

## Making the best choices as non-executive chairman

The job of being the non-executive chairman of a publically-traded company has its unique challenges. You must orchestrate the Board to look after the shareholders' interests. At the same time, you link the Board and the CEO; you participate in the Board's oversight of the CEO's performance and are uniquely positioned to make sure the Board's capabilities and resources are available to help the CEO and the company achieve its goals.

The relationship between the Chairman, the CEO, and the rest of the Board can be complicated. As chairman, one of the most important resources you have is your understanding of the CEO and what makes him or her tick. I am a psychologist and MBA who has studied the make-up of very high performers - and understand what makes them succeed or fail in different circumstances. My approach can help you work even better with your current CEO, to get better results and have a more enjoyable time doing so. I can also help you when you are faced with the difficult moment of having to choose a new CEO for your company.

Over the next few months, I will be writing for non-executive chairmen of boards about how a psychological understanding of your CEO (and perhaps of yourself and of others) enables you to improve your results and experience. I'll share with you the concept of active coping. I'll also provide you with some ideas about how you can gain that psychological understanding. If you are interested in learning more now, please take a look at some of my [publications](#).