

# **STYBEL PEABODY & ASSOCIATES, INC.**

## MAPPING STAGES OF BOARD-CEO DISAFFECTION.

The purpose of this study is to help Boards and CEOs better understand the group dynamics by which Board-CEO bonds collapse or are renewed. The goal of the study is to obtain impartial data for the purposes of developing a model that can be of value to Boards. Is there a trigger point when early intervention could best be of value in salvaging the relationship? Is there a tipping point beyond which it is too late?

We begin with the premise that no CEO can have total Board support 100% of the time. There will always be at least one member expressing concern behind the CEOs back or to the CEO in person.

When if that dissenter is joined by another Board member? What happens when a third Board member joins? A Fourth? Where is the “trigger point” when the “tipping point” is reached?

Questions:

1. Tell me about a for profit Board or a nonprofit Executive Committee of a Board of Directors you were on where the Board became disenchanted with its CEO and it resulted in the CEO’s termination.
2. How many Directors were in this group? How did the process of disaffection spread.

3. Tell me about a for profit Board or a nonprofit Executive Committee of a Board of Directors you were on where the Board became disenchanted with its CEO but the relationship was repaired?
4. How many Directors were in the group? How did the process of disaffection and repair of relationship proceed?
5. What techniques have you employed in Board politics and Board communications when dealing with CEO-Board relationships?
6. Is there someone else who might be open to talking with me on a confidential basis and who would like to receive an advanced copy of the results of this research?

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Larry Stybel is co-founder of Stybel Peabody Lincolnshire. Established in 1979, the company's mission is to help organizations achieve "smooth leadership change when the stakes are high." Core services are Retained Search+, high potential leadership coaching, and helping senior level executives craft new chapters in professional lives. He is also Executive in Residence at the Sawyer School of Business at Suffolk University.

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