



Chairs and Chief Officers

The Recipe for Working Together

The relationship between the Chair and Chief Officer is crucial to effective governance. A strong relationship involves:

- ◆ Discussing expectations about what information will be shared (and when)
- ◆ Fostering trust and assuming the necessity for systematic 'distrust' (e.g. appraisals)
- ◆ Discouraging opportunism and uncooperative behaviour
- ◆ Considering 'trust' in the management of risk: uncertainty combined with dependency can cause 'blind faith'
- ◆ Negotiating who does what (and reviewing it regularly)
- ◆ Avoiding collusion: chairs and chief officers can work too closely together
- ◆ Seeing support as a two-way process
- ◆ Developing straightforward ways of acknowledging and managing differences and conflict (e.g. use of third-party facilitators)
- ◆ Sharing common values and beliefs