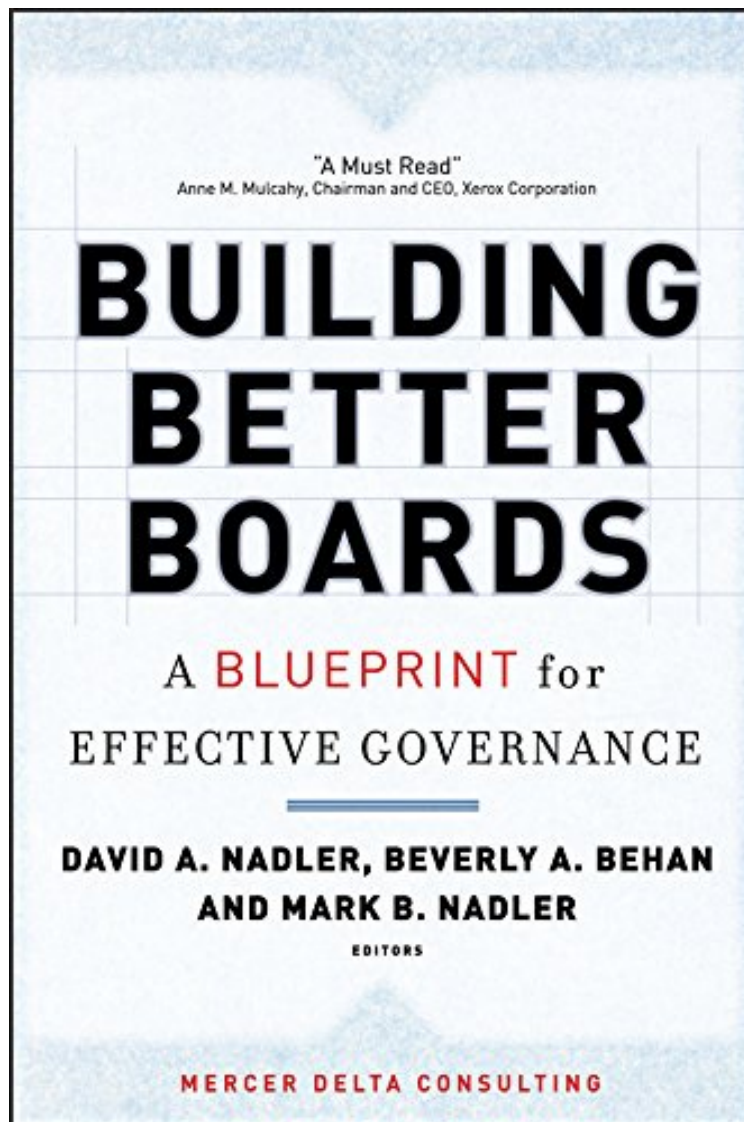


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Building Better Boards: A Blueprint for Effective Governance (J-B US non-Franchise Leadership)

David A. Nadler, Beverly Behan, Mark Nadler
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From the Inside Flap We're nearing the end of an era. The age of the imperial CEO and the ornamental board of directors is waning, but what comes next isn't clear. Every board of directors is approaching a fork in the road, forging new working relationships at the top of the corporation. The path each company takes will have huge implications for its shareholders, employees, and corporate leaders. Building Better Boards is a practical and provocative blueprint for helping CEOs and boards create real value by striking the right balance between contention and collaboration. It's an approach to corporate governance that goes far beyond minimum compliance with legal requirements; this is about enabling the board, for the first time, to perform as a team in a way that significantly improves the quality of management's decisions without interfering with management's prerogatives. In an engaging style, Building Better Boards provides a unique glimpse at the complex interplay of egos, interests, and interpersonal dynamics that dictates how boards and CEOs operate. Based on Mercer Delta Consulting's unparalleled experience in working with top corporate leaders, supplemented by rigorous research conducted with the University of Southern California's Marshall School of Business and with the National Association of Corporate Directors, the book is a unique and invaluable resource for all those involved with and concerned about the future of corporate governance.

From the Back Cover #34A Must Read #34 Anne M. Mulcahy, Chairman and CEO, Xerox Corporation BUILDING BETTER BOARDS We're nearing the end of an era. The age of the imperial CEO and the ornamental board of directors is waning, but what comes next isn't clear. Every board of directors is approaching a fork in the road, forging new working relationships at the top of the corporation. The path each company takes will have huge implications for its shareholders, employees, and corporate leaders. Building Better Boards is a practical and provocative blueprint for helping CEOs and boards create real value by striking the right balance between contention and collaboration. It's an approach to corporate governance that goes far beyond minimum compliance with legal requirements; this is about enabling the board, for the first time, to perform as a team in a way that significantly improves the quality of management's decisions without interfering with management's prerogatives. In an engaging style, Building Better Boards provides a unique glimpse at the complex interplay of egos, interests, and interpersonal dynamics that dictates how boards and CEOs operate. Based on Mercer Delta Consulting's unparalleled experience in working with top corporate leaders, supplemented by rigorous research conducted with the University of Southern California's Marshall School of Business and with the National Association of Corporate Directors, the book is a unique and invaluable resource for all those involved with and concerned about the future of corporate governance.

About the Author The Editors David A. Nadler is chairman of Mercer Delta Consulting. He is the author or editor of fourteen books, including Champions of Change, Discontinuous Change, Executive Teams, Competing by Design, and Organizational Architecture. Beverly A. Behan is a partner in the corporate governance practice of Mercer Delta Consulting. She has worked with more than fifty boards in the United States and Canada. Mark B. Nadler is a partner in and the executive editor of Mercer Delta Consulting, overseeing the firm's publications and consulting to senior executives on communication issues.