etc....

Purpose of Briefing

Succinctly describe the purpose of the Briefing

Background

- Provide concise information on the background to the issue / matter / opportunity

Strategy Implications for Board Discussion:

- (insert the word "Nil" if strategic issues are not involved)
- Create a connection to the Board-approved Strategic Priorities / Strategic Plan

Current Status

Describe what is currently happening in relation to our organisation



Enhancing Board Reporting Project Plan 2022 - 2023



Key takeaways

B=Board; GC-Governance committee;

C=Chair; CEO-Chief Executive Officer; ELT-Executive Leadership Team

Recommendations	Responsibility	3 mths	6 mths	12 mths	18 mths
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The role of Board reports are to help the Board focus on what is important

Further Develop Block Agenda	CEO, C	X			
CEO Report-What keeps me awake at night section and flagging what might be into the future	CEO	X			
Focus Committee meetings and reports on strategic implications	ELT		X		
Assist focusing the Board by making it clear what is required from them re the Board papers (eg Is the attachment optional or must be read etc)	ELT	X			
Reframing reports so issues are up front and strategic implications are highlighted at the beginning, not hiding in the body of the report (The "Where's Wally" syndrome)	ELT				
Establish mechanism for checking reporting					

Templates for Takeaway (2)





Governance Made Easy

Governance Resource Center

Explore free governance resources for growing your organisation and adopting good governance practises. From meeting minutes templates to CEO reporting templates, our comprehensive guides and templates will cover your governance and business essentials.



Q and A





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Webinar Schedule

[https://www.boardpro.com/
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61.	How to continually refresh your annual board strategy	On Demand
62.	Create a CEO Report that will delight your board	On Demand
63.	Board remuneration and director fees - research findings	On Demand
64.	How late reporting kills the CEO	On Demand
65.	Cultural Literacy - The Rules of Belonging	Nov 2
66.	Exposing the hidden risk of organisational culture - Deep dive	Nov 16
67.	Understanding board dynamics	Nov 30
68.	10 questions boards should ask about Cyber Security	Dec 14



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Elevate Your Leadership Skills

February 1 | February 15 | March 8
AEDT 9:00am | NZDT 11:00am

\$597.00 pp

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Governance Made Easy Masterclass

Master the Art of Effective Board Meeting Minutes

February 13 | February 20
AEDT 12:00pm | NZDT 2:00pm



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\$597.00 pp

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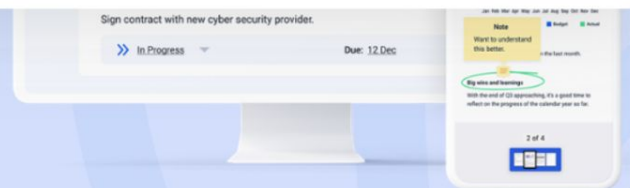
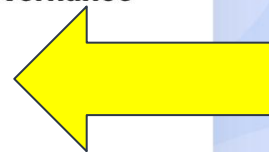
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Thankyou

