

CEO Feedback

Chief Executive Officers are under immense pressure to perform; scrutinized and held accountable as never before. And as Boards of Directors of publicly-traded companies are required to annually review the performance of their CEOs, both Boards and CEOs can use this opportunity to learn from the past year's performance and to establish clear expectations for the upcoming year. Unfortunately, this opportunity is too often missed.

Simply put, when CEOs fall short, they hurt their companies. And as Boards are entrusted to ensure their companies are led well, the earlier problems are identified, the faster they can be corrected -- better for all concerned. With the trend in CEO turnover continuing to rise, it would be logical for Boards to implement an excellent process for evaluating the CEO's performance and providing feedback and suggestions for how they must improve. Yet, we frequently hear stories from CEOs who receive little feedback on their performance from their Boards. Often times a brief discussion with a few general comments from the chair of the Compensation Committee along with a piece of paper containing the details of next year's compensation package is the extent of the year-end evaluation.

The reality is that carefully assessing the CEO's performance is a time-consuming and sensitive task—and one that few boards are equipped to do on their own. Our **CEO Feedback Process** captures feedback on the CEO from the following performance dimensions: Leadership, Strategy, Operational Performance and People Management. If the CEO is also the Chairman, the CEO's role as Chairman becomes one of the performance dimensions addressed. With the Board and CEO, we agree on the performance dimensions and any additional areas to be probed and then conduct structured one-on-one interviews with the CEO, the CEO's direct reports and each Board Member to gather their perceptions of the CEO's performance, behaviors and leadership. We collect the information confidentially, and then deliver the feedback to the CEO in a straightforward, non-judgmental way, with suggestions for where performance efforts should be focused, in the spirit of future improvement. The **CEO Feedback Process** incorporates both a backward and forward focus, providing in-depth feedback on the past and ideas for improving future performance. It offers a comprehensive snapshot of the CEO at a point-in-time, identifies blind spots and is an excellent catalyst for on-going development and alignment. While this process can be deployed any time, the process is ideal for the end-of-the-year review cycle.

The Bolton Group LLC is an executive assessment and development firm retained by CEOs, boards and senior executives who seek positive change in their leaders and top leadership teams through strategic and behavioral coaching. Clients served range from early-stage, developing companies to Fortune 15 corporations. We are retained by private equity and venture capital firms to evaluate and coach their portfolio company CEOs, by Boards of publicly-traded corporations to evaluate and coach their CEOs, and by forward-thinking business unit heads and CEOs who know they need feedback and coaching in order to be their best. A partial client list includes: Abbott Laboratories, Baxter Healthcare, Boston Scientific, ev3, Hewlett-Packard, HSBC, Medtronic, Opus Group, Sony, Sorin Group, St. Jude Medical, Syngenta Seeds, Tyson Foods, United Healthcare, Virtual Radiologic and many more. For more information, please contact us at 612.337.9020 or info@theboltongroup.com.