

## Building a High-Trust Board-CEO Relationship

### The board-CEO relationship is under pressure.

Technological disruption, geopolitical tensions, societal change, and heightened stakeholder scrutiny are reshaping how companies compete and succeed. These forces are testing the strength of the board-CEO relationship like never before.

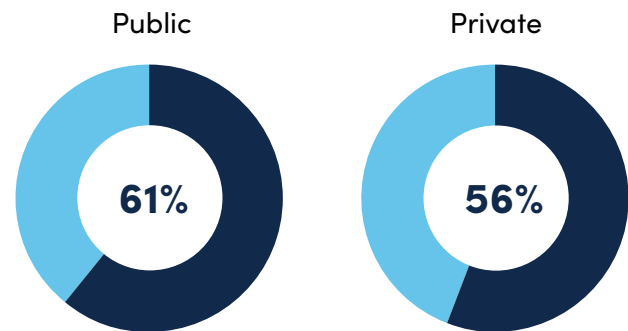
NACD's 2025 Blue Ribbon Commission report, *Building a High-Trust Board-CEO Relationship*, calls on boards and CEOs to invest in their relationship with intentionality and purpose.

**"When aligned in purpose and practice, this relationship can be a competitive advantage in this fast-moving environment, one that drives agile decision-making, organizational resilience, and long-term value creation."**

### Three Trends Driving a Renewed Focus on Board-CEO Dynamics

- 1 Greater scrutiny of CEO performance
- 2 Shrinking CEO and C-suite tenures
- 3 Greater expectations for board performance

Percentage of respondents from public and private companies that identified the board-CEO relationship as an "important" or "very important" improvement area for 2025.



Source: Friso van der Oord and Ted Sikora, "Directors Should Prepare to Address Five Board Dilemmas in 2025," posted on [nacdonline.org](https://nacdonline.org) on December 11, 2024.



### Access the Full Report

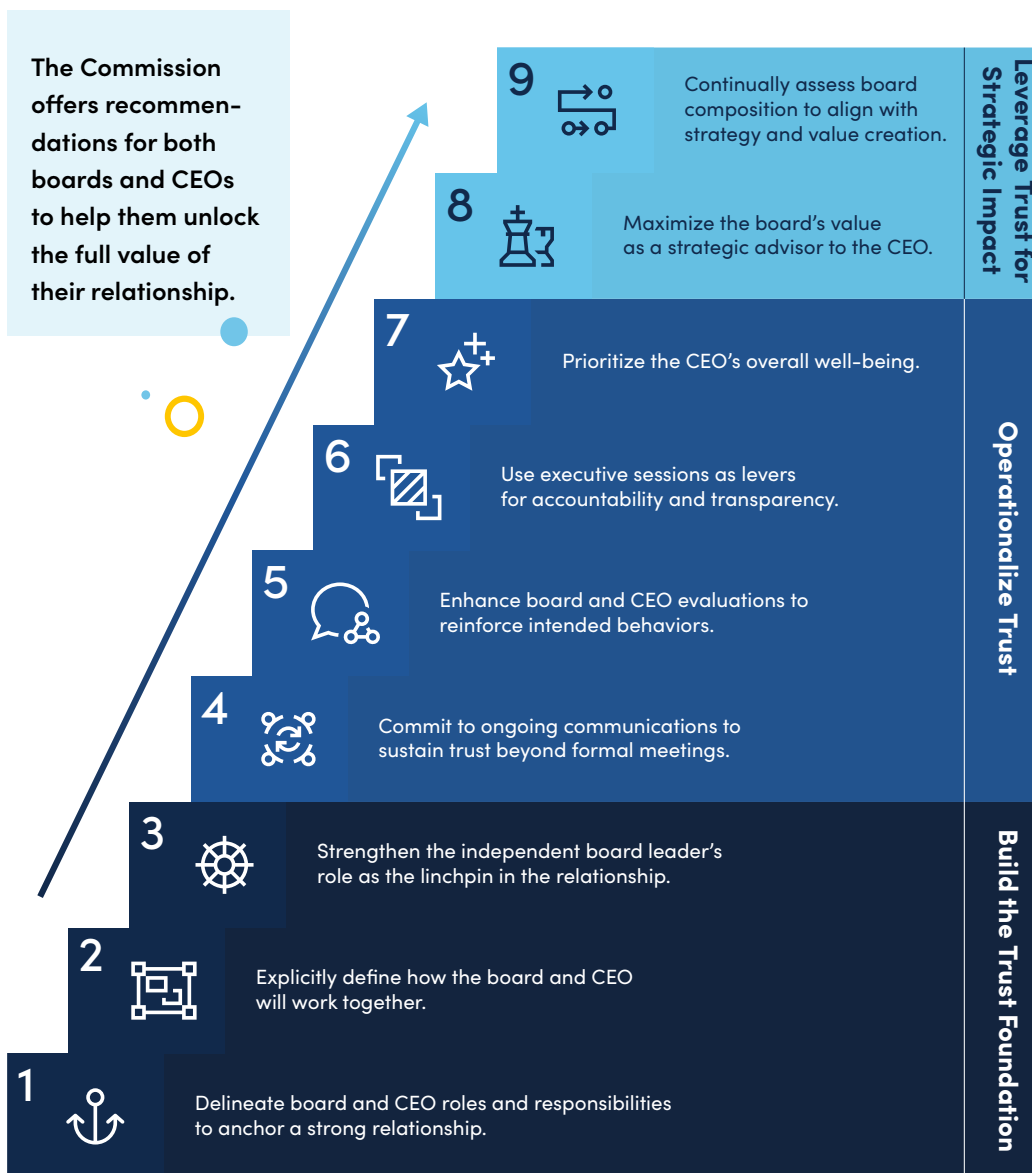
Members can visit [nacdonline.org/board-ceo-relationship](https://nacdonline.org/board-ceo-relationship) to access the report for peer-driven insights and a series of actionable tools to strengthen the board-CEO relationship.

# 2025 Report of the NACD Blue Ribbon Commission



## Nine Recommendations for Building a High-Trust Board-CEO Relationship

The report offers practical, actionable guidance tailored to boards and CEOs. The Commission's recommendations and associated toolkit focus on strengthening the board-CEO relationship through three key steps and nine recommendations.



### About NACD Blue Ribbon Commission Reports

For more than 30 years, NACD has convened an annual Blue Ribbon Commission to examine a critical governance topic and deliver actionable recommendations. These reports provide directors, CEOs, and the broader governance community with the tools and insights needed to lead with foresight and confidence, empowering directors and transforming boards to be future ready.

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### Turn Insights into Action

This year's report includes 12 tools to support implementation, including discussion guides.

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