

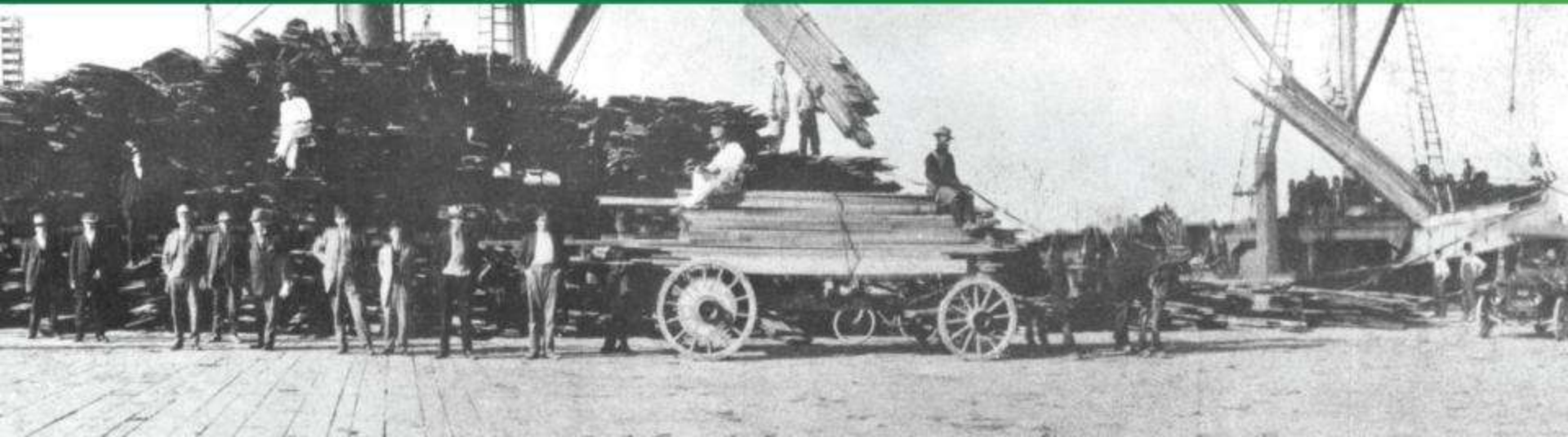
# Effective Board and Management Relations

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Long Beach Board of Harbor Commissioners

Richard D. Steinke, Executive Director

Port of Long Beach



# Effective relations

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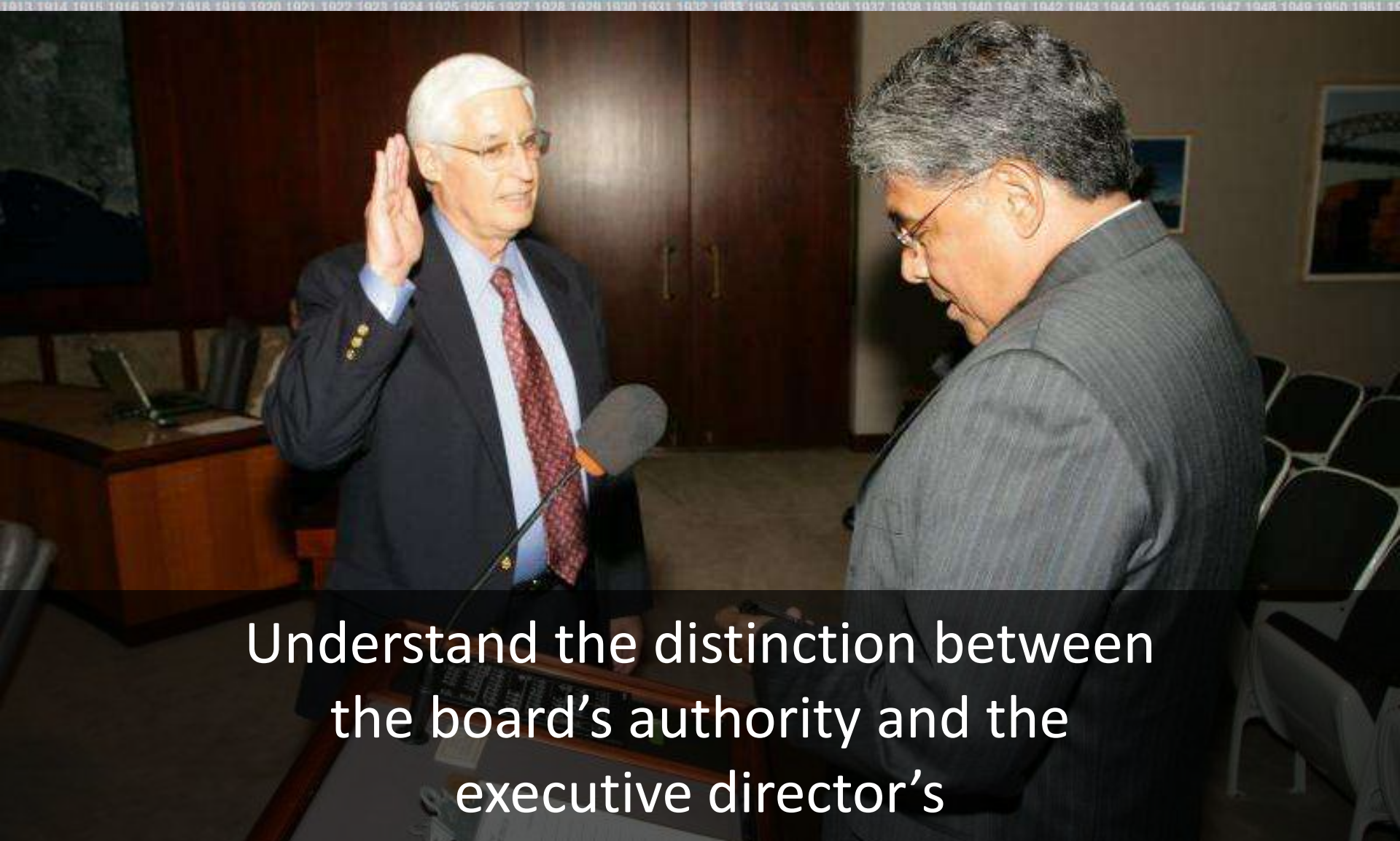


Board and management work better with a clear framework, good chemistry and a supportive environment.

# Clear roles

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Understand the distinction between  
the board's authority and the  
executive director's

# Board sets policy

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“I always ask myself – ‘do I need to know this? Is this a board responsibility’ before I make a request of the executive director.”

# CEO is the implementer

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A man in a dark suit and glasses is speaking at a dark wood podium. He is holding a microphone in his right hand and has his left hand on the podium. Behind him is a large arched window overlooking a city and a body of water. To the left of the man are three green flags with the Port of Long Beach logo and an American flag. To the right is a white flag with a red stripe and a black logo. The background is a bright, sunny day.

Day-to-day operations are the responsibility of the CEO, with the board providing perspective.

# Common vision

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Board and management need to be aligned on organization's direction

# Processes

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The board needs a framework for dealing with agendas, financial decisions, leases, personnel and succession planning.

# Good chemistry

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A photograph of two men in business suits engaged in conversation. The man on the left is Black and the man on the right is white. Both are wearing glasses and have small green pins on their lapels. The background shows an indoor setting with a door and an 'EXIT' sign.

Effective communications include  
frequent contact and open,  
ongoing dialogue



Say what's on your mind

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“It’s important to be tactful and consider how to approach sensitive issues, but it’s equally important to be direct.”

# Avoid surprises

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Keep in mind who else may provide info  
to board members if they don't hear it  
from the CEO first

# Close, but not personal

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Board members and management should not be  
“buddies.”

# Authenticity

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Good chemistry includes being willing to learn and listen, willing to accept feedback without ego.

# Do your homework

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CEO needs to make sure board has knowledge and understanding of issues.

# Supportive environment

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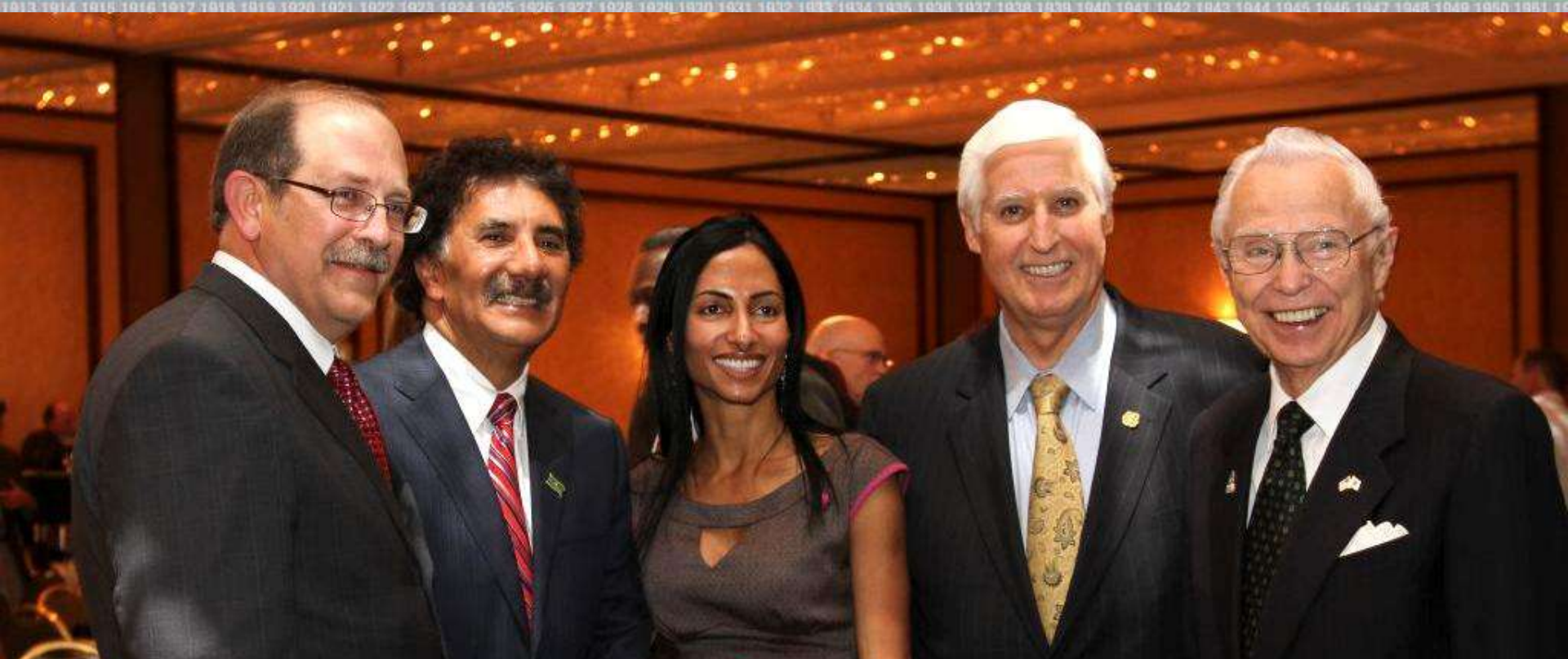


Board and management need to feel they are partners in the Port's progress.

# Elements for success

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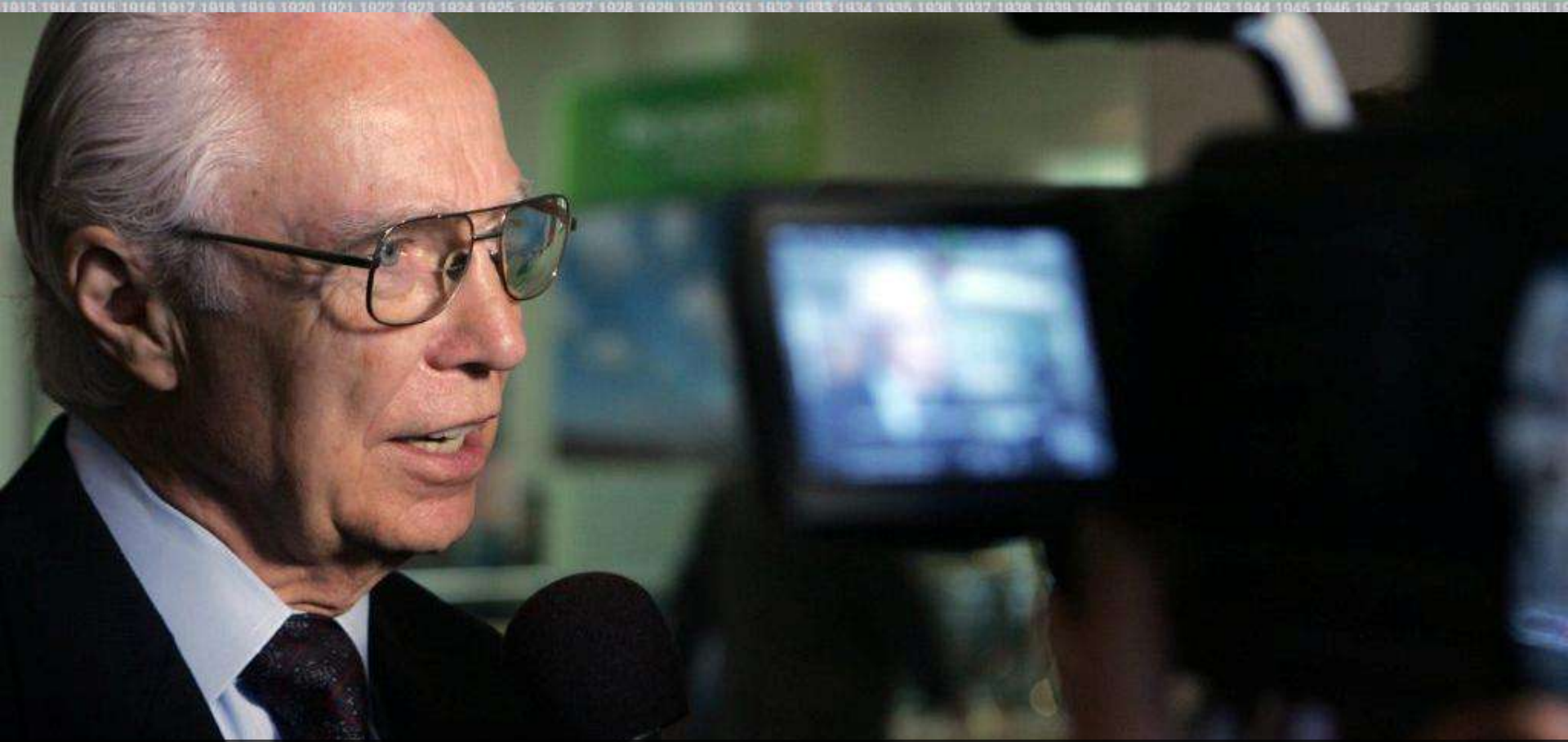


Success depends on a talented executive team, supportive board and a culture of transparency.

# The board's voice

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Chair needs to make sure all board members can offer a point of view.

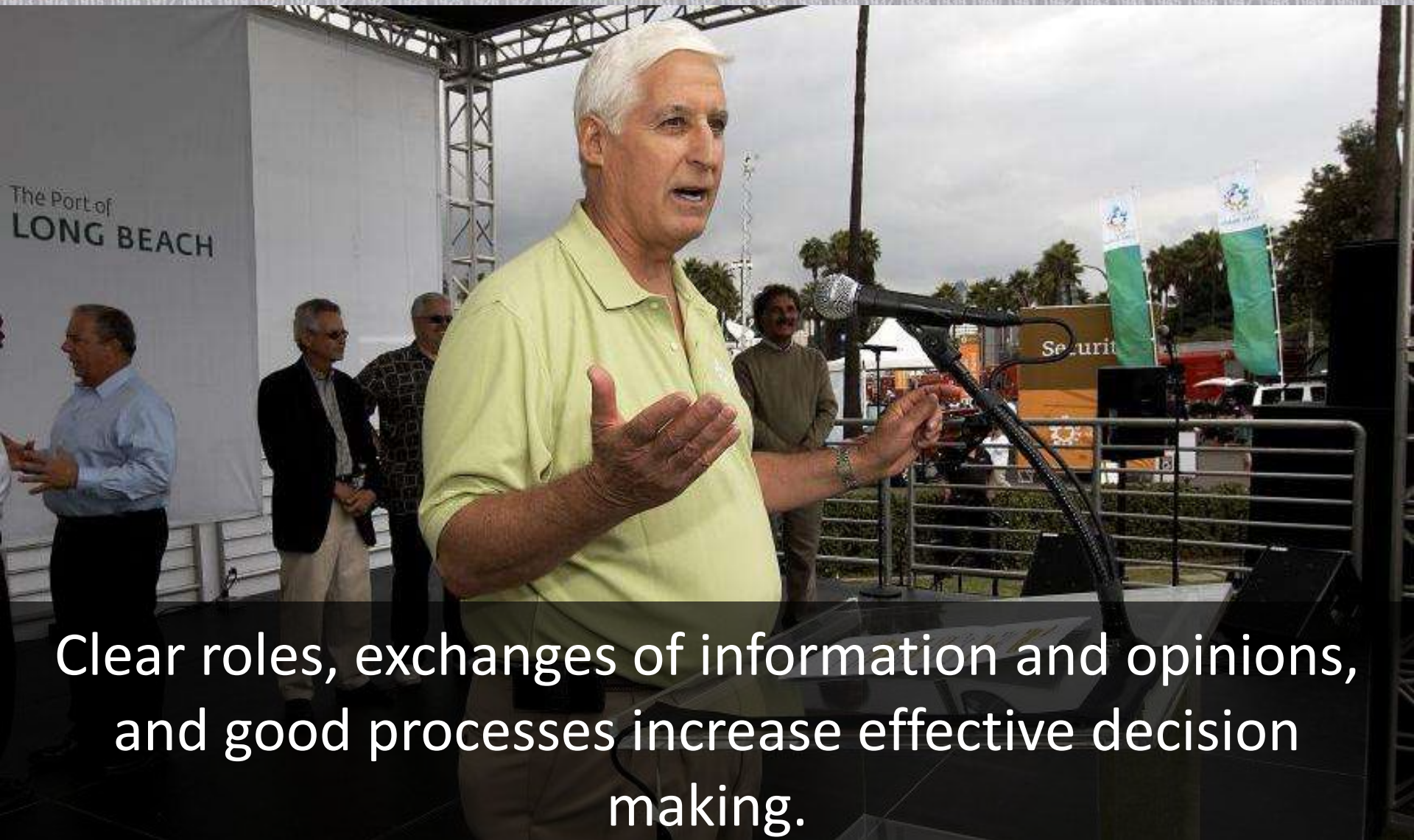


# In conclusion

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Clear roles, exchanges of information and opinions,  
and good processes increase effective decision  
making.

# Long-term view

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Develop knowledgeable, capable people on board  
and management.

# Partners

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A photograph of three men in business suits gathered around a table, looking at a model. The man on the left is pointing at the model. The man in the middle is looking at the model. The man on the right is looking at the model and has his hand to his face. The background is dark with some red lighting on the left.

A good partnership leads to improved strategy,  
more transparent decisions and effective dealings  
with customers, community.