

Corporate Chiefs Polish Their Relations With Directors

Joann Lublin

Wall Street Journal, 10/15/93

High anxiety grips America's executive suites these days as a record number of chief executive officers topple from power...

Other leaders hope to prolong their reigns by getting expert advice on handling directors. "In this environment, you have to take a more personal role" in dealing with a board, says the president and CEO of a Midwestern producer of paper and plastics. Soon after he became president last fall, a few directors encouraged him to see an executive coach.

Dee Soder in New York counseled him for four months. He says he learned, among other things, the importance of building coalitions with key directors as well as understanding individual members' private agendas. In May, the board promoted him to CEO.

(Excerpt from early article on CEO advice.)