

What does the **CEO** actually do?

The key elements that make up the CEO's responsibilities are: **governance, in ensuring the sound management of the organisation, maintaining and developing the strategic focus to ensure sustainable competitiveness, managing policy to be consistent with emerging events and mapping the changing world to inform strategy whilst keeping the organisation nimble enough to respond to competitive activity**

Governance

In bringing together policy, strategy and external mapping, the CEO can ensure the company is being managed in a responsible manner appropriate to internal demands and also in line with external requirements (e.g. legislation, reporting) and best practice. There is linkage with the Chairman, who is accountable to the Shareholders, to ensure emerging demands can be met by the organisation as operational matters evolve in line with strategic focus

Strategy

The strategy will be derived from the vision, mission and objective for the organisation, which ensures the CEO and Chairman work closely together to plan the business; drawing the various strands [finance, market, people etc.] into the properly developed, sequenced and interlinked format necessary for a sound management process.

Policy

Policies are the overriding courses of action that direct the organisation, even in changing external circumstances, and include internal codes of management. These are not set in stone and, given sufficient reason, may be subject to review and change within set parameters. Policies guide operations, but are not a substitute; they act an advisor to intelligent management and risk mitigation.

The policies will be clearly articulated to allow external people acting as advisors to challenge management with knowledge and confidence, and by so doing help the organisation to maintain its focus, whatever is happening elsewhere.

Mapping the changing world

There is an intermediate position in management between strategy and tactics. It may be termed *Intelligent Management* where the majority of practical management decisions are normally focused two weeks to six months ahead.

The core management and decision-making processes can be significantly enhanced by regularly introducing understanding and nuances from outside the organisation and from similar organisations and markets. By sharing this with the MD, the CEO can promote intelligent management in a changing world, to better guide operations and improve competitive responsiveness.

The Non-executive Directors can be very supportive by listening out for what is happening elsewhere, monitoring the continual changes in the external environment and reviewing the company's standing in the market place. This information may be fed back to the CEO for incorporation in strategic and intelligent decision-making