



# How to create a CEO report that will delight

**your board**



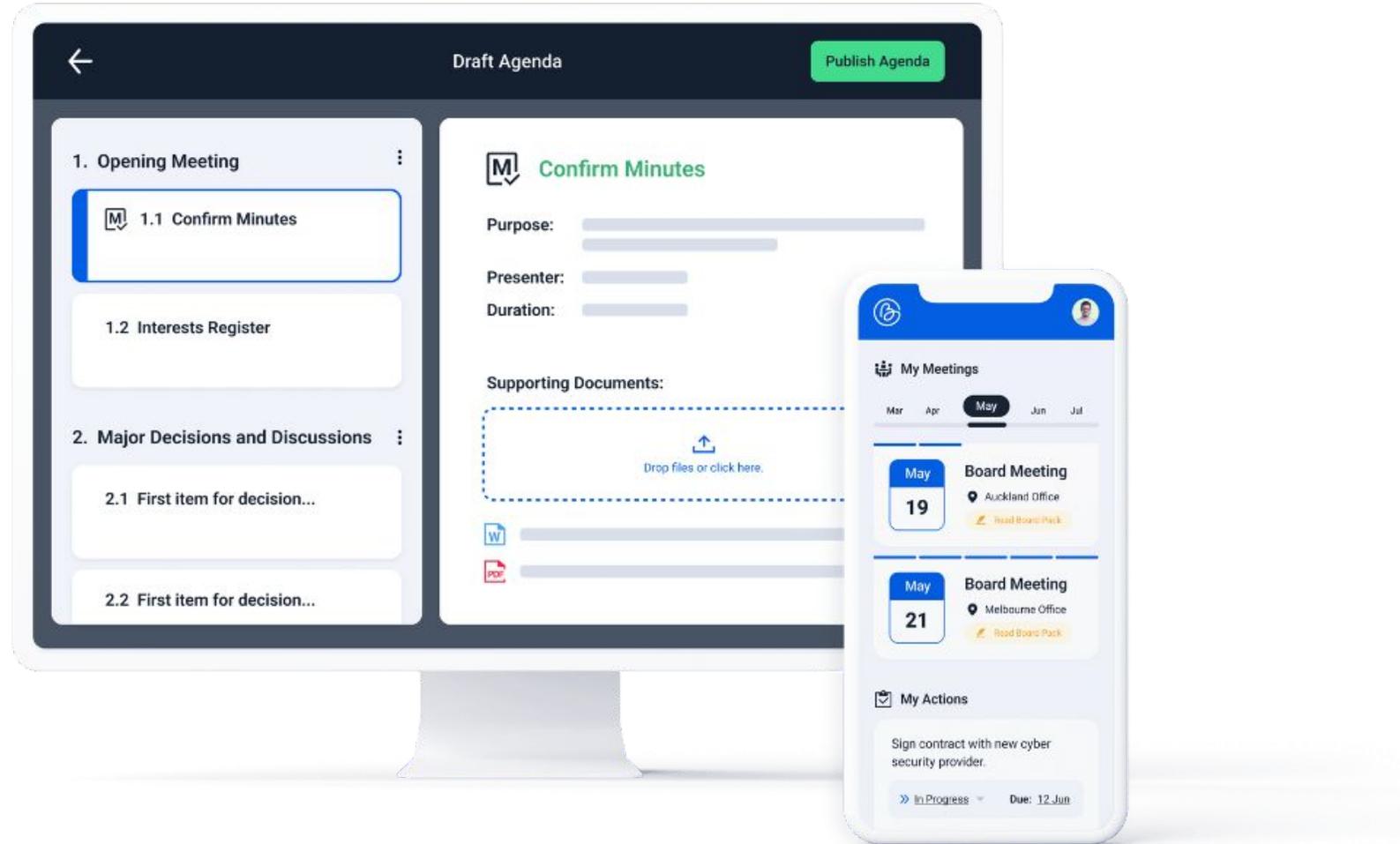


Congratulations Kirsty Kelly  
**Chief Executive**





# BoardPro™





# **Making the fundamentals of governance free and easy to implement**



Governance Made Easy

# Governance Resource Centre

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.

Content type 

Topic 

Persona 

Search 





Slides, webinar  
video, CEO  
Report guide and  
templates will be  
sent to you.





**Brett Herkt**

Cofounder / Director  
**BoardPro**



**Giselle  
McLachlan**

Managing Director  
**Grounded Governance**



**Julie Garland  
McLellen**

Managing Director  
**Directors Dilemma**



The board's role is to create the future for the communities we serve.

---

Steven Bowman

CONSCIOUS  GOVERNANCE



01

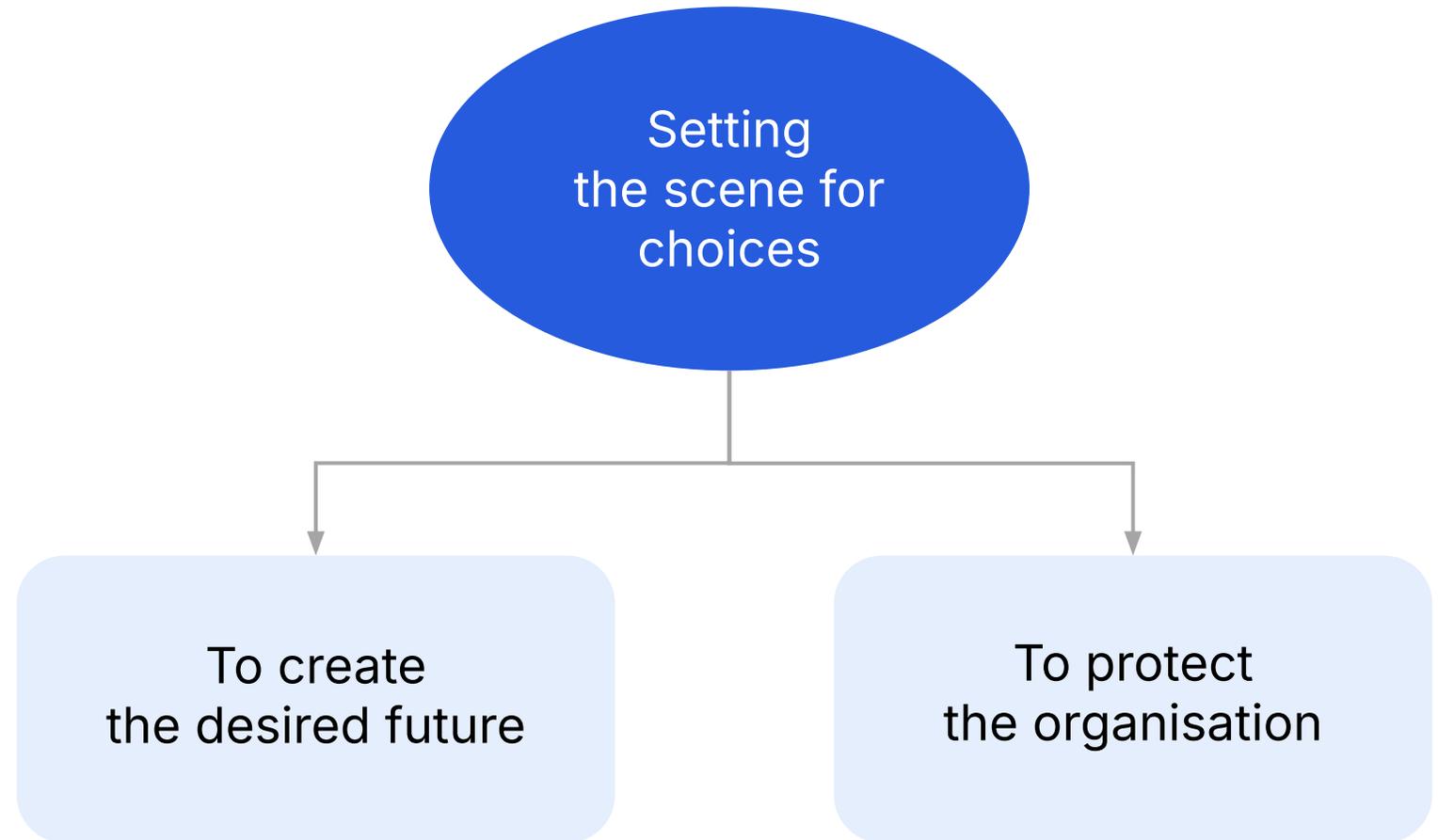
Why do boards meet?





02

## Why a CEO report?





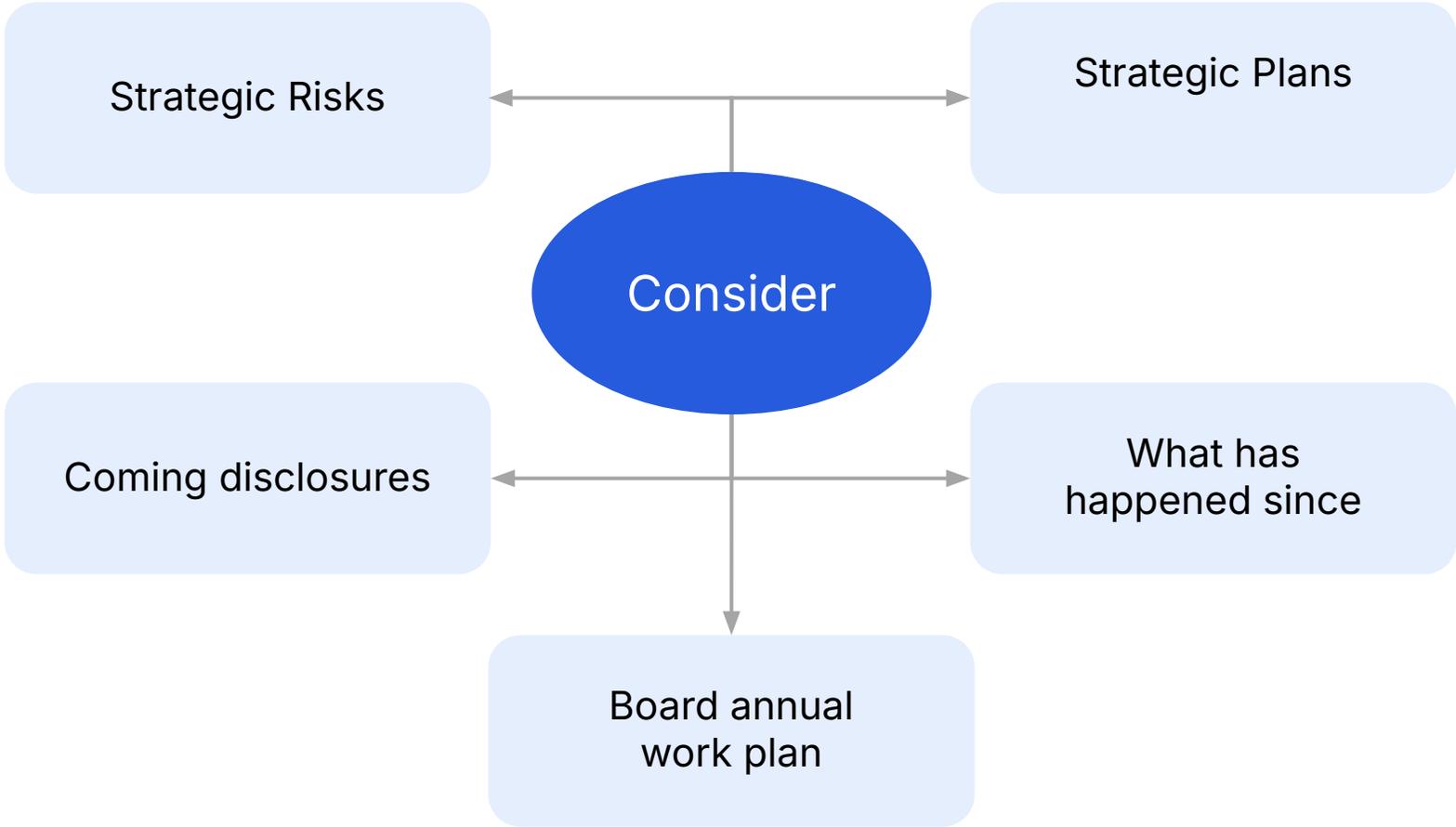
Mastering your CEO report sends a clear message to your board that you're on top of your game and steering the organisation in the right direction





03

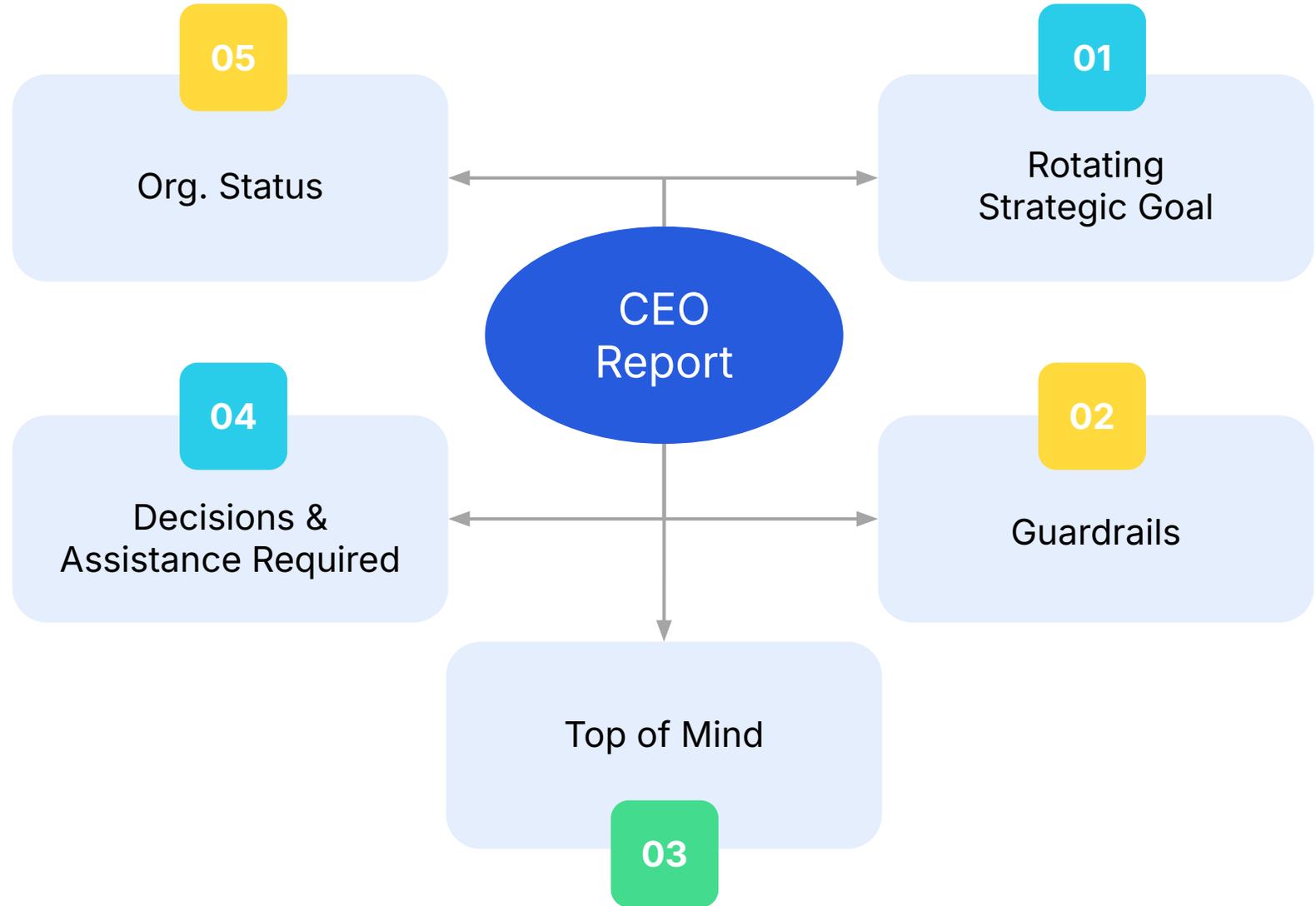
# What to include?





04

# One approach





## CEO REPORT – [ EXAMPLE ]

DD | MM | YYYY

### STRATEGIC GOAL # 1

Provide a compelling ..... to the market to reduce direct cost per lead by 50% to \$40 by FY27

Direct cost per lead		Free trial conversion rate		Organisational Guardrails	
Actual Quarter End Sep 24	\$51	Actual Quarter End Sep 24	70%	Cash at Bank	\$2.3M
Budget FY25	\$48	Budget FY25	65%	OpEx Cover	3.2X
Prior year QE Sep 23	\$55	Prior year QE Sep 23	63%	eNPS	48

### STRATEGIC GOAL STATUS



### COMMENTS

Direct cost per lead is marginally behind target and we need to take corrective action. Refer analysis and options in section 1.

### TOP OF MIND

Areas of focus or concern for CEO

- I. Direct Cost per lead (risk) #1
- II. Record sales month (win)
- III. Key staff member, XM wobbly (risk) #2

### DECISION OR ASSISTANCE NEEDED

To be made by board | for input

- |  |        |
|--|--------|
| 1) Input to options for mitigating direct cost | REF #1 |
| 2) Switch product dev methodology              | #X     |
| 3) Quarterly STI Approval                      | #3     |

### CEO SUMMARY

At the half way point of the year we are off track on achieving our key strategic metric of \$48 per direct lead. We have achieved \$51 per lead for the 6 months to Sep and whilst a 7% improvement over prior year, we need corrective action to achieve the target of \$48 for the full year. Refer section 1 overleaf for discussion of options to get us on track. Your input is requested.

The organisation is otherwise on track to achieve it's FY25 financial targets and it's project deadlines. Specific discussions, decisions and feedback items are all noted above.

Adapted under Creative Commons Licence by Brett Herkt, O2Five from his prior version created for BoardPro Limited

# Example 1





# Example 2



## CEO REPORT [Month or QTR year]

[date]

### Summary & Key metrics (top level)

Communicate clearly to the board how you expect the company to grow and develop compared to the endorsed strategic plan. Highlight any significant over- or under-achievement. Make sure you replace these with your own.

Financial		Operations			
		% Improvement	Pacing towards goal	Projects	Pacing towards goal
Revenue	\$955K		On-track	CEM Project	On-track
Operating Profit	\$98K		On-track	HQ Refurb	On-track
Net Profit/ Loss	\$46K		Off the pace	Project C	Off the pace
Cash Collected	\$1.04M		On-track	Project D	On-Track
Closing Balance	\$411K		On-track	Project E	On-track

### Key decisions/discussions/Items

List the main topics you want the board to consider in the meeting and the action needed.

	Purpose
Topic #1 – Project C (Board input sought)	For Discussion
Topic #2 – Net profit (Off the pace) Budget re forecast	For Decision
Topic #3 - Regulator signoff on completion of enforceable undertaking	For Noting

### CEO Summary

Last month, we saw growth in both revenue and customer numbers, beating our sales target by 23%. We also improved our operations, cutting costs by 5% thanks to new processes we put in place. However, we did face some delays in delivering products due to supply chain issues, but we're working on fixing that. Our marketing team launched a new campaign that's already getting great engagement, setting us up for more growth over the next quarter. Overall, we're on track with our goals and confident we can keep this momentum going.



# Now in BoardPro

Return to January Board Meeting | 16 Jan 2025 Published Agenda Preview Take Minutes Close

Start: 10:00 am (NZDT)

### 1. Our Vision

- 1.1 Vision and Purpose ⚡
- + Agenda Item    + Section

### 2. Opening Meeting

- 2.1 Welcome, Present and Apologies ⚡
- For Noting
- 2.2 Interest Register ⚡
- For Noting
- 2.3 Declaration that directors have reviewed material ahead of the meeting ⚡
- For Decision
- 2.4 Confirmation of this Agenda ⚡
- For Decision

## Vision and Purpose

**Description:** **Example:** Our vision is to empower communities worldwide by harnessing the power of innovative technology solutions. We strive to be a catalyst for sustainable growth, enabling individuals and businesses to thrive in an increasingly interconnected world. By fostering inclusivity and creating opportunities, we envision a future where technology serves as a bridge, reducing barriers and driving positive social and economic change.

**Purpose:** None Selected

**Presenter:** For Noting

**Duration:** For Decision

**Supporting Documents:**

- For Discussion
- For Discussion
- For Information

No documents uploaded.

Governance Doc

## CEO REPORT [Month or QTR year]

LoGo

[date]

### Key metrics (top level)

The board how you expect the company to grow and develop compared to plan. Highlight any significant over- or under-achievement. Make sure you own.

		Operations	
% Improvement	Pacing towards goal	Projects	Pacing towards goal
	On-track	CEM Project	On-track
	On-track	HQ Refurb	On-track
	Off the pace	Project C	Off the pace
	On-track	Project D	On-Track
	On-track	Project E	On-track

### Discussions/Items

want the board to consider in the meeting and the action needed.

	Purpose
board input sought)	For Discussion
(off the pace) Budget re forecast	For Decision
off on completion of enforceable undertaking	For Noting

in both revenue and customer numbers, beating our sales target by 23%. We  
 ns, cutting costs by 5% thanks to new processes we put in place. However, we did  
 ng products due to supply chain issues, but we're working on fixing that.  
 ed a new campaign that's already getting great engagement, setting us up for  
 quarter. Overall, we're on track with our goals and confident we can keep this  
 momentum going.

Sep 26, 202X      Template by [www.boardpro.com](http://www.boardpro.com)      Page 1 of 2



## CEO REPORT [Month or QTR year]

**Forecast for next month:** We anticipate a 7% increase in revenue, driven by the ongoing success of our marketing initiatives and improved supply chain operations.

### **Achievements/Disappointments:**

Mention any achievements or disappointments. Be clear about which team members have been involved in these events and how you are leading the team's ongoing development.

### **Key financials:**

Cover only the 'big picture' financial outcomes and your expectations. The Finance Report may provide additional detail elsewhere in the board pack.

### **Future plans:**

Covers management's plans for the upcoming period. Ask the board for their input on these.

### **Top of mind/CEO concerns:**

Areas of focus or concern for the CEO. What is keeping you up at night or most exercising your mind. How can the Board help you with these?  
Share any perplexing or novel developments in the economy, industry, or sector and invite consideration of what these developments may mean for the strategy.

### **Big wins/Key learnings:**

List a few big wins or key learnings achieved this quarter. Mention the staff that deserve credit or who need support and development in future.

### **Board comments and questions:**

Make it clear that you expect the board to have comments and/or questions on your report, not just to prove that they have read it, but to allow them to give you the benefit of their insights.

### **Recommendation:**

That the board either **note** or **discuss** the CEO Report.

|

# Page 2





**Brett Herkt**

**in** [www.linkedin.com/in/brettherkt](https://www.linkedin.com/in/brettherkt)



**Giselle McLachlan**

**in** [www.linkedin.com/in/giselle-mclachlan](https://www.linkedin.com/in/giselle-mclachlan)



**Julie Garland McLellan**

**in** [www.linkedin.com/in/juliegarlandmclellan](https://www.linkedin.com/in/juliegarlandmclellan)



# Webinar Schedule

Oct - Dec 2024

---

103.	<b>The first 100 days - The four key elements of board induction</b>	Oct 31
104.	<b>How to think differently about whole of business governance</b>	Nov 7
105.	<b>How to create your annual operating plan</b>	Nov 14
106.	<b>Developing CEO KPIs and Performance Management frameworks</b>	Nov 7
107.	<b>The AI Playbook: How to Elevate Your Governance Game</b>	Nov 25
108.	<b>Cultivating Board Culture for Excellence and Impact</b>	Nov 28
109.	<b>From conflict to Innovation</b>	Dec 5
110.	<b>Identifying and managing conflict of interest</b>	Dec 12

Thankyou

