



Building Better Boards: A Blueprint for Effective Governance

By David A. Nadler, Beverly Behan, Mark Nadler

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"Building Better Boards covers all the key issues facing boards in the post-Sarbanes-Oxley era. It provides practical advice based on the authors' wide-ranging experience with major companies that have built successful boards."

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"This important new book uses concepts gleaned from the collective wisdom of our Blue Ribbon Commission on Board Leadership and adds practical, real-world board examples. The section on crisis management is particularly helpful."

—Roger W. Raber, president and CEO, National Association of Corporate Directors

"This book provides a comprehensive review and effective guide to making any board an effective team, and thus an asset, for their company."

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"A balanced, insightful, thoughtful, and, above all, useful look at what can be done to create excellent boards."

—Edward E. Lawler III, director, Center for Effective Organizations, Marshall School of Business, University of Southern California

"Improving board effectiveness is easier said than done. Building Better Boards lays out the how-tos in a clear and compelling way that is of practical value for directors and CEOs alike."

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Editorial Review

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

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About the Author

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.

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