THE SOCIAL EXCHANGE DANCE:

NONPROFIT CEO PERCEPTIONS OF BOARD CHAIRS AND ORGANIZATIONAL IMPACTS

by

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Abstract

The success of an organization, whether it is a for-profit corporation or a nonprofit entity, can, in part, be attributed to the working relationship between the chief executive officer (CEO) and the board chair. Existing research addressing for-profit corporations and nonprofit charities indicates that a productive relationship between the CEO and the board chair is built on trust and understanding of the others' preferences. However, research on nonprofit business leagues has not been as extensive as the research focused on nonprofit charitable organizations. This study of the relationship between the CEO and board chair of nonprofit 501(c)(6) business leagues explores (from the perspective of the CEOs) how the relationship of these two leaders can impact their organization. This qualitative study asks and answers: how do 501(c)(6) nonprofit business league organizations' CEOs describe their relationships with their corresponding board chairs, and how do 501(c)(6) nonprofit business league organizations' CEOs describe any impact on the organization resulting from this relationship with their corresponding board chairs. The research methodology used in this study is generic qualitative because it provides a way to gather the interviewees' opinions and perceptions. Narrative analysis is used in this study as a way to understand the interviewees' experiences and beliefs. The target population is nonprofit 501(c)(6) business league organization chief staff individuals in a southern state in the United States that hold the title CEO, President, Executive Director, Administrator, General Manager, or Managing Director. The maximum variation sample is drawn using the publicly available Internal Revenue Service's Exempt Organizations Business Master File. Based on interviews with CEOs, common words and phrases were identified, coded, and grouped. Themes and patterns

were identified and organized. Anecdotal examples and stories were also identified and grouped. The perceptions of the CEO interviewees about the CEO - board chair working relationship can be evaluated using the social exchange theory (Mauss, 1925). The CEO interviewees believe their relationships with their board chairs affect their organizations. The CEOs interviewees agree that conflicts due to divergent leadership styles (such as egos) and philosophies (like hidden agendas) cause confusion, conflicts and an erosion of trust that can lead to poor program performance, financial distress, and counterproductive behavior resulting in CEO turnover. Negative relationships were described as when there is mistrust or no trust, when the board chair has a hidden agenda or a personal agenda, when there is no understanding of roles, when there is lack of transparency and/or a lack of honesty, where there is lack of consistency, lack of responsiveness, and where self-serving and personal ego get placed before the needs of the organization. Conversely, CEO interviewees describe positive relationships as trusting/respectful, with good communication, being open/transparent, understanding roles, consistent, and reliable. The CEO interviewees felt that positive reciprocal relationships (which include a spirit of collaboration, trust, and knowledge-sharing between CEOs and board chairs) can shape their organizations. Examining the working relationship between CEOs and board chairs of nonprofit 501(c)(6) business leagues provides insights about the successes and failures resulting from these relationships. This information can be helpful to board chairs, first-time CEOs, as well as seasoned CEOs because this information can provide insights about fostering good working relationships between CEOs and volunteer leaders.

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CHAPTER 1. INTRODUCTION

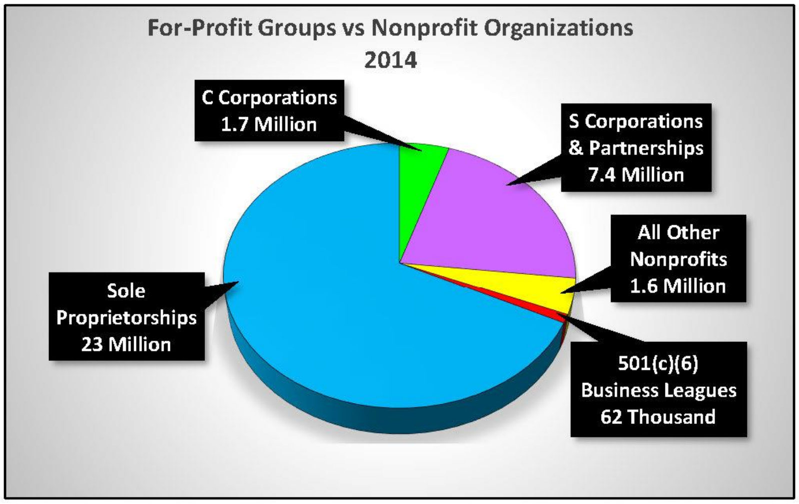
Background of the Study

The concept of dance is an interesting and elegant way to explain the theory of social exchange. Ballroom dancing, for example, requires that both individuals of the dancing pair learn together what is needed by each other in order to function as partners. The pair must adhere individually and jointly to certain pre-determined steps and movements. To function successfully as a pair, dancers draw on the knowledge they have gained and the skills they have refined over their dance careers.

The theory of social exchange, much like dancing, illuminates how both partners learn together what is needed by the other in order to function as a pair. This theory is born out when considering the saying ‘two heads are better than one.’ This pearl of wisdom presumes that, for example, a Tango or ballroom dancing partner can identify and correct mistakes by his/her partner (and vice versa) with the result that both dancers benefit individually and as a team (Minson, J., Liberman, V., and Ross, L., 2011). Minson et al continue “…the benefits of dyadic interaction are enhanced when individuals refrain from the standard and seeming logical process of justifying their own views, in favor of asking simple, questions about the basis of their partner’s views (p.1336).”

Similar to the give-and-take necessary for partners to develop a dancing style, nonprofit 501(c)(6) business league chief executive officers (CEOs) and their board chairs draw on their experiences individually and jointly as they learn how to function together in order to best guide their nonprofit organizations.

FIGURE 1.2 Number of For-Profit Groups vs Nonprofit Organizations in 2014



Note: The most recent statistics from 2014 from the United States Tax Foundation report 32 million businesses and 1.7 million nonprofit organizations.

Nonprofit organizations are a major part of our society – culturally, economically, and socially (Renard & Snelgar, 2016). There are over 32 million sole proprietorships, partnerships and S corporations, and C corporations in the United States whose bottom line is to make a profit. There are slightly more than 1.7 million nonprofit organizations that exist for altruistic and benevolent purposes. Today, those 1.7 million nonprofit organizations contribute over $985 billion to the U.S. economy, have over 11 million employees, pay ten percent of all salaries and wages in the United States, and rely on over 62 million volunteers (Bureau of Labor Statistics, 2015) to help accomplish their missions each year (Friesenhahn, 2016; McKeever, 2015; Salamon, Sockolowski, & Geller, 2012). Management expert, Peter Drucker (1992), likens the millions of United States volunteers to 'employees' who frequently donate their time and talents pro bono several hours each week. Volunteers of nonprofit organizations play an important role in society: they connect their organizations with the outside world (Bess, Cooper, & Jones, 2011).

One of the primary ways the United States encourages citizen volunteerism is by granting tax exempt status to groups organized to serve their members or the public at large (Arnsberger, Ludlum, Riley, & Stanton, 2008). The United States tax system regulates the activities of the nonprofit sector through the Internal Revenue Service (Simon, Dale, & Chisolm, 2006). The IRS has established twenty-nine classifications that comprise the overarching regulatory umbrella of United States nonprofit organizations. These classifications range from 501(c)(1) credit unions to 501(c)(29) qualified nonprofit health insurance issuers (Internal Revenue Service, 2019).

The 501(c)(6) classification refers to 'business leagues', which include approximately 62,000 trade associations, chambers of commerce, economic development groups, and professional societies. These business league groups promote the enhancement of business, the advancement of their professions, and the improvement of their communities (Internal Revenue Service, 2019). The actions of these business leagues directly impact millions of members and, by extension, hundreds of millions of United States residents. The larger business leagues are typically led by a combination of the CEO and the board chair. The CEO is usually a paid staff person who oversees day-to-day operations. The chairman/chairwoman of the board of directors is an unpaid volunteer who leads the board in carrying out its responsibilities at a strategic and policy level. The CEO-board chair relationship can be positive or negative (Mathews, 2019; Neustrom, Carlin, Kimmelman & Mool, 2012).

This study will explore the perceptions of the relationship between the nonprofit 501(c)(6) CEO and the board chair, and what, if any, impact their relationship has on their nonprofit 501(c)(6) business league organization.

Need for the Study

To discuss social exchange theory and its application in the nonprofit sector, it is helpful to understand its historic evolution. During the period 1880-1890, the theory of ‘scientific management’ began to emerge. Until then, business had been run based on ‘common sense.’ Frederick Taylor thought that, by using analytical methods, business could be made more efficient. Neil Gunter (2015), quoting J. L. Hill in 1923 on the age of practicality and results said: “The very sharpness of struggle in the competitive business world has developed an organization and a system which reap success from a very narrow margin of relative efficiency” (p. 355). Taylor’s peak contribution, around 1910, was to open the doors to treating business and commerce as a subject for scholarly research. Starting over a century ago, discussions of for-profit business and commerce became a focus for analysis by academic scholars. Research on nonprofit organizations came later, which is one of the reasons there has been more research on and more literature written about for-profit businesses than nonprofit organizations. A related view is expressed by Neil Fligstein (2008), who discusses Alfred Chandler’s sociology and business views. According to Fligstein, Chandler found that, during the 1960s until the mid-1970s, scholars were searching for the sociology of organizations, and they did not consider differences between government, for-profit corporations, and nonprofit organizations to be important.

The other reason why there has been more research on for-profit organizations is that there are more for-profit corporations than nonprofit organizations. The United States Census

FIGURE 1.2 Tax-Exempt Organizations & Nonexempt Charitable Trusts/Split-Interest Trusts

Tax-Exempt Organizations, Nonexempt Charitable Trusts, andNonexempt Split-Interest Trusts Fiscal Year 2018	
Type of organization, Internal Revenue Code section	Number of organizations
Tax-exempt organizations, nonexempt charitable trusts, and split-interest trusts, total	**1,835,534**
Recognized section 501(c) by subsection, total [1]	**1,682,091**
(1) Corporations organized under an Act of Congress	654
(2) Title-holding corporations	4,436
(3) Religious, charitable, and similar organizations [2]	1,327,714
(4) Social welfare organizations	80,197
(5) Labor and agriculture organizations	46,094
(6) Business leagues	**62,884**
(7) Social and recreation clubs	49,096
(8) Fraternal beneficiary societies	42,522
(9) Voluntary employees' beneficiary associations	6,192
(10) Domestic fraternal beneficiary societies	15,952
(12) Benevolent life insurance associations	5,341
(13) Cemetery companies	9,291
(14) State-chartered credit unions	1,599
(15) Mutual insurance companies	681
(17) Supplemental unemployment compensation trusts	94
(19) Veterans' organizations	28,537
(25) Holding companies for pensions and other entities	742
Other 501(c) subsections [3]	65
Recognized section 501(d) Religious and apostolic associations	216
Section 527 Political organizations	37,449
Nonexempt charitable trusts and split-interest trusts	115,778

[1] The number of organizations, by 501(c) subsections, includes organizations that applied for and received recognition of tax-exempt status, or that are exempt by virtue of a tax treaty.

[2] Includes private foundations. Not all organizations described in section 501(c)(3) must apply for recognition of tax-exempt status, including churches, interchurch organizations of local units of a church, integrated auxiliaries of a church, conventions or associations of churches, and organizations (other than private foundations as described in section 509(a)) that have normal gross receipts in each taxable year of not more than $5,000. In addition, organizations may be recognized as tax exempt under section 501(c)(3) without filing an application if they are included in a group exemption letter given to an affiliated parent organization. Section 501(c)(3) organizations who have not applied for recognition of tax-exempt status are not included in this number.

[3] Includes teachers' retirement funds (section 501(c)(11)); corporations organized to finance crop operations (section 501(c)(16)); employee-funded pension trusts (section 501(c)(18)); black lung benefit trusts (section 501(c)(21)); veterans' associations founded prior to 1880 (section 501(c)(23)); trusts described in section 4049 of the Employee Retirement Income Security Act of 1974 (ERISA) (section 501(c)(24)); State sponsored high-risk health insurance organizations (section 501(c)(26)); State sponsored workers' compensation reinsurance organizations (section 501(c)(27)); and qualified nonprofit health insurance issuers (section 501(c)(29)). Tax-exempt status for legal services organizations (section 501(c)(20)) was revoked effective June 20, 1992.

Note: Of the 1.7+ million recognized tax exempt 501(c) organizations in the United States, over 1.3 million have the classification 'religious, charitable, and similar organizations,' while over 62 thousand are classified as 'business leagues.'
From the United States Internal Revenue Service's public domain information website found at: https://www.irs.gov/pub/irs-soi/18db25eo.xls .

Bureau informs that, as of its most recent census report in 2016, there are approximately 32 million for-profit firms in the United States (Census Bureau, 2016), and there are approximately 1.7 million 501(c) tax exempt organizations. The number of nonprofit organizations amounts to about one-fourth of the number of for-profit corporations. Of those 1.7 million nonprofits there are about 62,000 501(c)(6) business leagues, which amount to about four percent of the nonprofit organization population. There are approximately one-hundred for-profit companies for each nonprofit 501(c)(6) business league. This comparatively smaller number of 501(c)(6) business leagues may be a reason why there has been more research in general about for-profit corporations and about CEO-board chair relationships in for-profit corporations than about non-profit organizations.

More recently, there has been considerable examination of the working relationships between the CEO and the board chair of for-profit corporations (Adams, Hermalin & Weisbach, 2010). There has also been some examination of the working relationship between the CEO and the board chair of nonprofit organizations, most of which has involved charitable organizations (Harrison & Murray, 2012; Hiland, 2006, 2008, & 2015; Iecovich & Bar-Mor, 2007; Mathews, 2019; Saj, 2013).

Existing research literature addressing for-profit corporations and 501(c)(3) charities indicates (a) that building up trust is key to a productive relationship between the CEO and the board chair**;** and (b) that some CEO-board chair pairs achieve a high level of trust (identification-based trust) that is based on internalizing each other's preferences (Fram, 2017). Some research literature also indicates that fruitful relationships between CEOs and board chairs of 501(c)(3) charities have catalyzed improved organizational productivity and engagement with the community (Boyd, 2011; Hiland, 2006, 2008, & 2015; Jager & Rehli, 2012).

There has been no comparable research exploring the relationships between nonprofit 501(c)(6) business league CEOs and their board chairs. There has been no research using social exchange theory (Mauss, 1925) to examine the working relationship between CEOs and board chairs of nonprofit 501(c)(6) business leagues. Scholars have recommended further research on these important and powerful relationships (Freiwirth, Burns, Gifford, Hiland, & Beck, 2017; Harrison & Murray, 2012; Hiland, 2006, 2008, & 2015; Iecovich & Bar-Mor, 2007; Saj, 2013).

Purpose of the Study

The purpose of this generic qualitative study is the exploration of the perceptions of nonprofit 501(c)(6) business league CEOs about their relationships with their board chairs, and the CEOs' perceptions about the impacts those relationships have on their organizations.

A secondary purpose of the study is to add to the body of knowledge on management of nonprofit 501(c)(6) business leagues to identify ways in which the management of business leagues can be improved. An additional purpose is to determine whether social exchange theory (Mauss, 1925) is a valid model for evaluating the working relationship between CEOs and board chairs of nonprofit business leagues.

Significance of the Study

This research is unique because, for the first time, a study examines the working relationship between CEOs and board chairs of 501(c)(6) nonprofit business league organizations and uses the lens of social exchange theory (Mauss, 1925) to do so. The CEO-board chair relationship has been previously explored in 501(c)(3) nonprofit charitable organizations but has not been explored in business leagues. Scholarly research on leadership and management of business leagues has not been as extensive as the scholarly research focused on nonprofit charitable organizations. This study of the relationships between CEOs and board chairs of nonprofit 501(c)(6) business leagues explores (from the perspective of the CEOs) how the relationship between these two leaders can impact the nonprofit organization. After the information has been collected and analyzed, it is used to explore whether social exchange theory (Mauss, 1925) may be supported by the findings.

The results of the study will contribute to the existing body of knowledge in the nonprofit sector by adding dimension to the discussion of this working relationship between the CEO and the board chair of nonprofit 501(c)(6) business leagues. This research could prompt scholars to examine other relationships within nonprofit 501(c)(6) business leagues. For example, board chairs from the same geographic region as the CEOs could be interviewed about their perceptions of the relationships with their CEOs and perceptions of any impacts on their organizations from those relationships. Results could then be compared with the responses given by the CEOs. The relationship between the elected treasurer (a member of the board of directors) and the chief financial officer (a member of the nonprofit organization staff) could also be examined. This research could also create interest in examining other nonprofit organizations within the overarching IRS 501(c) classification (such as examining the relationship between the CEO and the board chair of fraternal beneficiary societies, veterans' organizations, social clubs, and agricultural organizations).

Because the target population of this study includes the CEOs of nonprofit business leagues in the southeastern United States, future studies could be conducted in other areas of the United States. For example, a subsequent study could be conducted in the western United States.

The results from that study could be compared with the results from the study conducted in the southeastern United States.

Research Questions

The two questions of this qualitative study are:

R_1 How do 501(c)(6) nonprofit business league organizations' chief executive officers describe their relationships with their corresponding board chairs?

R_2 How do 501(c)(6) nonprofit business league organizations' chief executive officers describe any impact on the organization resulting from this relationship with their corresponding board chairs?

Definition of Terms

501(c)(6) – This legal classification includes nonprofit tax-exempt business league organizations such as chambers of commerce, economic development organizations, trade associations, and professional societies. These organizations concentrate on improvement of business conditions (Publication 557, 2017). Business leagues are legal entities whose members have a common business interest of "…improving the conditions of a particular trade or advancing the interests of the community…" (IRS Exemption Requirements: Business League, 2019) "… and not to engage in a regular business of a kind ordinarily carried on for profit. Its activities are directed to the improvement of business conditions" (Business League Definitions, 2019, p. 48).

Board Chair - 'Head' of the board of directors. Typically, the first or second most powerful person in the organization; the other being the CEO/executive director, if there is one

(Smith, Stebbins, & Dover, 2006, p. 26). In nonprofit organizations, the board chair is an unpaid volunteer.

Chief Executive Officer (CEO) - "Chief managerial officer … usually remunerated, appointed by and responsible to the board of directors," (Smith, Stebbins, & Dover, 2006, p. 81).

Impact - "To have a strong… effect on (something or someone)" (Impact, 2019).

Perceptions - What a person intuitively thinks and feels about another person, an object, or a situation. "Quick, accurate, and intuitive cognition… Awareness of the elements of environment through physical sensation… interpreted in the light of experience; a capacity for comprehension" (Perceptions, 2019).

Relationship - Multi-dimensional connections between two or more individuals or entities. "The way in which two or more people, groups, countries, etc., talk to, behave toward, and deal with each other" (Relationship, 2019).

Social Exchange - "…an exchange of goods, material goods but also non-material ones, such as the symbols of approval or prestige" (Mauss, 1925, p. 37; Homans, 1958, p. 606).

Research Design

Qualitative Design

Generic qualitative research, "…sometimes referred to as interpretive research" (Sanjari, Bahramnezhad, Fomani, Shoghi, and Cheraghi, 2014, p. 2), examines the experiences of people and how they live (Jones, 2013; Merriam, 2009). As opposed to philosophical assumptions used with other methodologies, researchers use generic qualitative research to identify perceptions of lived experiences, opinions, insights, and motivations of others (Merriam, 2009). Qualitative research design has been selected for this study because it is timely, credible, meaningful, and rigorous; it can lead to new perspectives, and is born from stories, experiences, and the way in which interviewees choose to present their descriptions (Karnieli-Miller, Strier, and Pessach, 2009) and its outcomes can make a worthy contribution to society (Tong, Sainsbury, & Craig, 2007; Tracy, 2010).

Narrative Analysis

Narrative analysis has been selected for this study because its foundation is in examining people's lives and experiences along with the 'how' and 'why' of the choices people make (Jones, 2013; Leggo, 2008). When people tell their stories, they define and clarify their experiences (Jones, 2013). By commenting on their relationships, CEOs reflect on and provide meaning by interpreting their actions and those of their board chairs. The positions that nonprofit 501(c)(6) business league CEOs fill within their organizations, coupled with the situations they encounter and discuss, provide for rich and powerful data (Carter, Bryant-Lukosius, DiCenso, Blythe, and Neville, 2014).

Assumptions and Limitations

Assumptions

Assumptions made about this study are that: a sufficient number of CEOs are identified and are agreeable to participating; the interview questions provide responses that yield rich, valid data; the interviewees are truthful and factual in their responses; because they are CEOs they share similar positive and negative experiences that they discuss; and they are sincerely altruistically motivated to participate in the study for the greater good of the profession and society rather than because of ulterior motives or for compensation (DeScioli, P. and Krishna, S. (2013). Additional assumptions are that saturation occurs when no new information is forthcoming (approximately 10-15 interviewees); and, although the researcher may bring preconceived opinions, it is important to ensure impartiality during the interviews and neutrality during the evaluation (Patton, 1999, p. 1204).

Limitations

Limitations specific to this study include: reluctance by CEOs to participate due to the length of time needed for the interview; the fact that the interviews are recorded and transcribed; and concerns by CEOs that their anonymity might be breached or that their employment may be jeopardized if it is discovered that they discussed negative situations or were critical of the board chair or of their organization. Other limitations include bias of the researcher and researcher credibility which can be allayed by the researcher's personal and professional experiences and background (Caelli, 2003).

Organization of the Remainder of the Study

Chapter 2 reviews the process of searching for existing literature. It discusses the theoretical orientation of the study. This is followed by a synthesis of the research findings and a critique of previous research methods. Chapter 3 discusses the generic qualitative methodology with which the study is conducted. Chapter 3 also discusses the research questions and justifies the research design appropriate for this study. The target population of nonprofit 501(c)(6) business league CEOs is identified. The sampling, interviewee selection, and protection processes are explained. The role of the researcher and ethical consideration is discussed. The interview questionnaire, data collection, analysis processes, and findings are explained. Chapter 4 summarizes the data collection results and provides subsequent analysis. The researcher's role, including personal and professional background experience and subject matter knowledge, is also addressed. Chapter 5 summarizes and discusses the results of the research along with the demonstrated assumptions and limitations. Further research recommendations are explained. Conclusions are made and reported.

CHAPTER 2. LITERATURE REVIEW

Methods of Searching

Computer assisted literature searches were conducted using Pro Quest, Summon, JSTOR, EBSCO, Google Scholar, ABI Inform, ERIC, socINDEX, Business Source Complete, Sage Journals, the *Nonprofit & Voluntary Sector Quarterly*, and the American Society of Association Executives' *Associations Now* Magazine. Keyword Boolean searches of peer-reviewed articles and dissertations were conducted using the terms: nonprofit, tax-exempt, for-profit, corporate, 501(c)(3), 501(c)(6), business league, chamber of commerce, trade association, professional society, charity, foundation, relationship between, trust, partnership/team, CEO/executive director/president, board chair/chairman/chairwoman, and board of directors. Additional criterion included limiting searches to full text, peer-reviewed journal articles published between 2010 and 2019. These literature searches produced over 100 relevant, useful, timely articles.

Note: Some important seminal research literature is pre-2010 and it is included.

Note: Some articles that are not scholarly-reviewed, or that were included in industry publications rather than scholarly publications, are germane to this research and are included because of their relevance.

Theoretical Orientation for the Study

The concept of dancing is an interesting and elegant way to explain the theory of social exchange. For example, ballroom dancing requires that both individuals of the dancing pair learn together to understand what is needed by the other in order to function as partners. The pair must adhere individually and jointly to certain determined steps and movements. To function successfully as a pair, dancers draw on the knowledge they have gained and the skills they have refined over their dance careers. Similarly, nonprofit 501(c)(6) business league CEOs and their board chairs draw on their experiences individually and jointly as they learn how to function together in order to best guide their nonprofit organizations.

Much like partners on the dance floor "…leadership becomes a collective, distributed activity where the work processes and the targeted outcome is continually negotiated" (Ropa & Sauer, 2008, p.560) and can result in future reciprocation (Brandes, Dharwadkar, and Wheatley, 2004). These exchanges can be not only material rewards, but psychological ones, too (Li, 2015). Hiland (2017) quotes Chait, Holland, and Taylor (1996) that adapting and reciprocating by accommodating to each other's styles is "…important for both throughout the relationship" (p.123). Choosing whether to interact or not with another person or choosing how much information to exchange can be powerful elements of social exchange relationships (Blau, 1968; Woodyard & Grable, 2014). Perry (1915, p. 481) notes that "…both must gain in order that both may have a motive for exchange."

The theory of social exchange, like ballroom dancing, illuminates how both partners learn together what is needed by the other in order to function as a pair. The dance process incorporates the concept of negotiation and reciprocal sharing. When information is shared about preferences and priorities, both partners benefit (Adair and Brett, 2005). In the nonprofit community, sharing this kind of information about preferences and priorities can help CEOs and board chairs realize personal and professional gains. Similarly, nonprofit 501(c)(6) business league chief executive officers (CEOs) and their board chairs draw on their experiences individually and jointly as they learn how to function together in order to best guide their nonprofit organizations.

The theory of social exchange can be used to examine how the CEOs of business leagues perceive their relationships with their board chairs. In the nonprofit sector, an example of this type of relationship is the shared authority and responsibility conferred on the CEO (who is hired by the board) and the volunteer board chair (who is selected by the board) (Blau, 1968; Neustrom et al, 2012). Power and prestige (which are elements of social exchange) can be reflected in employment longevity of the CEO, or in the volunteer position that is held by the board chair.

Review of the Literature

The purpose of this literature review is to identify scholarly discussions about nonprofit 501(c)(6) business league organization CEO-board chair relationships and any impacts on their organizations from those relationships. The literature addresses the difference between for-profit corporations and nonprofit organizations, the roles of nonprofit organizations, the differentiation between classifications of nonprofit organizations, the roles and relationships between nonprofit organization CEOs and their board chairs, and elements that can impact those relationships.

This study uses generic qualitative research in the examination of the experiences of people and how they live (Jones, 2013; Merriam, 2009). The generic qualitative approach provides a way to gather the interviewees' opinions and perceptions. As opposed to philosophical assumptions used with other methodologies, researchers use generic qualitative research to identify perceptions of lived experiences, opinions, insights, and motivations of others (Merriam, 2009). Qualitative research design is used because it is timely, credible, meaningful, and rigorous; it can lead to new perspectives, and its outcomes can make a worthy contribution to society (Tong, Sainsbury, & Craig, 2007; Tracy, 2010).

Because its foundation is rooted in understanding people's lives and experiences along with the 'how' and 'why' of the choices people make (Jones, 2013; Leggo, 2008), narrative analysis is used for this study. When people tell their stories, they define and clarify their experiences (Jones, 2013). By commenting on their relationships and by virtue of the positions that nonprofit 501(c)(6) business league CEOs fill within their organizations, CEOs can reflect on and provide meaning by interpreting their actions along with those of the board chairs of their nonprofit organizations (Jones, 2013). Narrative analysis used in this study is a way to understand the interviewees' experiences and beliefs.

Early definitions have described social exchange theory (Mauss, 1925) as the voluntary and reciprocal "…interaction between persons [as] an exchange of goods" (Homans, 1958, p. 597, 606) which is "…more or less rewarding or costly" (Blau, 1964, p. 193). Mauss (1925, p. 37) discusses three obligations common to the theory of social exchange: to give, to receive, and to repay. Social exchange theory (Mauss, 1925) explains workplace conduct; it also describes the mutual benefits (or rewards) and the costs (or punishments) of relationships and human behaviors (Cropanzano & Mitchell, 2005; Woodyard & Grable, 2014). Working relationships, for example, can include a spirit of collaboration and knowledge sharing (Cropanzano & Mitchell, 2005), where, over time, the CEO develops an institutional memory of the organization. Knowledge, such as the CEO's expertise in the field of nonprofit organization management, can also have practical applicability that can help the board chair facilitate meetings, develop a deeper understanding of the organization, and become a more effective leader. For CEOs, those goods can be material (such as a company vehicle), or enhanced benefits packages (such as more vacation time), while for the board chair, there may be non-material goods such as higher social status (Blau, 1964, p. 193). Emerson (1976, p. 335) quotes

Blau (1964) in describing social exchange theory as those "…voluntary actions of individuals that are motivated by the returns they are expected to bring." Woodyard and Grable use social exchange theory to explain workplace conduct as "…the costs, rewards, and profits of pursuing a particular course of behavior" (2014, p. 907). Social exchange theory (Mauss, 1925) also describes the mutual benefits (or rewards), and the costs (or punishments) of relationships and human behaviors: "…humans avoid costly behavior and seek rewarding statuses, relationships, interactions and feeling to the end that their profits are maximized" (Woodyard and Grable, 2014, p. 907; Nye 1979, p. 2).

In conducting their interdisciplinary review of social exchange theory (Mauss, 1925), Cropanzano and Mitchell (2005) found that "One of the basic tenets of social exchange theory (Mauss, 1925) is that relationships evolve over time into trusting, loyal, and mutual commitments" (p. 875). Yet, it is possible that, despite lack of reciprocity from their board chairs, CEOs may altruistically, unselfishly give their board chairs something (organizational support, mentoring, status) for the greater good of the organization (Clarkson, 2014; DeScioli & Krishna, 2013). Good reciprocal relationships where both parties receive or gain something from each other can also be good for the overall organization.

There is no universal concurrence on a 'magic' number or percentage that constitutes an acceptable interview sample size for a generic qualitative study. According to Thomson, 2011, p. 46) "…sample size and validity are the most often queried aspects of qualitative research." Morse (2015, p.1214) informs that the nature, scope, and complexity of the phenomenon dictates the sample size. Researchers have suggested as few as six (Guest, Bunce, & Johnson, 2006)**;** others have suggested twenty (Crouch & McKenzie, 2006)**;** while others have suggested ten to fifteen (Baker & Edwards, 2013; Francis, Johnston, Robertson, Glidewell, Entwistle, Eccles, & Grimshaw, 2010; Marshall, Cardon, Poddar, & Fontenot, 2013). There is agreement about:

(a) continuing to interview people until theoretical saturation occurs (Bowen, 2008) or until data saturation occurs (O'Reilly & Parker, 2012)**;** or

(b) until the information is sufficient enough that the study can be replicated (Fusch & Ness, 2015)**;** or

(c) until time no longer permits conducting additional interviews (Francis, Johnston, Robertson, Glidewell, Entwistle, Eccles, & Grimshaw, 2010; Guest, Bunce, & Johnson, 2006; Mason, 2010). Because this is a generic qualitative study, the sample size should attain saturation while addressing the purpose of the study and the quality of the interview discussion (Malterud, Siersma, & Guassora, 2016). The sample size is realized when a pattern of redundancy of recurring themes is recognized, and when no new information is forthcoming (Coyne, 1997; Francis, Johnston, Robertson, Glidewell, Entwistle, Eccles, & Grimshaw, 2010; Gentles, Charles, & Ploeg, 2015; Guest, Bunce, & Johnson, 2006; Marshall, Cardon, Poddar, & Fontenot, 2013; Mason, 2010; Patton, 1990). Capacity is realized when thematic redundancy occurs (van Rijnsoever, 2017).

Much research has focused on for-profit corporate boards of directors and the relationships within those boards of directors, the relationships between boards of directors and their board chairs, the relationships between boards of directors and their CEOs, and the relationships between board chairs and their CEOs. For example, although Adams, Hermalin, and Weisbach (2010) discuss the corporate board's role as it relates to governance, their research also notes the board's role as a team and as a provider of advice to their CEOs. In for-profit corporations, the goal is to achieve profits and/or growth (Clements & Bass, 2010). The for-profit board of directors is typically composed of people who share these profit/growth goals. Board members, who may be industry leaders, high-profile personalities, or subject-matter experts, act as representatives on behalf of the for-profit corporation's shareholders (Sundaram & Inkpen, 2004). Board members usually invest their own funds in the corporation and, as such, have a financial stake in the corporation. In their role as corporate board members, these individuals are usually remunerated for their service. Organizationally, the top employee of the for-profit corporation is the CEO who shares the board's interest in profit and/or growth and is compensated with a salary and benefits package. Scholarly research of for-profit corporations is extensive, driven by interest in the six million for-profit companies headquartered in the United States. One of the topics of research has been the working relationship between the board chair and the CEO of for-profit companies.

There is another corporate organizational structure recognized by the United States Internal Revenue Service; which is called the nonprofit sector. The United States tax system regulates the activities of the nonprofit sector through the Internal Revenue Service (Simon, Dale, & Chisolm, 2006). The IRS has established twenty-nine classifications that comprise the overarching regulatory umbrella of United States nonprofit organizations. These classifications range from 501(c)(1) credit unions to 501(c)(29) qualified nonprofit health insurance issuers (Internal Revenue Service, 2019). The Internal Revenue Service classifies nonprofit business leagues as 501(c)(6).

Approximately 62,000 trade associations, chambers of commerce, economic development groups, and professional societies have the 501(c)(6) classification of 'business league.' The mission of these business league groups is to promote the enhancement of business, promote the advancement of their professions, and promote the improvement of their communities (Internal Revenue Service, 2019). The actions of these business leagues directly impact millions of members and, by extension, hundreds of millions of United States residents.

FIGURE 2.2 Differences Between For-Profit Corporations and Nonprofit Organizations

DIFFERENCES BETWEEN FOR PROFIT CORPORATIONS NON-PROFIT TAX EXEMPT ORGANIZATIONS	
FOR-PROFIT CORPORATION	**NON-PROFIT ORGANIZATION**
Has stockholders/shareholders	Has stakeholders (dues-paying members and possibly others within the community having a 'special interest')
Goal: Make money	Mission: Altruistic, for the greater good / for the good of 'the whole'
Has board members	Has board members
Board members are usually compensated	Board members are not compensated
End-of-year profits distributed to stockholders/ shareholders	End-of-year monies are carried over so operational and program funds are available for the start of the new year

Note: The main differences between for-profit corporations and nonprofit organizations are stockholders/shareholders versus stakeholders, the goal/mission of the entity (making and distributing profit vs. benevolence) and what is done with remaining funds at the end of the year.

Business leagues are typically led by a combination of the CEO and the board chair. The CEO is usually a paid staff person who oversees day-to-day operations. The chairman/chairwoman of the board of directors is an unpaid volunteer who leads the board in carrying out its responsibilities at a strategic and policy level. The CEO-board chair relationship can be positive or negative (Mathews, 2019; Neustrom, Carlin, Kimmelman & Mool, 2012).

The nonprofit sector is comprised of organizations whose missions are to impact society in cultural, economic, and social ways (Renard & Snelgar, 2016). Nonprofit 501(c) organizations in the United States that are registered with the IRS number over 1.6 million. They account for $985 billion (5.4 percent) of gross domestic product (McKeever, 2019). Nonprofit organizations have over 11 million employees, pay almost ten percent of all salaries and wages in the United States, and rely on over 62 million volunteers to help accomplish their missions each year (Friesenhahn, 2016; McKeever, 2015; Salamon, Sockolowski, & Geller, 2012). "Volunteer work is equal to 10 million full-time jobs" (Drucker, 1989).

There are several distinctions between for-profit corporations and nonprofit organizations. First, members of boards of directors of nonprofit corporations are not compensated; they are volunteers who are elected. Second, for these board members, accomplishment of the nonprofit's mission is of primary importance. Third, the nonprofit organization must be financially viable (meaning the organization is able to pay its bills) so it can offer the services it was chartered to provide and continue operations. Fourth, nonprofit organizations do not have stockholders or shareholders. Nonprofit organizations have stakeholders (individuals, allied groups, and governmental entities) that have an interest in the success of the nonprofit organization.

The CEO of a non-profit entity usually shares the same organizational goals as the board of directors and board chair. The CEO wants the nonprofit to provide the services for which is was chartered. Along with the board of directors and board chair, the CEO also wants the nonprofit to be financially viable. In larger nonprofit organizations, the CEO is usually compensated.

Nonprofit organizations are about one fourth of the number of for-profit companies in the United States. This may be one reason why there has been more research in general about for-profit corporations and on CEO-board chair relationships in for-profit corporations than nonprofit corporations. There are about 62,000 501(c)(6) business leagues in the United States which amounts to about four percent of the nonprofit organization population. Described in another way, there are approximately one-hundred for-profit companies for each business league. This comparatively smaller number of 501(c)(6) business leagues may be one reason why there has been less research on business league CEO-chair relationships than on for-profit corporations and other types of nonprofit organizations.

Even with these notable statistics about the nonprofit sector, research about nonprofit organizations is less extensive than its for-profit corporate cousins. During the literature review, it became apparent that research on CEO-board chair relationships in for-profit corporations was more established and began earlier than research on CEO-board chair relationships in nonprofit organizations. This may explain why there are fewer research articles about nonprofit organizations and, refining even further, the relationships between their CEOs and board chairs. A modicum of research has been conducted examining the CEO-board chair relationship and its impact on the nonprofit organization (Cornforth and Macmillan, 2016, p. 1).

Of the twenty-nine nonprofit tax-exempt classifications, two of those classifications are:

- 501(c)(3) charities
- 501(c)(6) business leagues

Previous research discussions on both for-profit corporations and nonprofit organizations have focused on the CEO and the board chair fulfilling specific responsibilities in order to lead their organization. While this ‘To Do’ list approach can be useful in accomplishing specific tasks, Hiland’s (2006) research on the relationships of CEOs and board chairs found that a task-list type of approach had “…little, if anything, to do with what works” (Hiland, 2006, p. 49) in developing CEO-board chair relationships. While a task-list approach should not be dismissed, in their 2012 study of CEO-board chair cooperative power relations, Jager and Rehli state that the CEO-board chair relationships that were effective rested on "…complementary skills, experience, interests, temperaments, and instincts" (Jager & Rehli, p. 221). Fram (2015) explains that productive relationships between the CEO and the board chair can be the result of the two individuals functioning in tandem with each other.

There has been some discussion of the CEO-board chair relationship in 501(c)(3) nonprofit charitable organizations (Harrison & Murray, 2012; Hiland, 2005, 2006, 2008, & 2015; Iecovich & Bar-Mor, 2007; Saj, 2013). Literature has shown that personality traits of both the CEO and board chair can influence an organization (Herman & Renz, 2008; Levrau & Van den Berghe, 2013; Neustrom, Carlin, Kimmelman & Mool, 2012; Von den Driesch, da Costa, Flatten, & Brettel, 2015). Positive working relationships between the CEO and board chair stem from trust, bonding, and cohesiveness (Hiland, 2008; Kakabadse, Kakabadse, & Knyght, 2010; O'Shannassy, 2010). In addressing the roles of the CEO and the board chair in the contemporary 21st century nonprofit organization, O'Shannassy (2010) suggests that a positive working partnership between the two is borne of "…trust and confidence" (p. 295).

In their discussion of the perceptions of leadership, Harrison, Murray, and Cornforth (2013) identify certain traits as indicators of an effective board chair -- trustworthiness being one of those indicators. Fram (2015) elaborates "…strong bonds of trust…" (p. 4) are "…the most essential ingredient" (p. 4) in developing solid relationships. Another indicator identified by Harrison et. al. (2013) is the team leader who "'…works with' others rather than 'under' or 'over' them" (p. 710).

Positive working relationships between the CEO and board chair stem from trust, bonding, and cohesiveness (Hiland, 2008; Kakabadse, Kakabadse, & Knyght, 2010). Hiland

(2015) adds that “Nurturing relationships and establishing and maintaining trust is strategic work essential to organizational effectiveness,” (Hiland, 2015, p. 43).

Existing research literature addressing for-profit corporations as well as nonprofit organizations indicates that building up and maintaining trust is key to a productive working relationship between the CEO and the board chair; and that some CEO-board chair pairs achieve a high level of mutual trust based on understanding of each other’s preferences (Fram, 2017).

Some research literature also indicates that fruitful relationships between CEOs and board chairs have catalyzed organizational productivity and engagement (Boyd, 2011; Hiland, 2006, 2008, & 2015; Jager & Rehli, 2012). Organizational success can, in part, be predicted based on trust (van der Werff & Buckley, 2017) and the absence of ‘surprises.’ Trust, or lack thereof, can influence the type and quality of the relationship (Koskinen and Lamsa, 2016). Differences of opinion occur when there are divergent leadership styles and philosophies, confusion about roles and authority, as well as contrasting priorities and conflicting goals (Krause & Semadeni, 2013).

The success of the organization, whether it is a for-profit corporation or a nonprofit organization, can, in part, be attributed to the strength of the CEO-board chair working relationship. In their 2016 case study, Cornforth and Macmillan support the importance of “…establishing mutual trust and respect… in developing a successful working relationship; when trust begins to break down, there is a danger the relationship can enter a downward spiral,” (p. 19). The working relationship between the CEO and the board chair has the potential to impact the decision-making processes within the nonprofit organization. Those decisions can either benefit or hinder the organization (Bezemer, Nicholson, & Pugliese, 2014; Fletcher, 1992; Iecovich & Bar-Mor, 2007; Levrau & Van den Berghe, 2013; Neustrom et al, 2012). So, the quality of the CEO-board chair relationship can impact the effectiveness of the board (Neustrom, Carlin, Kimmelman & Mool, 2012) and the organization.

Synthesis of the Research Findings

Literature on for-profit corporations as well as nonprofit organizations has shown that personality traits of both the CEO and board chair may influence an organization (Herman & Renz, 2008; Levrau & Van den Berghe, 2013; Neustrom, Carlin, Kimmelman & Mool, 2012; Von den Driesch, da Costa, Flatten, & Brettel, 2015).

Literature further indicates that positive working relationships between the CEO and board chair stem from trust, bonding, and cohesiveness (Hiland, 2008; Kakabadse, Kakabadse, & Knyght, 2010; O'Shannassy, 2010). Differences of opinions occur when there are divergent leadership styles and philosophies, confusion about roles and authority, as well as contrasting priorities and conflicting goals (Krause & Semadeni, 2013). These conflicts may build tension, which can create hypersensitivity or an erosion of trust and can cause poor program performance, financial distress, and counterproductive behavior resulting in CEO and staff turnover (Allyn, 2011; Johnson, 2017; Peni, 2014; Roberts & Stiles, 1999). The success of the organization can, in part, be attributed to the strength of the CEO-board chair working relationship.

Research has been conducted in the for-profit sector about how CEOs and their for-profit corporation boards of directors interact. This research has discussed board actions, such as succession planning, setting strategy, overseeing, and giving advice to the CEO (Adams, Hermalin & Weisbach, 2010; Choi, Choi, Jang, & Park, 2014; Iecovich, 2005). Prior research has also examined relationships between the CEO and the board of directors of for-profit organizations (Adams, Hermalin, & Weisbach, 2010; Boyd, Haynes, & Zona, 2011; O'Shannassy, 2010; Sonnenfeld, Kusin, & Walton, 2013; Zhang, 2013).

In the nonprofit sector, the CEO and the board chair are expected to work together for the benefit of the nonprofit group and for the benefit of the stakeholders and communities served by the nonprofit organization (Neustrom, Carlin, Kimmelman, & Mool, 2012). This CEO-board chair working relationship can be evaluated using social exchange theory (Mauss, 1925). Relationships, for example, can include a spirit of collaboration and knowledge sharing (Cropanzano & Mitchell, 2005), where, over time, the CEO develops an institutional memory of the organization. Knowledge, such as the CEO's expertise in the field of nonprofit organization management, can also have practical applicability that can help the board chair facilitate meetings, develop a deeper understanding of the organization, and become a more effective leader. Choosing whether or not to interact with another person or choosing how much information to exchange can be powerful elements of social exchange relationships (Blau, 1968; Woodyard & Grable, 2014). Power and prestige (elements of social exchange) can be reflected in employment longevity (CEO) or the volunteer position (board chair) that is held. In the nonprofit sector, an example of this type of relationship is the shared authority and responsibility conferred on the CEO (who is hired by the board) and the volunteer board chair (who is elected by the board) (Blau, 1968; Neustrom et al, 2012.)

The working relationship between the CEO and the board chair has the potential to impact the decision-making processes within the nonprofit organization. Those decisions can either benefit or hinder the organization (Bezemer, Nicholson, & Pugliese, 2014; Fletcher, 1992; Iecovich & Bar-Mor, 2007; Levrau & Van den Berghe, 2013; Neustrom et al, 2012). Prior research has also examined relationships between the CEO and the board of directors of

501(c)(3) nonprofit charitable organizations (Saj, 2013) and found leadership ability and personal/organizational influence can impact the CEO and board chair working relationship.

Developing and maintaining quality relationships between the CEO and board chair requires interaction, cooperation, shared information, and social exchanges (Kinge, 2014). That relationship between the CEO and the board chair can impact the behavior or actions of the board of directors (Harrison, Murray, & Cornforth, 2012; Neustrom et al, 2012; Totten, 2007). Reciprocal relationships between CEOs and board chairs and the experiences, interests, and vision they share can shape their organizations (Harrison & Murray, 2012; Jager & Rehli, 2012). Much as a negative relationship between the CEO and the board chair can adversely affect the organization, a complimentary relationship between the CEO and the board chair can have a positive impact on how the board functions (Neustrom, Carlin, Kimmelman & Mool, 2012).

Although scholars have researched for-profit corporations and 501(c)(3) charities, to date, no studies have been found that examine the working relationship between the CEO and board chair of nonprofit 501(c)(6) business leagues. It appears that no research has addressed social exchange theory (Mauss, 1925) as a model to describe the working relationship between the CEO and board chair of 501(c)(6) business leagues.

Examining the working relationship between CEOs and board chairs of nonprofit 501(c)(6) business leagues can provide insights about the successes and failures resulting from this relationship. This information can be helpful to people who are board chairs, first-time CEOs, as well as seasoned CEOs, because this information can provide insights about fostering good working relationships between CEOs and volunteer leaders, such as board chairs and board members, as well as committee chairs and committee members.

The results of this study can contribute to the existing body of literature and help advance scholarly and practitioner application in the nonprofit sector by adding dimension to this working relationship between the CEO and the board chair of nonprofit 501(c)(6) business leagues.

Critique of Previous Research Methods

There has been considerable examination of the working relationships between the CEO and the board chair of for-profit corporations (Adams, Hermalin & Weisbach, 2010). There has also been some examination of the working relationship between the CEO and the board chair of nonprofit organizations, most of which has involved charitable organizations (Harrison & Murray, 2012; Hiland, 2006, 2008, & 2015; Iecovich & Bar-Mor, 2007; Saj, 2013). Existing research literature addressing for-profit corporations and 501(c)(3) charities indicates that

(a) building up trust is key to a productive relationship between the CEO and the board chair**;** and

(b) some CEO-board chair pairs achieve a high level of trust (identification-based trust) that is based on internalizing each other's preferences (Fram, 2017).

Some research literature also indicates that fruitful relationships between CEOs and board chairs of 501(c)(3) charities have catalyzed organizational productivity and engagement with the community / stakeholders they serve (Boyd, 2011; Hiland, 2006, 2008, & 2015; Jager & Rehli, 2012).

The CEO-board chair relationship has not been as extensively explored in business leagues. Scholarly research on leadership and management of business leagues has not been as extensive as the scholarly research focused on nonprofit charitable organizations.

There has been no comparable research exploring the relationships between nonprofit 501(c)(6) business league CEOs and their board chairs. More specifically, to date there has been no research identified that uses social exchange theory(Mauss, 1925) to examine the working relationship between CEOs and board chairs of nonprofit 501(c)(6) business leagues.

Homans (1958) was one of the first to shape a definition of social exchange. He described social exchange as a reciprocal act of giving something of value and receiving something of value in return. He said social exchange could be "…goods, material goods, but also non-material ones, such as the symbols of approval or prestige" (p. 606). The theory of social exchange can explain workplace conduct and can also describe the mutual benefits (or rewards), and the costs (or punishments) of relationships and human behaviors (Cropanzano & Mitchell, 2005; Woodyard & Grable, 2014).

This study explores whether the CEO perceptions of the board chair relationship support the basic assumptions of social exchange theory (Mauss, 1925). Findings may reveal that CEOs who exchange something (organizational support, mentoring, status, etc.) with their board chairs, receive something (increased compensation and/or additional perks, etc.) in return, if so, the theory of social exchange is supported. Reciprocal relationships where both parties get something positive from each other can also be good for the overall organization. Findings could reveal that despite lack of reciprocity from their board chairs, some CEOs altruistically, unselfishly give their board chairs something (organizational support, mentoring, status) for the greater good of the organization (Clarkson, 2014; DeScioli & Krishna, 2013). If this is found, then current social exchange theory (Mauss, 1925) may be expanded to address altruism. Even if the board chair does not reciprocate, the relationship might not negatively impact the organization.

Scholarly research addressing for-profit corporations is plentiful. These discussions include the role of the for-profit board in strategy, planning, profit, management (Adams, Hermalin & Weisbach, 2010; Bhuiyan, Roudaki, & Clark, 2013; Brown, 2015; Gavin, 2014), and oversight or, as Sonnenfeld, Kusin, & Walton (2013) wittily call it: serving "…. as a check on a 'cowboy CEO'" (p. 100). Literature also addresses the relationship between the for-profit board chair and the CEO (Boyd, et al, 2011; O'Shannassy, et al, 2013; Sonnenfeld, et al, 2013) and the organizational effect resulting from the chemistry of their relationship (Kakabadse, et al, 2008).

Although similar research in the nonprofit sector has not been as extensive, the working relationship between the CEO and the board chair has been studied. The majority of this literature involves 501(c)(3) charitable organizations (Harrison & Murray, 2012; Hiland, 2006, 2008, & 2015; Iecovich & Bar-Mor, 2007; Saj, 2013) and indicates that fruitful relationships between CEOs and board chairs of charities have catalyzed organizational productivity and engagement with the community (Boyd, 2011; Hiland, 2006, 2008, & 2015; Jager & Rehli, 2012).

As of present, no studies have been found that examine the working relationship between the CEO and board chair of nonprofit tax exempt 501(c)(6) business leagues. It also appears that no research has addressed social exchange theory (Mauss, 1925) as a model to describe the working relationship between the CEO and board chair of 501(c)(6) business leagues.

Scholars who have studied and authored papers on the CEO-board chair relationship seem to be reaching similar findings and conclusions; there does not appear to be any strong disagreement among authors.

The literature search has not identified any significant differences of opinion regarding social exchange theory (Mauss, 1925). No debate seems to have emerged from researchers holding opposing theoretical views. Scholars have recommended further research on these important and powerful relationships (Freiwirth, Burns, Gifford, Hiland, & Beck, 2017; Harrison & Murray, 2012; Hiland, 2006, 2008, & 2015; Iecovich & Bar-Mor, 2007; Saj, 2013).

This information may be helpful to people who are board chairs and first-time CEOs. This information may also be helpful to seasoned CEOs because it could provide insights about how to foster good working relationships between CEOs and volunteer leaders such as board chairs and board members as well as committee chairs and committee members. The results of this study may contribute to the existing body of literature and may advance scholarly and practitioner application in the nonprofit sector by adding dimension to this working relationship between CEOs and board chairs of nonprofit 501(c)(6) business leagues.

Summary

Chapter 1 introduced the study, including background, need, purpose, and significance of the research. It defined terms, and addressed the research design, assumptions and limitations of this study. Chapter 2 reviewed the process of searching for existing literature. It discussed the theoretical orientation of the study. This was followed by a synthesis of the literature search findings and a critique of previous research methods. Chapter 3 discusses the generic qualitative methodology with which the study was conducted. Chapter 3 also discusses the research questions and justifies the research design appropriate for this study. The target population of nonprofit 501(c)(6) business league CEOs is identified. The sampling, interviewee selection, and protection processes are explained. The role of the researcher and ethical considerations are discussed. The interview questionnaire, data collection, analysis processes, and findings are explained. Chapter 4 summarizes the data collection results and provides subsequent analysis. The researcher's role, including personal and professional background experience and subject matter knowledge, is also addressed. Chapter 5 summarizes and discusses the results of the research along with the demonstrated assumptions and limitations. Further research recommendations are explained. Conclusions are made and reported.

CHAPTER 3. METHODOLOGY

Purpose of the Study

The purpose of this qualitative study is to explore how 501(c)(6) nonprofit business league CEOs perceive their working relationships with their board chairs and how those CEOs described impacts from that relationship on their nonprofit organization.

A secondary purpose of this study is to add to the body of knowledge on management of nonprofit 501(c)(6) business leagues to identify ways in which the management of business leagues can be improved. An additional purpose is to determine whether social exchange theory (Mauss, 1925) is a valid model for evaluating the working relationship between CEOs and board chairs of nonprofit business leagues.

Over the years, nonprofit organizations have earned a major place in our culture, economy, and society (Renard & Snelgar, 2016). Nonprofit 501(c) organizations currently number 1.6 million and contribute over $900 billion to the United States economy. Nonprofit organizations have over 11 million employees and pay ten percent of all salaries and wages in the United States. They also rely on an army of over 62 million volunteers to accomplish the missions of the organizations they serve (Friesenhahn, 2016; McKeever, 2015; Salamon, Sockolowski, & Geller, 2012).

Activities of the nonprofit sector are regulated by the United States tax system through the Internal Revenue Service (Simon, Dale, & Chisolm, 2006). Twenty-nine 501(c) classifications comprise the overarching regulatory umbrella of United States tax exempt nonprofit organizations. The 501(c)(6) classification for 'business leagues'**,** includes approximately 62,000 trade associations, chambers of commerce, economic development groups, and professional societies. These business league groups promote the enhancement of business, the advancement of their professions, and the improvement of their communities (Internal Revenue Service, 2019). The actions of these business leagues directly impact millions of members and, by extension, hundreds of millions of United States residents.

These business leagues are typically led by a combination of the CEO and the board chair. The CEO is usually a paid staff person who oversees day-to-day operations. The chairman/chairwoman of the board of directors is an unpaid volunteer who leads the board in carrying out its responsibilities at a strategic and policy level. The quality of the CEO-board chair relationship can impact the effectiveness of the board (Neustrom, Carlin, Kimmelman & Mool, 2012). This study explores the CEOs' perceptions of the relationship between the nonprofit 501(c)(6) CEO and the board chair, and what, if any, impact their relationship has on their nonprofit 501(c)(6) organization.

There has been considerable examination of the working relationships between the CEO and the board chair of for-profit corporations (Adams, Hermalin & Weisbach, 2010). To a lesser degree, there has also been examination of the working relationship between the CEO and the board chair of nonprofit organizations, most of which has involved charitable organizations (Harrison & Murray, 2012; Hiland, 2006, 2008, & 2015; Iecovich & Bar-Mor, 2007; Saj, 2013).

Existing research literature addressing for-profit corporations and 501(c)(3) charities indicates (a) that building up trust is key to a productive relationship between the CEO and the board chair**;** and (b) that some CEO-board chair pairs achieve a high level of trust (identification-based trust) that is based on internalizing each other's preferences (Fram, 2017).

Some literature also indicates that fruitful relationships between CEOs and board chairs of 501(c)(3) charities have catalyzed improved organizational productivity and engagement with the community (Boyd, 2011; Hiland, 2006, 2008, & 2015; Jager & Rehli, 2012).

However, there has been no comparable research exploring the relationships between nonprofit 501(c)(6) business league CEOs and their board chairs nor any research using social exchange theory (Mauss, 1925) to examine the working relationship between CEOs and board chairs of nonprofit 501(c)(6) business leagues. Scholars have recommended further research on these important and powerful relationships (Freiwirth, Burns, Gifford, Hiland, & Beck, 2017; Harrison & Murray, 2012; Hiland, 2006, 2008, & 2015; Iecovich & Bar-Mor, 2007; Saj, 2013). It is the purpose of this study to do so.

Research Question

The two research questions are:

R_1 How do 501(c)(6) nonprofit business league organizations' chief executive officers describe their relationships with their corresponding board chairs?

R_2 How do 501(c)(6) nonprofit business league organizations' chief executive officers describe any impact on the organization resulting from this relationship with their corresponding board chairs?

Research Design

For this study, generic qualitative research is used because it examines the experiences of people and how they live (Jones, 2013; Merriam, 2009). As opposed to philosophical assumptions used with other methodologies, researchers use generic qualitative research to identify perceptions of lived experiences, opinions, insights, and motivations of others (Merriam, 2009). This approach was chosen because it is timely and rigorous and can yield credible and meaningful insights. It can lead to new perspectives, and its outcomes can make worthy contributions to society (Tong, Sainsbury, & Craig, 2007; Tracy, 2010).

Narrative analysis is used for this study because its foundation is in understanding people's lives and experiences along with the 'how' and 'why' of things people do (Jones, 2013; Leggo, 2008). When people tell their stories, they define and clarify their experiences (Jones, 2013). Narrative analysis helps explain the human experience and, more specifically, the life choices people make (Thomas, 2012). Narrative analysis addresses the 'how' and 'why' about what people do and don't do (Jones, 2013). Interviews provide the opportunity "…to learn about the world of others" (Qu and Dumay, 2011, p. 239). Open-ended interview questions encourage interviewees to talk about situations and issues (Tong, et al. 2007). Interviews with nonprofit 501(c)(6) business league CEOs provide the opportunity to ask the 'how' and 'why' questions, seek clarification, and probe for more information (Clandinin, 2016; Jones, 2013). Stories, examples, anecdotes, and personal observations of nonprofit 501(c)(6) business league CEOs describe the working relationships they have with their board chairs. The executive positions that nonprofit 501(c)(6) business league CEOs hold within their organizations, coupled with the situations they encounter, provide for rich data. By commenting on their relationships, CEOs can reflect on and provide meaning by interpreting their actions and those of their board chairs. Therefore, narrative analysis is the most appropriate fit for this research.

Target Population and Sample

Population

The target population is comprised of nonprofit 501(c)(6) business league organization chief staff individuals in the southeastern United States that hold the title CEO, President, Executive Director, Administrator, General Manager, or Managing Director.

Sample

The maximum variation sample is drawn using the Internal Revenue Service's Exempt Organizations Business Master File (https://www.irs.gov/charities-non-profits/exempt-organizations-business-master-file-extract-eo-bmf). The Business Master File contains information provided by nonprofit organizations that file an annual IRS Form 990 Return of Organization Exempt From Income Tax. Once this information has been identified and extracted from the IRS site, records can be sorted in a number of ways, including nonprofit classification. Then, records of nonprofit 501(c)(6) business league organizations can be isolated from the records of all other 501(c) organizations and can then be sorted to reflect a specific geographic area of the United States.

There is no universal concurrence on a 'magic' number or percentage that constitutes an acceptable interview sample for a generic qualitative study. Researchers have suggested as few as six (Guest, Bunce, & Johnson, 2006)**;** others have suggested twenty (Crouch & McKenzie, 2006)**;** while others have suggested ten to fifteen (Baker & Edwards, 2013; Francis, Johnston, Robertson, Glidewell, Entwistle, Eccles, & Grimshaw, 2010; Marshall, Cardon, Poddar, & Fontenot, 2013). There is agreement about (a) continuing the interviews until theoretical saturation (Bowen, 2008) or data saturation (O'Reilly & Parker, 2012) occurs**;** (b) until the information is sufficient enough that the study can be replicated (Fusch & Ness, 2015)**;** or (c) until time no longer permits conducting additional interviews (Francis, Johnston, Robertson, Glidewell, Entwistle, Eccles, & Grimshaw, 2010; Guest, Bunce, & Johnson, 2006; Mason, 2010). For a generic qualitative study, the sample size is needed to be robust enough to attain saturation while also addressing the purpose of the study and the quality of the interview discussion (Malterud, Siersma, & Guassora, 2016).

The sample size is realized when a pattern of redundancy of recurring themes is recognized, and when no new information is forthcoming (Coyne, 1997); Francis, Johnston, Robertson, Glidewell, Entwistle, Eccles, & Grimshaw, 2010; Gentles, Charles, & Ploeg, 2015; Guest, Bunce, & Johnson, 2006; Marshall, Cardon, Poddar, & Fontenot, 2013; Mason, 2010; ; Patton, 1990). Capacity is realized when thematic redundancy occurs (van Rijnsoever, 2017).

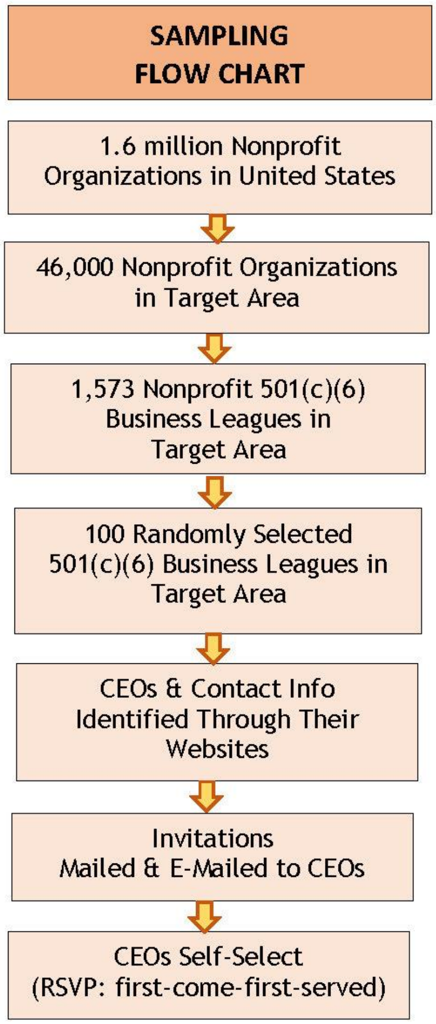
Procedures

Participant Selection

This maximum variation sample is drawn by using a computer to access the Internal Revenue Service's Exempt Organizations Business Master File (https://www.irs.gov/charities-non-profits/exempt-organizations-business-master-file-extract-eo-bmf). The Business Master File contains information obtained by the Internal Revenue Service from its Form 990 - Return of Organization Exempt From Income Tax. Nonprofit organizations are required to file Form 990 annually. Once the information has been extracted and saved to a MS Excel workbook, records can be sorted in a number of ways, including nonprofit classification. The records of nonprofit 501(c)(6) business league organizations can be isolated from the records of all other

501(c) organizations and can then be sorted to reflect a specific geographic target area of the United States.

FIGURE 3.1   Sampling Methodology Flow Chart



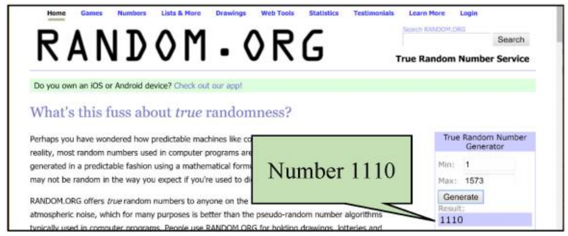
Note: Of the 1.6 million nonprofit organizations recognized by the Internal Revenue Service, 46,000 were identified as being located in the southeastern United States; and from those, 1,573 were identified as business leagues. By using a web-based number generator, 103 business leagues were randomly selected and those having CEOs and contact information were invited to participate.

The method of recruiting and screening CEOs begins by accessing the publicly available Exempt Organizations Business Master File (EO-BMF) from the Internal Revenue Service website as follows:

1. From the publicly available IRS homepage (https://www.irs.gov/), click on the ‘Charities and Nonprofits’ box located in the upper right corner of the website across from the IRS logo.
2. Scroll to the middle of the page and click on ‘Tax Exempt Organization Search’ (https://www.irs.gov/charities-non-profits/tax-exempt-organization-search).
3. In the middle column of the Tax Exempt Organization Search page, click on the ‘Exempt Organizations Business Master File Extract’ (EO-BMF) link (https://www.irs.gov/charities-non-profits/exempt-organizations-business-master-file-extract-eo-bmf). It is important to note that the records are presented randomly and are in no certain order, not alphabetic or numeric.
4. On the map of the United States, click on a state or a region of the United States. The download will begin automatically. After the download is finished, save the records to a MSExcel workbook and name it EO-BMF.
5. The EO-BMF contains column headings such as ‘Subsection.’ ‘Subsection’ relates to specific classifications of every nonprofit organization -- from nonprofit credit unions that are classified as 501(c)(1) to nonprofit co-op qualified health insurance issuers that are classified as 501(c)(29). Using the Excel customizable sort function, select all records, then sort the EO-BMF records in the ‘Subsection’ column in ascending order from 501(c)(1) to 501(c)(29).
6. Isolate the records displaying the number ‘6’ in the ‘Subsection’ column. The number ‘6’ represents 501(c)(6) business leagues. Save those records and delete all others. The result is the Business League Master File (BLMF) which totals a population of 1,500+ business league 501(c)(6) organizations in the target area.

7. To determine the starting point for the maximum variation sample drawn from the initial population of 501(c)(6) business leagues, the computerized random number generator website called ‘www.random.org,’ was used to randomly select the beginning record of the sequence (minimum = 1) maximum = 1573) from this population. The number generated was 1110.

FIGURE 3.2 Randomly Selected Beginning Record



Note: RANDOM.ORG is a public website used to generate random numbers. It is found at: www.random.org .

8. With the goal of producing a minimum of 100 records, every 15th record was selected beginning with record number 1110.
9. The process was repeated throughout the entire list until 100+ business league records were identified, isolated, and saved. Then, beginning with number 001, each record was assigned its own unique identifying number. This group was called the CEO-BLMF Records File.
10. Because the IRS does not routinely collect and post website addresses or the e-mail addresses of the contact persons in its Exempt Organizations Business Master File, an internet search is needed to locate the publicly available website for each of the selected business league organizations. This internet search identifies the business league organizations having (a) a web presence, (b) a CEO, (c) the postal mailing address for the CEO, and (d) the e-mail address for the CEO. For each business league organization having a website, the CEO was identified and contact information (telephone, e-mail address, mailing address) was obtained. Only organizations that met these criteria were used for this study. This group was called the CEO-Business League Sample (CEO-BLS). Selecting organizations that have both a website and a CEO means the maximum variation sampling process will only include professional, paid nonprofit business league executives. These

CEOs hold their current positions because of their demonstrated expertise and knowledge of the nonprofit business league field, along with their experiences in developing relationships and working with board chairs.

11. Contact with the CEO-BLS prospective participants was via postal mail, e-mail, and telephone calls:

    Postal Mail. A personalized invitation letter to CEO-BLS prospective participants explained the study and the interview. The invitation packet also included the consent form. The invitation letter asked that the CEO indicate willingness to participate by replying within five days by using a pre-addressed postage paid return envelope included in each invitation packet. If there was no response from the CEO after five business days, a follow-up reminder e-mail was sent. If, after five additional business days, there was no response to the reminder e-mail, a follow-up telephone call was made to the CEO.

    E-Mail. An invitation identical to the one described in the previous paragraph explaining the study and the interview was e-mailed to the CEO-BLS prospective participants. The consent form accompanied the invitation. As with the postal mailed invitation letter, the e-mail invitation asked the CEO to indicate willingness to participate by replying to the e-mail invitation within five business days by either typing ‘yes’ or ‘no’ in the e-mail subject line or in the message section. If there was no response from the CEO after five business days, a follow-up reminder e-mail was sent. If there was no response after five additional business days to the reminder e-mail, a follow-up telephone call was made to the CEO.

12. Participation in the interview process was on a ‘first-come first-served’ basis and was determined by the CEOs that self-selected and replied in the affirmative to the invitation.

For this study, it was determined that the first 10 - 15 CEOs that responded would be interviewed, or until data saturation was met.

13. Those who responded in the affirmative that they were willing to participate were telephoned by the researcher. The CEOs received a briefing that explained the interview process, their role, and the importance of understanding informed consent. A date and time were established for the interview.

The CEO prospective participants who did not participate received both an e-mail and a postal mailed letter thanking them for their consideration.

Protection of Participants

As is addressed with the Institutional Review Board application (Appendix A) and the informed consent form, safeguarding human research participants and their records complied with Capella University policies and were approved by the Institutional Review Board. This recruitment process incorporated safeguards for the protection of the participants by anticipating, then minimizing, risks to confidentiality and anonymity. As replies were received from the sample's respondents, the signed informed consent forms were scanned, encrypted, and saved to a secure password protected USB drive. Consent forms were saved to another USB drive. Separating the forms from the interview data is a prudent safeguard so the information cannot be connected, and the identity of the interviewee compromised. The USB drives are kept in a locked file cabinet in the researcher's home office. Potential risks to participants was minimal.

Because these were telephonic interviews, verbal authorization and acknowledgment that participation was voluntary was obtained prior to the beginning of each interview. Interviewees were advised that if during the interview they became uncomfortable, they should so indicate, and the interview would be stopped.

Each CEO was assigned a unique three-digit numeric code produced by RANDOM.ORG (www.random.org), a computerized random number generator. Thereafter, he/she was no longer referred to by his/her given name or by organization but, rather, by the randomly selected numeric code. Substituting codes for names removes any doubt about the intention and obligation to protect the identities of the interviewees. After the numeric code was assigned, all forms having identifying information are shredded.

To further safeguard the identity of interviewees and their organizations, all identifying information (interviewee's name, organization name, city/state name) was deleted from the transcripts. After the interview was transcribed, the document was 're-scrubbed' to ensure that all remaining identifiers are removed.

According to Capella University protocols, all digital audio files, USB storage device files, and word documents are to be encrypted and password protected. After seven years, all document files that are paper will be shredded. The USB storage device housing word documents and the audio files will be scrubbed and reformatted (Kissel, Regenscheid, Scholl, & Stine, 2014).

Geographic reference in the southeastern United States is not attributed to a specific city or state but, rather, generic terms such as 'the region,' and 'the area' are applied.

Data Collection

Telephone interviews were conducted with randomly selected CEOs of 501(c)(6) nonprofit business league organizations. The primary advantage of telephone interviews was convenience for the CEOs and the researcher. Although telephone interviews do not convey facial expressions and non-verbal body language, telephone interviews save time and reduce costs by eliminating travel distances that may separate the interviewer and the interviewees. Although some researchers may be reluctant to use the telephone for interviewing purposes, others have deemed telephone interviews to be as good as face-to-face interviews that produce rich, descriptive comments and data (Cachia & Millward, 2011; Irvine, 2011). Using a semi-structured method of data collection provided the opportunity to obtain answers to 'how' and 'why' questions; to seek clarification**;** and to probe for additional information (Barriball & While, 1994; Jones, 2013; Neergaard, Olesen, & Sondergaard, 2009).

VAST conference calling was used to record the interviews. Interviewees were provided with a call-in telephone number and a code to access the teleconference. Two identical audio recorders were also used as backups to VAST's teleconference recording technology. The audio interview recordings from VAST Conference Calling were then exported to NVivo, a software program that electronically converts spoken words to written transcripts. By using NVivo's transcription conversion program, it was not necessary to employ a transcriptionist. This further minimized inadvertent exposure of the interviewees' identifying information. Upon transcription conversion, each interview file received a code number corresponding to the randomly assigned number of the selected CEO.

Openness and replicability are important elements in research processes (Nosek & Lakens, 2014). Therefore, a second individual checked (or 'audited') the collection processes and analyzed the data to support the validity of results and conclusions of the study. This verification process is important because it establishes accuracy and objectivity, and it validates that the researcher's conclusions are supported by the interviews (Houghton, Casey, Shaw, & Murphy, 2013). This audit check reaffirms that all steps were followed, that nothing was inadvertently omitted, and that the processes can be replicated (Statistics Solutions -

Dependability, 2019). Should other researchers desire to replicate this study, it will be necessary for them to faithfully follow the step-by-step instructions for recruitment, data collection, and data analyses that are detailed in this study (Burchett, Mayhew, Lavis, & Dobrow, 2013; Statistics Solutions – Transferability, 2019).

Data Analysis

Because it is the discovery and identification process of situations and events that have been described in written transcripts (Polkinghorne, 1995), the analysis of the data began by using NVivo software to create nodes reflecting themes and patterns. These themes and patterns were then organized. Anecdotal examples and stories were also identified and analyzed for common themes across all interviewees.

The processes and analyses performed were:

1. Prepare the data.
    a. Compare and contrast
    b. Missing information searches
    c. Analogies and metaphors
    d. Connectors
    e. Transitions.

    It should be noted that the interview transcripts and coding were examined by an independent reviewer as a method of reliability checking. If required by the Institutional Review Board, the independent reviewer is able to sign a confidentiality form and any other documents to ensure non-disclosure of information. A log (audit trail) was used to track and record activity.

2. Analyze the principal concepts, themes, and patterns.

3. Determine whether the responses seem philosophically consistent or are contradictory.
4. As appropriate, provide a summary statement of the main points from the responses.
5. Create a list of work processes and communication tools (relationship tools) that the CEOs found to be useful in building an effective working relationship with their board chairs.
6. Create a list of work processes and relationship tools that the CEOs found not to be useful or were counterproductive in building effective working relationships.
7. Identify and comment on a global level about patterns that emerge.

The goal of narrative analysis is to explain and understand the unique actions and events that describe the human condition (Polkinghome, 1995). This is accomplished through rich, thick, deep, detailed descriptions that authentically and accurately capture the complex experiences of the interviewee (Barone, 2010; Diefenbach, 2009) as well as the interviewee's thoughts about those experiences (Creswell & Miller, 2000). The audit trail provides documentation of the researcher's decisions and actions (Creswell & Miller, 2000). Validity is demonstrated by consistency, use of a research journal, by directly quoting the interviewee(s), and by thematic coding of the original transcripts (Jones, 2013). These tools are useful as the interviews are examined for comparisons and contrasts (Annink, 2017).

Instruments

The Role of the Researcher

As a former CEO of nonprofit 501(c)(6) business league organizations, the researcher has, over the course of a thirty-year career, encountered experiences similar to those of the interviewees. Because the interviewer is an instrument of the interview process, there is the possibility of researcher bias. In this study, those biases could involve the researcher's personal opinions about the working relationship between CEOs and board chairs. For example, the researcher may feel that a positive working relationship between the CEO and board chair will likely lead to a more effective nonprofit organization, while a negative working relationship could impact the effectiveness of the organization in accomplishing its mission.

Because the researcher is an instrument of the interview process, it is important to employ safeguards so that researcher biases do not impact the study (Chenail, 2011). Safeguard brackets include recognizing that the researcher may have similar -- or opposing -- opinions, beliefs and lived experiences which need to be set aside (Tufford & Newman, 2010). Bracketing employed in this study includes adherence to the interview questions, use of the pre-determined prompts, and use of follow-up questions. Bracketing also addresses researcher preconceptions by creating a written 'audit trail' that includes a log of the researcher's observations of the interviews. This is done through self-reflection by the researcher, coupled with recognition of pre-existing beliefs, assumptions, thoughts, and prior experiences and then setting them aside or holding them in abeyance (Tufford & Newman, 2010).

Guiding Interview Questions

For this generic qualitative narrative study, a semi-structured interview process was used. The elements of flexibility and fluidity are reasons for using this interview technique. Flexibility is important when developing and asking interview questions (Thomas, 2012). In using a narrative analysis approach, the interviewer has the flexibility to ask follow-up questions for clarification or elaboration purposes. Fluidity in the semi-structured interview is also important, since the path of the interview can change, depending on the responses provided by the CEO

(Roer-Strier & Sands, 2015). The generic qualitative approach was determined to be the most appropriate.

This qualitative study used a list of prepared questions. It also used follow-up questions (or prompts) designed to probe for further information (Tong, Sainsbury, & Craig, 2007). Thirteen guiding interview questions were developed. A review of the questions was conducted by a four-person expert review panel. The panel reviewed the questions for intent, clarity, and relevance.

The panel consisted of:

1. EdD. University Department Head and Program Director with 25 years in the nonprofit field. Professional discipline: Education. Dissertation approach: qualitative case study.
2. PhD. Foundation Executive Director with 15 years in the nonprofit field. Professional discipline: public policy / nonprofit management. Dissertation approach: qualitative case study.
3. PhD. College Executive Director with 30 years in the nonprofit field. Professional discipline: psychology and public administration. Dissertation approach: qualitative case study.
4. BS, IOM, CAE. President & CEO of a regional nonprofit 501(c)(6) business league with 27 years in the nonprofit field.

Taking into account the review panel's comments, the thirteen questions and prompts were finalized. They are:

1. How frequently do you meet with your board chair?
2. How do you communicate with your board chair?
3. What kind of working relationship do you have with your board chair?

PROMPT: How did you and your board chair learn what to expect of each other?
PROMPT: How did you learn to work together?

4. What factors do you think lead to a positive relationship between the CEO and the board chair?
   PROMPT: Which one factor is the most important?
   PROMPT: Can you share an example of this most important factor?

5. What factors do you think lead to a negative relationship between the CEO and the board chair?
   PROMPT: Which one factor is the most important?
   PROMPT: Can you share an example of this most important factor?

6. Why do you think your board chair invests (or exchanges) time with (or on behalf of) your organization?

7. Can you tell me about any disagreement you have had with your board chair?
   PROMPT: How was the disagreement resolved?
   PROMPT: Did you feel the resolution was fair or reasonable?
   PROMPT: Were you satisfied with the outcome?
   PROMPT: How did this disagreement impact your organization?

8. Because the CEO and board chair are expected to work closely together, trust -- or lack of trust -- may affect their relationship either positively or negatively. Given the premise that, in general, some level of trust already exists, please share an example of an instance when you did not trust your board chair.
   PROMPT: Did you resolve the issue?

9. Does the relationship between the CEO and the board chair affect the organization?
   PROMPT: Can you share an example?

10. If you could give CEOs one piece of advice about their relationships with their board chairs, what would that advice be?
    PROMPT: Can you tell me a story or provide an example about why you think that is good advice?

11. If you could give board chairs one piece of advice about their relationships with their CEOs, what would it be?
    PROMPT: Can you tell me a story or provide an example about why you think that is good advice?

12. Describe the ideal board chair.

13. Describe the ideal (or the best) relationship between the CEO and the board chair.

NOTE: For purposes of this research, prompts are defined as follow-up questions the researcher may use to further probe or seek clarification of the interviewee's response. Prompts used in the discussions with CEOs include:

A. Could you please tell me more about…
B. I'm not quite sure I understood … Could you tell me about that some more?
C. I'm not certain what you mean by… Could you give me some examples?
D. Could you tell me more about your thinking on that?
E. You mentioned… Could you tell me more about that? What stands out in your mind about that?
F. This is what I thought I heard… Did I understand you correctly?
G. So what I hear you saying is…"
H. Can you give me an example of…
I. What makes you feel that way?
J. What are some of your reasons for liking it?
K. You just told me about… I'd also like to know about…
L. How did that happen?
M. How did you feel?
N. How did you do that?
O. What happened then?

Ethical Considerations

As the signed informed consent forms were received from the sample participants, they were scanned, encrypted, and saved to a secure password protected USB drive. Interview data was saved to another USB drive. Separating the forms from the interview data is a prudent safeguard so a connection cannot be made between the interviewee and the interview, compromising the identity of the interviewee (Sanjari, Bahramnezhad, Fomani, Shoghi, & Cheraghi, 2014). The USB drives are kept in a locked file cabinet in the researcher's home office.

During the selection process, each organization was assigned a unique three-digit numeric code so the CEO was no longer referred to by his/her given name or by organization name. Instead, the CEO and organization were referred to by the assiigned selected numeric code. Substituting codes for names removes any doubt about the intention and obligation to protect the identities of the interviewees. After the numeric code was identified, all forms having identifying information were shredded.

To safeguard the identity of interviewees and their organizations, all identifying information (interviewee's name, organization name, city name) was deleted from the transcripts. After the interview was transcribed, the document was 're-scrubbed' to ensure the removal of all remaining identifiers.

According to Capella University protocols, all digital audio files, USB storage device files, and word documents are to be encrypted and password protected. After seven years, all document files that are paper will be shredded. The USB storage device housing word documents and the audio files will be scrubbed and reformatted (Kissel, Regenscheid, Scholl, & Stine, 2014).

Geographic reference in the southeastern United States will not be attributed to a specific city but, rather, generic terms such as 'the region,' and 'the area,' are used.

Summary

Chapter 1 introduced the study, including background, need, purpose, and significance of the research. It defined terms, and addressed the research design, assumptions and limitations of the study. Chapter 2 reviewed the process of searching for existing literature. It discussed the theoretical orientation of the study. This was followed by a synthesis of the research findings and a critique of previous research methods. Chapter 3 discussed the generic qualitative methodology by which the study was conducted. Chapter 3 also discussed the research questions and prompts and justified the research design appropriate for this study. The target population of nonprofit 501(c)(6) business league CEOs was identified. The sampling, interviewee selection, and protection processes were explained. The role of the researcher and ethical considerations were discussed. The interview questionnaire, data collection, analysis processes, and findings were explained. Chapter 4 summarizes the data collection results and provides subsequent analysis. The researcher's role, including personal and professional background experience and subject matter knowledge, is also addressed. Chapter 5 summarizes and discusses the results of the research along with the demonstrated assumptions and limitations. Further research recommendations are explained. Conclusions are made and reported.

CHAPTER 4. PRESENTATION OF THE DATA

Introduction: The Study and the Researcher

Chapter 1 discussed the background, need, purpose, and significance of this study. Chapter 2 reviewed, reported on, and critiqued the existing literature and discussed the theoretical orientation of social exchange as it relates to the study. Chapter 3 explained the target population and sample, data collection and analysis, study instruments, and ethical considerations. Chapter 4 explains the research methodology applied to the data analysis and presents the results of the analysis including direct quotes from the interviewees.

As a CEO having over thirty years of management experience with local, state, and national 501(c)(6) nonprofit business leagues, the researcher has worked with a variety of board chairs having different leadership styles and personalities. The researcher was interested in learning how other 501(c)(6) nonprofit business league CEOs perceive their relationships with their board chairs and how those CEOs perceive any impacts on their organizations resulting from their relationships. This description of the background, knowledge, and experience of the researcher is provided as evidence of capability to conduct this study. Credibility (or believability) is demonstrated through academic mentor and committee evaluations. Credibility (or trustworthiness) of this study is established by the researcher's education (a Master's degree in Management, a Bachelor's degree in Legal Studies, and an IOM certificate from the American Chamber of Commerce Executives Institute of Organization Management), CITI (Collaborative Institutional Training Initiative) Program ethics and compliance training, and the researcher's thirty-year career as an association executive in the nonprofit sector serving as a CEO, as a management consultant, as a volunteer board member, and as a volunteer board chair. The researcher's deep experience in and knowledge of the nonprofit field helped advance the interview conversations by encouraging CEO responses and by asking participants pertinent follow-up questions. The establishment of trust between the interviewer and interviewee led to productive, fruitful, data rich interviews (Clark, 2010). This process produced rich, thick, detailed descriptions that describe CEOs' perceptions of their relationships with their board chairs. The researcher gathered information from the participants about their opinions and experiences. The researcher was then able to analyze the data and report it with a minimum of bias by setting aside pre-conceived opinions.

Description of the Sample

As described in Chapter 3, the maximum variation sample was drawn from the Internal Revenue Service's Exempt Organizations Business Master File. Records of nonprofit 501(c)(6) business league organizations were isolated from all other 501(c) organizations, then sorted to reflect a specific geographic area of the United States. A computerized random number generator was used to select the beginning data record. A process of selecting every fifteenth business league organization was repeated throughout the entire list until 100 +/- business league organizations were selected. The IRS does not routinely collect and post website addresses or the e-mail addresses of contact persons in its Exempt Organizations Business Master File, so an internet search was conducted to locate the publicly available website for each of the randomly selected business league organizations. This internet search identified the business league organizations having (a) a web presence, (b) a CEO, (c) the postal mailing address for the CEO, and (d) the e-mail address for the CEO. Only organizations that met these criteria were potential candidates for this study. Invitations were distributed to potential candidates through postal mail and e-mail. Participation was based on self-selection and responses by the CEOs. A sample size was not pre-determined. Data was gathered until saturation occurred. Ten CEOs of nonprofit 501(c)(6) business league organizations participated.

Research Methodology Applied to the Data Analysis

Narrative analysis is the research methodology employed in this generic qualitative study. The ten participants' telephonic interviews were recorded and transcribed. Using NVivo software, the researcher identified common words, thoughts, and themes which were then grouped into coding nodes. To ensure objectivity by the researcher, an unbiased reviewer was used to review and validate the coding outcomes.

The step-by-step narrativeanalysis was performed as follows:

1. Each telephonic interview was conducted through VAST Conferencing in order that a recording was made. Two back up recorders were also used.

2. Each interview recording was uploaded, and NVivo electronic transcription software was used to convert the spoken words to written words.

3. For each transcript, the researcher identified common words, thoughts, and phrases and grouped them by theme node.

4. The theme-specific data was extracted and saved to a separate file.

5. Data that was extraneous or not germane was extracted and saved to a separate file.

6. The CEOs' responses to each of the thirteen interview questions was analyzed and key phrases and thoughts were transferred to Microsoft Excel spreadsheets corresponding to each question.

7. The results of the responses were tallied and charts created for each of the thirteen questions.

8. The transcriptions were reviewed and quotes from the CEOs that illuminated each of the thirteen questions were identified and grouped with the charts.

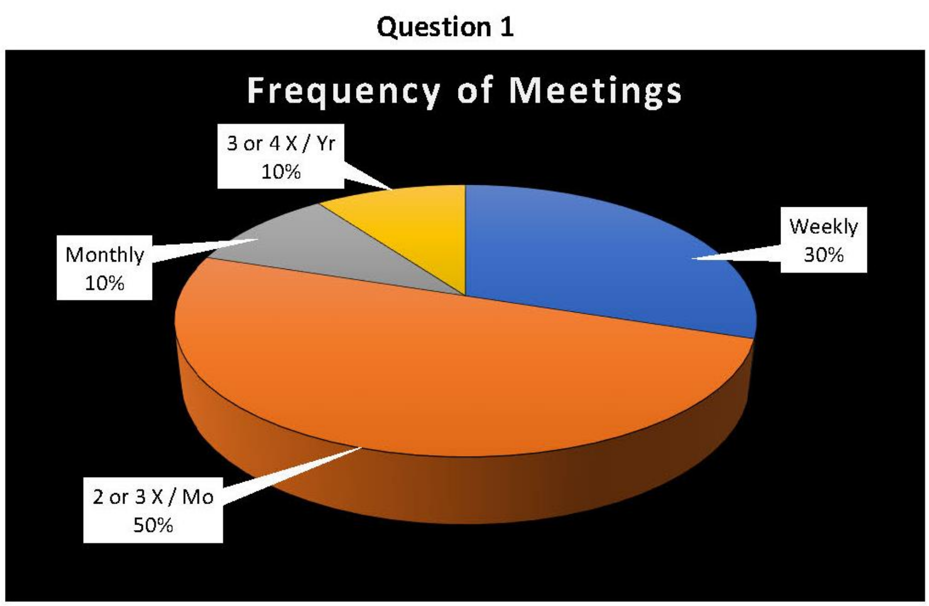
9. The data then was analyzed to address the overarching questions: How do 501(c)(6) nonprofit business league CEOs perceive their relationships with their board chairs and how do those CEOs perceive any impacts on their organizations from their relationships?

Presentation of Data and Results of the Analysis

The data collected from the semi-structured telephonic interviews with the ten CEO participants was grouped according to emergent themes and analyzed. The following lists the thirteen questions, a graphical presentation of responses to each question, and specific quotes by the CEOs:

Question 1 – Frequency of Meetings Between the CEO and Board Chair

FIGURE 4.1. Question 1 – Frequency of Meetings



Note: Although one interviewee reported meeting quarterly, most CEOs met with their board chairs at least monthly.

The frequency of face-to-face or telephonic meetings between the CEO and board chair varies. Although most meet at least monthly with the majority meeting 2 – 3 times each month, one meets quarterly.

CEO: “In the past I met with them infrequently. Currently I'm beginning to meet with them about every two weeks…”

CEO: “I meet with my board chair at least weekly.”

CEO: “We have a scheduled call on the calendar for every week. It isn't one that we necessarily honor every week, but we have it on the calendar in case that we need. And I would say three out of four scheduled calls we have.”

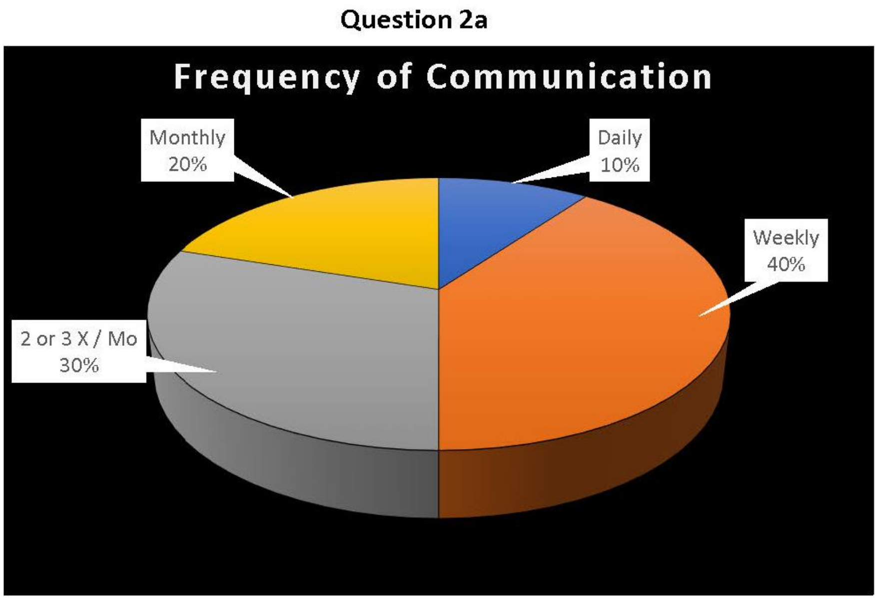
CEO: “So face-to-face it's probably about every four to six weeks if something happens. But usually about every other week…”

CEO: “So, currently we have monthly board meetings. So, I typically meet either virtually or in person with my board chair at least once before each board meeting.”

CEO: “Typically, at least two to three times in person per year usually at the board meetings or meetings that we happen to both be jointly attending.”

Question 2 – Frequency and Type of Communication

FIGURE 4.2 Question 2a – Frequency of Communication



Note: The majority of CEOs reported that they communicated with their board chairs at least weekly.

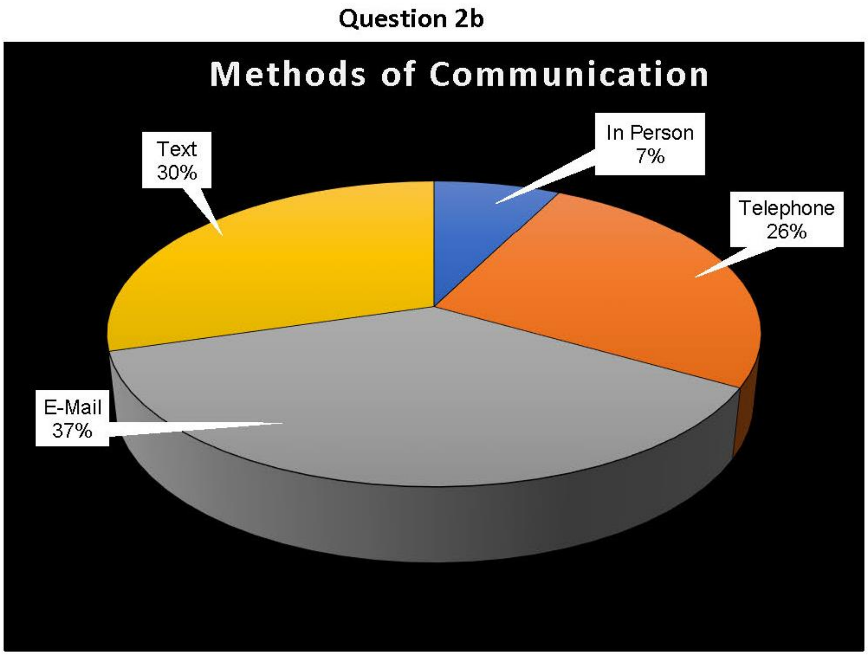
The majority of CEO responses indicated frequency of communication as at least weekly or 2 – 3 times each month although some reported communicating with their board chairs monthly. CEOs primarily used e-mail, text, and telephonic communication to stay in contact with their board chairs.

CEO: "My board chair and I have a standing phone call. Every week. It's 30 minutes."

CEO: "…text, emails every other day maybe. Daily sometimes."

CEO: "We meet monthly in person. There may be a need some time between where I will place a phone call or they will place a phone call to me and we communicate that way or via e-mail. So, it's a little combination of all of the above depending upon what the needs are or what the questions or concerns are."

FIGURE 4.3 Question 2b – Methods of Communication



Note: CEOs reported that they communicated with their board chairs primarily by e-mail and telephone.

CEO: "It's either telephone or face-to-face. And then there's e-mails sprinkled in there."

CEO: "I would say that is maybe once a month by telephone maybe sometimes twice a month."

CEO: "Oh, email, text. emails every other day maybe. Daily sometimes."

CEO: "It is teleconferencing. Telephone as just described but also through e-mail."

CEO: "We email and text all the time."

CEO: So, in addition to face-to-face and telephone, that would also include, I think, e-mail. And texting."

CEO: “…about every other week by telephonic means. Some texts yeah little things will be texted. That's more, you know, for coordinating of time or things like that. But I'd say generally email.”

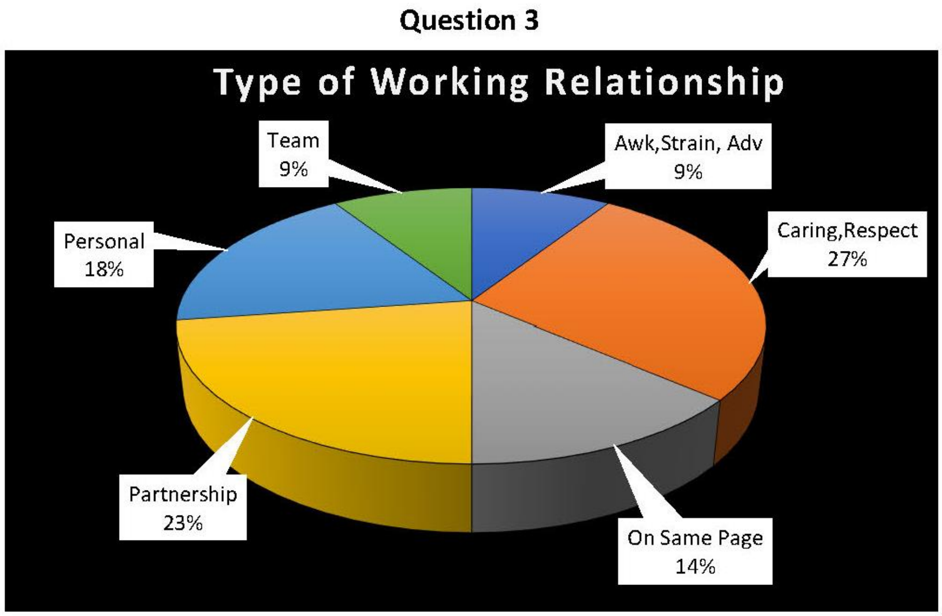
CEO: We meet monthly in person. There may be a need some time between where I will place a phone call or they will place a phone call to me and we communicate that way or via e-mail. So, it's a little combination of all of the above depending upon what the needs are or what the questions or concerns are.

CEO: “So, I try to cater that to the individual. In this particular circumstance, he prefers texting for frequent communication but when I need an actual response in writing I e-mail.”

CEO: “I've noticed we have lowered the amount of calls. I think a lot of people are moving away from conference calls unless you have to have multiple people's input. We text message all the time. So, communication I'd say absolutely weekly by either text message or email…”

Question 3 – Type of Working Relationship

FIGURE 4.4 Question 3 - Type of Working Relationship



Note: CEOs described the working relationship with their board chairs as a caring and respectful partnership..

Caring, respectful, and partnership/team were terms used to describe the type of working relationship the CEOs had with their board chairs; although awkward, strained, and adversarial were also used.

CEO: "I would say it's first a partnership. We both know what our goals are, and we want the organization to be successful, so we're working towards that same end. I'm able to talk to them not only from a business standpoint but from also a personal standpoint."

CEO: "You're almost a team."

CEO: "We really are mentors. We are in leadership responsible positions, but I really look at this position as a servant leader."

CEO: "It's a relationship of equals. It is complimentary. A partnership… It's built on more than trust; it's also built on respect. And I would say it's respect for the differences as well as for the similarities. …my personal position is that board chair-CEO relationships are supplemental, complementary to one another. They are partnerships. The board chair expects that I will not surprise him or her and I expect that I will get useful unfiltered advice."

CEO: "I am there to give them a positive experience and to support them in what needs they have in working on behalf and speaking for the organization."

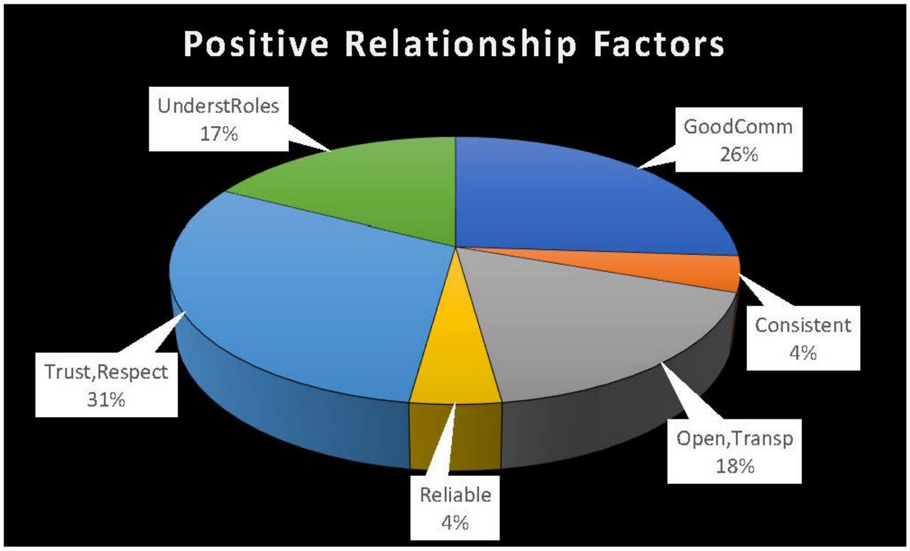
CEO: "It's definitely transparency. It's definitely spending time together, and learning together, and sharing information with each other."

CEO: "I had a board chair -- a couple of board chairs actually -- that had ulterior personal motives and fought me tooth and nail for even things they asked for me to do. So it was a fairly adversarial environment. And frankly in retrospect had I been able to resign I would have done so very early on… Currently, I have an excellent relationship with my board chair. He truly respects my professional background, and experience. And I will say that I have had the other experience, too. So, this is very welcoming."

Question 4 – Factors Leading to a Positive Relationship

FIGURE 4.5 Question 4 – Factors Leading to a Positive Relationship

Question 4



Note: Trust and respect followed by good communication were mentioned the most by the CEOs when they identified positive relationship factors between them and their board chairs.

CEOs responded that trust and respect along with good communication, understanding roles, and openness and transparency lead to a positive relationship with their board chairs.

CEO: "Clear delineation of goals and objectives. And a clear separation of authority in terms of managing the organization."

CEO: "I've just learned through experience from work for nonprofits, serving as an executive director, just how important a good communication line is between you and your board chair… Building trust, and just establishing an open, honest communication and …one another following through on what you say you're going to do and vice versa. Same with the board chair – that reliability factor, and building trust, and good communication skills."

CEO: “I think being transparent, communicating frequently, being willing to say, ‘you know I don't know that I can make a decision on that right now, I think I need a little more information.’”

CEO: “They (board chair) are the chief volunteer. And the more they understand their roles and responsibilities and the expectations of their role, the better off they are. The more they understand that the CEO is their partner in this, the better off they are. And the more that they -- from the beginning -- assume that the CEO has the board's best interests -- as everybody does -- if we all go into that with the understanding that the organization is the most important thing, we'll be fine.”

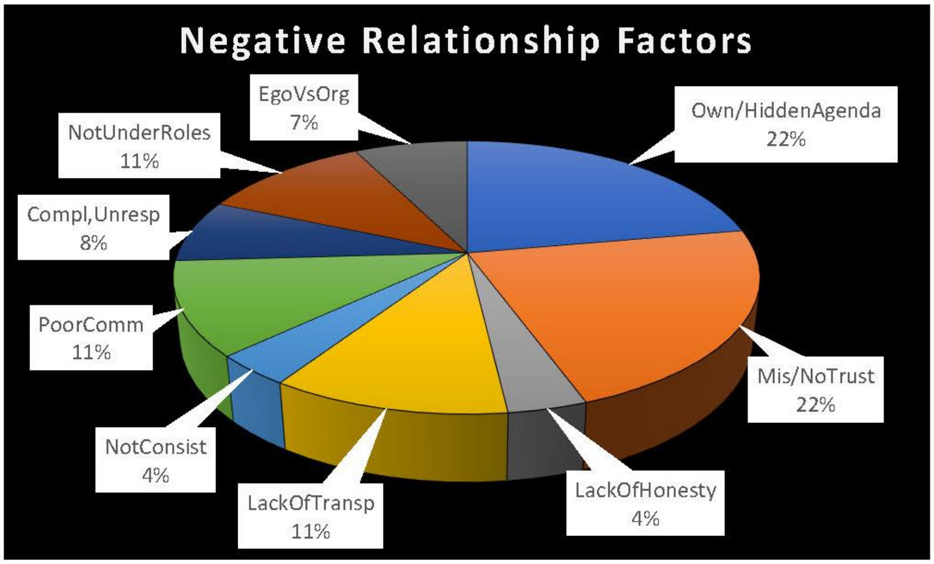
CEO: “I've always wanted to avoid any surprises... I think that builds a very proactive way of maneuvering through troubling times together… (T)here's an openness that I would want from anybody stepping into a chair position… don’t jump to conclusions.”

CEO: “…it’s consistency. I seek his advice on anything that I'm not certain how to handle or any questions that I have.”

Question 5 – Factors Leading to a Negative Relationship

FIGURE 4.6 Question 5 – Factors Leading to a Negative Relationship

Question 5



Note: Negative relationship factors most cited by CEOs were mistrust or no trust along with hidden agendas or personal agendas of board chairs.

CEOs responded that mistrust/no trust and board chairs having their own/hidden agendas along with lack of transparency, not understanding roles, and poor communication, led to negative relationships.

CEO: "Just keeping something under wraps and not letting somebody know about something that's pretty important. I think that would lead to a negative relationship and losing that trust and leaving that reliability. I think that would be the first thing that would deteriorate a relationship…"

CEO: "I've experienced it, I know many others who have experienced it. This is that there is a board chair with an agenda that's extremely well hidden. And that is more about themselves than about the organization… (O)ne of the things that many board chairs fail to understand is that being chair of the board is not about them. It's about the organization. Unfortunately, a lot of board chairs really feel like they have to be about them their idea, their plan, their vision of the future, their vision of the organization, their ideas about what's supposed to happen next. And so, they put those desires ahead of the organization… I think not being responsive and timely... I think being dismissive. I mean I think there's a number of negative behaviors and posturing that could end your relationship or trust."

CEO: "…the woman who was the president at the time, I was warned about her by a number of members who had less than satisfactory relationships with her. They didn't trust her."

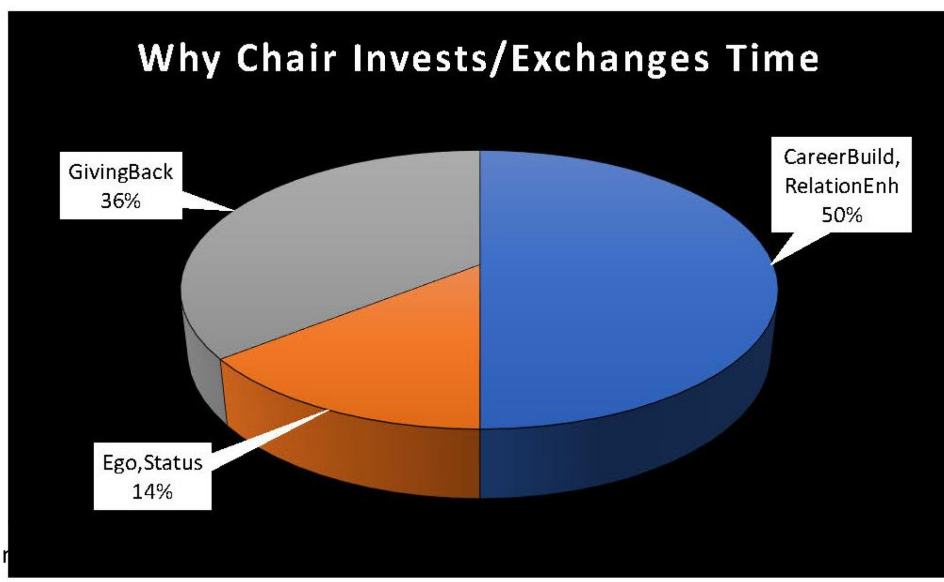
CEO: "He knew everything. And it was sort of a force-feeding the way he wanted to do it. It was very ego driven… it was his way or the highway."

CEO: "…having a personal agenda creates a negative relationship because things are not out in the open. Or transparent. I hate to say this but, egos can lead to a negative relationship. I think in order for you to be successful with a board chair you have to leave your ego behind."

Question 6 – Why the Board Chair Invests/Exchanges Time on Behalf of the Organization

FIGURE 4.7 Question 6 - Why Board Chair Invests / Exchanges Time on Behalf of the Organization

Question 6



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Career building and relationship enhancement were the most used words explaining why CEOs felt their board chairs invested or exchanged time on behalf of their organization. CEOs identified altruism and giving back as motivators to invest or exchange time. To a lesser extent, CEOs identified ego and professional status as reasons that board chairs invest or exchange time on behalf of their organization."

CEO: "They want to invest that time because they see value in what they've gained and they want to make sure they pay back that that they received and leave the organization in a better place."

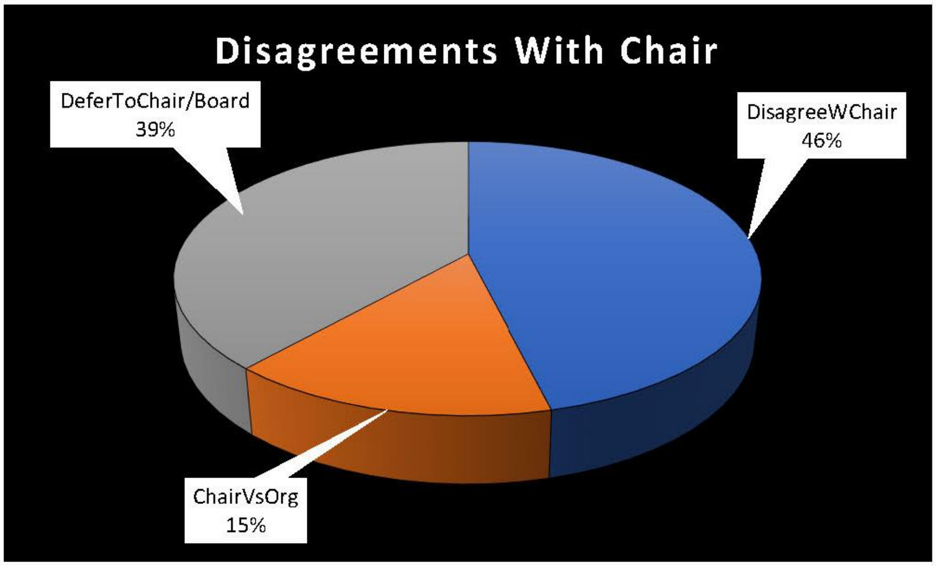
CEO: "All of them (board chairs) talk about the value of the relationships that they have formed within the organization and within the board. All of them talk about the value the organization has provided to them professionally either through certification, or education, or engagement. And all of them talk in their own way about wanting to see the organization become more than it has been in the past. More robust, more relevant."

CEO: "…by giving back then I am receiving this as a matter of self-involvement of a quid pro quo, right? I'm giving back my time helping to give back to this industry that's been good to me. Same time, I'm gaining some recognition or even some priority on initiatives that are most important to me and to my organization. There's sort of an implicit quid pro quo there; I guess the more you are involved in, you can shape the agenda. I think to some extent there's a motive of recognition, and prestige…"

Question 7 – Describe Disagreements with Board Chair

FIGURE 4.8 Question 7 – Describe Disagreements with Board Chair

Question 7



Note: CEOs reported that the disagreements they had with their board chairs were usually related to differences in approaches to issues or problems. The CEOs mentioned conflicts of what was good for the board chair versus what was good for the organization.

Disagreements between the CEOs and their board chairs were mostly on ways to address a particular issue.

CEO: "It was around the conflict of what was in the best interest for the chair versus the best interests for the organization. The board chair has the final say."

CEO: "If it's a minor issue then I would just defer to the board chair. If it was a major issue, then I'd discuss it with him or her. And I'd talk to some other people on the board…"

CEO: "What's most important is to identify time to be able to sit down and talk about those differences of opinions…"

CEO: "It's usually more on tactics than overall direction."

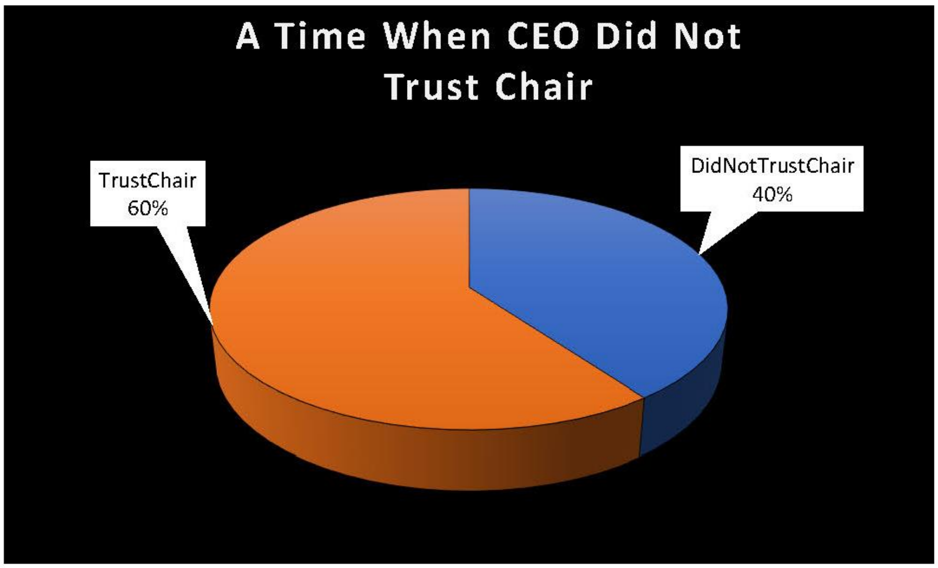
CEO: "…for the board chair they realize they're only in there for a year. So, they don't want to -- nobody wants to -- have an ugly relationship for very long."

CEO: “I have to go back to my previous board chair disagreement and that was he was very -- what's the word -- very combative and disruptive… and he didn't represent our organization.”

Question 8 – Has There Been a Time When the CEO Did Not Trust the Board Chair

FIGURE 4.9 Question 8 – A Time When CEO Did Not Trust Board Chair

Question 8



Note: The majority of CEOs reported that they trusted their board chair, yet there were times when they did not.

Forty percent of the CEOs said there have been times when they did not trust their board chairs.

CEO: “I always want to be in a relationship where we trust each other and, you know, but it doesn't always happen.”

CEO: “I've never had, you know, a board chair that I didn't really trust or get along with. So, I'm pretty fortunate in that regard.”

CEO: “…It was because she was so uncommunicative. Even on a regular schedule phone call it was hard to get information out of her.”

CEO: “She was inclined at times to obligate the organization outside the scope of what her authority was.”

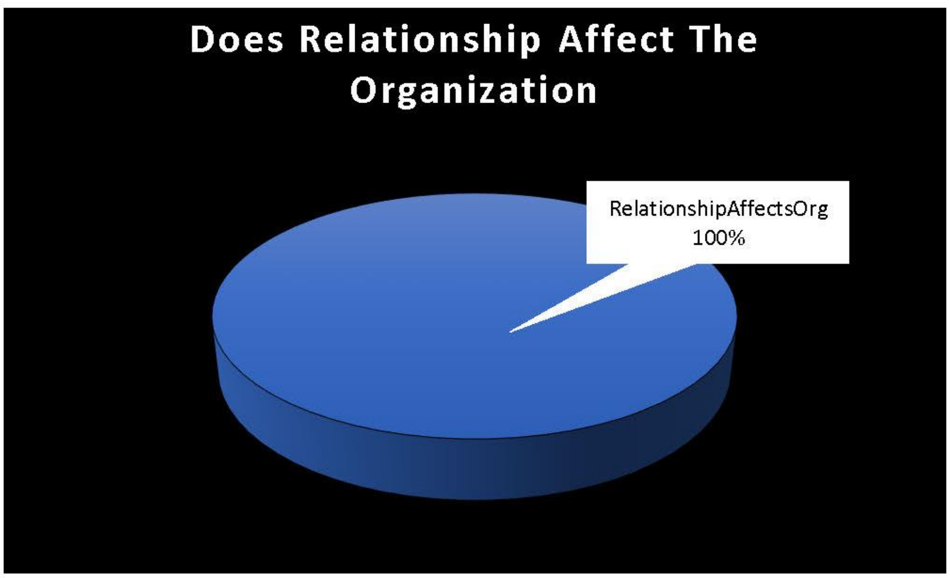
CEO: “I'm fortunate, currently -- in the two that I worked with to date, …I just have great admiration for both people; but the industry is selective to put in very high integrity and trustworthy people.”

CEO: “I think truly if there is not a level of trust a very deep trust between the staff, in particular the CEO and the board as the whole, that it will not be a successful organization.”

Question 9 – Does the CEO-Board Chair Relationship Affect the Organization?

FIGURE 4.10 Question 9 – Does Relationship Between CEO and Board Chair Affect the Organization?

Question 9



Note: The CEOs were unified in their belief that relationships between the CEO and the board chair do affect the organization.

The CEOs agreed that the CEO-board chair relationship affects the organization. For example, CEOs acknowledged that some board chairs had their own personal agendas, or became frustrated, or they did not understand their roles, the role of the CEO, or the role of the organization's staff. When their relationship works well, it can be felt in the board of directors and throughout the entire organization.

CEO: "…if the board chair gets frustrated and he or she is really adamant about what they want to do, there's more energy spent with the board making sure all the board is thinking that our conflict is healthy and doesn't go into negative conflict or unhealthy conflict which would impact the organization."

CEO: "It would -- if the trust is not there, then the organization misses the opportunity to engage on maybe new initiatives of different aspects that communication and alignment would allow for."

CEO: "Absolutely, yes. I think that relationship is so important because I think it's the pulse of the organization."

CEO: "For sure it does because the relationship between the CEO and the board chair sets the tone for the relationship between the committee chairs and their staff liaisons, between and within the rest of the board and the CEO."

CEO: "I think when that relationship is working well, I definitely think it carries over to, not just the board, but even the full association. So, they feel that people are all really on the same page going in a direction and, you know, feeling positive about that."

CEO: "Yes… the relationship between the CEO and the board chair can be negative or positive… and that impacts on the organization."

CEO: "Absolutely."

CEO: "Yes."

Question 10 – CEOs' Advice to Other CEOs

CEOs advised their contemporaries to make an effort to get to know and understand their board chairs and what motivates them.

CEO: “You, as the CEO, have to be somewhat chameleon-like in that you are the one that has to understand the board chair and you are the one that has to change your leadership style to meet and... to fit in with the board chair. … the responsibility is on you to get to know your board chair, get to know their triggers, get to know their priorities, and to be able to balance making the organization successful while that chair is successful as well… understand what is at the root of the decision making of your board chair.”

CEO: “make sure you understand their objective for being on the board, their objective for being chair. Try to get inside their heads to understand their agenda. And make sure your goals and objectives are clearly delineated and do what you can to prevent over reach.”

CEO: “…recognize that we all don't have all the answers and that their board chair and their board is an amazing resource to a CEO success.”

CEO: “…be patient even if this is an experienced board member; when they step into that board chair position it brings in a different weight of responsibility.”

CEO: “You've got to build that trust. That doesn't happen overnight. You've got to be patient, but you've got to keep those lines of communication open.”

CEO: “Spend as much time as possible cultivating the current and future board.”

CEO: “If we could get a crystal ball that’d be great.”

Question 11 – CEOs’ Advice to Board Chairs

CEOs advised board chairs to understand the difference in the roles of the board chair and of the CEO, and to avoid the temptation to micro-manage. Instead, form a working partnership with the CEO. Understand the objectives of the organization and work toward the established goals were also pieces of advice CEOs had for board chairs.

CEO: "…view your working relationship with the CEO as a partnership and be sure that the organization moves forward during that year to be successful. And you want to leave a trail after you that sets a good -- that shows you are a good steward of the organization -- and sets a good pathway for those of you that will come after you."

CEO: Have "…a clear understanding of what your objectives are, what you hope to accomplish during their term."

CEO: "…your CEO is not ever going to embarrass you. It's in no one's best interest for you as a chair to look surprised, embarrassed, or ill equipped. Your CEO is your partner in managing the board. It's the board chair's secret job -- their real job -- to manage the board."

CEO: "…don't jump to conclusions on things. Stay open, be inquiring, don't be judgmental."

CEO: "I would say not to be overly prescriptive in the tactics. Make sure you really spend time aligning the higher level vision, direction, priorities of the association so that there's strong agreement there."

CEO: "Listen to the whys and why nots… take part in the organization… listen to feedback."

CEO: "It doesn't really matter the work style that a CEO may have as long as he or she is meeting the bigger picture goals. And that the worst thing a board chair could do is get into the middle of the micromanagement of the day-to-day. If you don't have trust in your CEO, then choose another one."

CEO: "I'd say trust your CEO. Understand that they are doing the day-to-day work of the office of their organization and they know it better than anybody else. And so if you want to change something maybe ask for their feedback first of why the wait? Has it been done this way forever? Is it time for a change? You know, before just saying we need to do this. I've had board chairs come in and say, 'Well this is how it works at my institution. You need to do this in the office.' Well it may work great at your institution of 300 staff members, but it doesn't work great in our office of six. So, trusting that you're E.D. knows the inner workings well enough to identify if the suggestions are good or bad or, you know, how to make it happen?"

Question 12 – Describe the Ideal Board Chair

The CEOs described the ideal board chair as someone they can trust, be open with, share similar values with, and rely on. The ideal board chair would have a clear understanding of the roles of the board chair and the CEO as well as the distinctions between them.

CEO: "…somebody who is involved in the organization and wants to learn as much about the organization as they can before they become chair…"

CEO: "…someone who shares the same values and has the same motivation and passion for the organization that I do. Just be open and honest and reliable. And just trust in me when I'm making decisions."

CEO: "… the ideal person is somebody who supports the CEO in their role through set and clear expectations. An individual who will allow that CEO to grow."

CEO: "They're hard to come by. Because managing a board is actually hard."

CEO: "…elevate the view above the day-to-day minutia."

CEO: "…somebody that's very connected with our industry both in terms of a broad network, but also in tune to what the concerns and priorities are of different members. Somebody that can really synthesize the common views of the membership to help articulate a clear vision with a CEO. Somebody that can be a strong enough personality to help carry forward in setting direction so there's not a lot of indecision at the board level. And then somebody who can devote both a portion of their time and energy to making sure the relationship between the chairman and the CEO is a success. So devoting that time and having that current strength of character and certainly the trust and integrity, which gives them credibility in the rest of the membership."

CEO: "He's willing to share ideas and listen and offer up suggestions. And he's really a partner. I feel like I can trust him. I can share with him problems that I deal with and know that it won't go any further that it will be between he and I. I have such a good level of trust with him. And it's just a real it's a friendship; but it's a leadership that I trust and I engage with often to get his feedback. He has a great deal of knowledge, a lot of good experience."

CEO: "I think it's important for -- for a board chair to be engaged yet visionary and open to opportunities that may be different than what he or she have have experienced in the past. And I think they need to be very supportive of the organization as a whole regardless of the of the personal relationship with the CEO. I think you have to put your personal feelings aside and go with the big picture."

CEO: "…someone with integrity, absolutely dedicated to the field… the passion and the dedication has to be there. And ideally when they're in the chair position, even if they are super opinionated about something, having the willingness and the ability to be diplomatic is huge… and having a chair that recognizes that as chair they get to influence a lot of discussions.

So, understanding that relationship of a chair to the board and then understanding, you know, how to be diplomatic with a larger group is so essential and helpful. Very helpful."

Question 13 – Describe the Ideal CEO – Board Chair Relationship

In describing the ideal CEO – board chair relationship, the CEOs emphasized the importance of working together, being open and transparent with each other, and communicating with each other.

CEO: "The best relationship is based on honesty and trust, with a recognition that we're working in an environment that can shift at any time. And that through good communication, through being accessible, I think ultimately will help the organization, will help the board chair, and will help the CEO be successful in their individual roles. But also to be able to provide stability for the complete board, and the organizational staff, and the members that they serve. I think it's a very global perspective."

CEO: "Reliability, trust, openness, and passion. The willingness to try things…"

CEO: "…it probably sounds a bit trite but mutual respect for what each one brings. Not title related, but personal skill, knowledge, and experience related. And then specific to the role that each plays in assuring the well-being of the organization; the mission is being accomplished that's the vision we've set for where we want the organization to go…"

CEO: "…trust, communication, knowing each other's experience level and what that brings to the table -- the level of expertise -- and where you can help each other out and fill in the gaps."

CEO: "I've seen all of a lot of chairs in the past that would never admit to a weakness because they don't want to be seen by the group as having that weakness."

Trust. Honesty. Respect. Partnership. In summary, those are the words CEOs use when describing the ideal CEO – board chair relationship. The CEOs emphasize the importance of being open and transparent, communicating with their board chairs, and working together as a team. The CEOs note that negative relationships stem from mistrust, poor communication, and chairs that have their own personal agendas apart from the organizations they were leading.

The CEOs agree that the CEO-board chair relationship affects the organization. For example, CEOs acknowledge that some board chairs have their own personal agendas, or become frustrated, or do not understand their roles, the role of the CEO, or the role of the organization's staff. Conversely, when the relationship between the CEO and the board chair works well, it is felt at the board of directors' level, with the staff, and throughout the entire organization.

Summary

Chapter 1 introduced the study, including background, need, purpose, and significance of the research. It defined terms, and addressed the research design, assumptions and limitations of the study. Chapter 2 reviewed the process of searching for existing literature. It discussed the theoretical orientation of the study. Chapter 3 discussed the generic qualitative methodology with which the study is conducted. Chapter 3 also discussed the research questions and justified the research design appropriate for this study. The target population of nonprofit 501(c)(6) business league CEOs was identified. The sampling, interviewee selection, and protection processes were explained. The role of the researcher and ethical consideration was discussed. The interview questionnaire, data collection, analysis processes, and findings were explained.

Chapter 4 has summarized the data collection results and has provided subsequent analysis of the responses by the CEOs to the thirteen interview questions. The researcher's role, including personal and professional background experience and subject matter knowledge, was also addressed. Chapter 5 will summarize and discuss the results of the research along with the demonstrated assumptions and limitations. Further research recommendations will be explained. Conclusions will be made and reported.

CHAPTER 5. DISCUSSION, IMPLICATIONS, RECOMMENDATIONS

Summary of the Results

For this generic qualitative narrative analysis study, ten CEOs of nonprofit 501(c)(6) business league organizations were interviewed in an attempt to answer the questions:

- How do 501(c)(6) nonprofit organization chief executive officers perceive their relationships with their corresponding board chairs?
- How do 501(c)(6) nonprofit organization chief executive officers perceive any impact on the organization from this relationship with their corresponding board chairs?

Qualitative research attempts to answer the questions ‘why?’ and ‘how?’ in order to understand the perspectives and lived experiences of others (O’Brien, Harris, Beckman, Reed, and Cook, 2014). This generic qualitative study posed thirteen questions to CEOs of nonprofit 501(c)(6) business league organizations. Using a semi-structured interview format, each CEO discussed factors leading to both positive and negative relationships with board chairs and why board chairs invested/exchanged time on behalf of the organization. The CEOs provided advice they would give to other CEOs and to board chairs. The CEOs also described the ideal board chair as well as the ideal CEO - board chair relationship. Significant results of the interviews were as follows:

- Most CEOs meet with their board chairs at least monthly with the majority meeting two to three times each month.
- Most CEOs communicated with their board chairs at least weekly or two or three times each month, although some reported communicating monthly.

- CEOs most frequently used e-mail, text, and telephonic communication to stay in contact with their board chairs between board meetings.
- Most CEOs described their relationships with their board chairs as caring, respectful, and partnership/team; although awkward, strained, and adversarial were also used.
- Trust, respect, good communication, understanding roles, openness, and transparency lead to positive CEO – board chair relationships.
- Mistrust or no trust, having their own/hidden agendas, lack of transparency, not understanding roles, and poor communication, led to negative CEO – board chair relationships.
- Career building and relationship enhancement were reasons CEOs felt their board chairs invested or exchanged time on behalf of their organization. Altruism and ‘giving back’ and, to a lesser extent, ego and professional status were reasons that board chairs invested or exchanged time on behalf of their organization.
- Disagreements between the CEOs and their board chairs were mostly on ways to address a particular issue.
- Some CEOs did not trust the board chairs.
- The CEO - board chair relationship affects the organization. CEOs acknowledged that some board chairs had their own personal agendas, or became frustrated, or did not understand their roles, the role of the CEO, or the role of the organization’s staff. Conversely, when the CEO – board chair relationship works well, it can be felt in the board of directors and throughout the entire organization.
- CEOs advised getting to know and understand their board chairs and what motivates them.

- CEOs advised board chairs to understand the difference in the roles of the board chair and of the CEO, and to avoid the temptation to micro-manage. Instead, form a working partnership with the CEO, understand the objectives of the organization, and work toward the established goals.
- The ideal board chair is someone CEOs can be open with, share similar values with, rely on, and trust. The ideal board chair has a clear understanding of his/her role and the role of the CEO, as well as the distinctions between them.
- In describing the ideal CEO – board chair relationship, the CEOs emphasized the importance of working together, being open, transparent, and communicating.

Social exchange theory (Mauss, 1925) is demonstrated in the reciprocal nature of partnerships (or working as a team). The CEOs agreed on the importance of working with their board chairs as a team. Having good communication with board chairs is one way to develop that partner relationship. Trust, honesty, and respect are the words CEOs used when describing the ideal CEO – board chair relationship. The CEOs emphasized the importance of being open and transparent. The CEOs noted that negative relationships stem from mistrust, poor communication, and board chairs that have their own personal agendas apart from those of the organizations they were leading.

The CEOs agreed that the CEO - board chair relationship affects the organization. For example, CEOs acknowledge that some board chairs have their own personal agendas, or become frustrated, or do not understand their roles, the role of the CEO, or the role of the organization’s staff. When their relationship works well, this is felt at the board of directors level, at the staff level, and throughout the entire organization.

Discussion of the Results

During their interviews, CEOs described the ideal CEO – board chair relationship using words like trust, openness, respect, and honesty. The CEOs emphasized the importance of being open and transparent. Communicating with their board chairs and working together were also mentioned because, in a positive context, the CEOs view the relationship with their board chairs as that of a team or a partnership. The CEOs note that negative relationships stem from mistrust, poor communication, and board chairs that have their own hidden agendas apart from the organizations they are leading.

The CEOs agree that the CEO - board chair relationship affects the organization. For example, CEOs acknowledge that some board chairs become frustrated, or do not understand their roles, the role of the CEO, or the role of the organization's staff, any of which can lead to a negative relationship. When the CEO – board chair relationship works well, it is felt at the board of directors level, at the staff level, and throughout the entire organization.

Conclusions Based on the Results

Literature indicates little research has been conducted on the working relationship between the CEO and the board chair of nonprofit 501(c)(6) business leagues. Further, there has been no research found that explores social exchange theory (Mauss, 1925) as a tool for understanding the CEO - board chair relationship in nonprofit 501(c)(6) business leagues. Now, results of this research study begin to fill that void by addressing aspects of these important CEO – board chair relationships (Harrison & Murray, 2012; Hiland, 2005, 2006, 2008, & 2015; Iecovich & Bar-Mor, 2007; Saj, 2013) and illuminating impacts that those relationships have on nonprofit 501(c)(6) business league organizations. The results of the interviews tend to support that social exchange was a valid theory by which to view relationships between CEOs and board chairs of nonprofit 501(c)(6) business league organizations.

Trust, honesty, openness, and good communication were factors identified by CEOs that contributed to positive relationships with board chairs. On the other hand, CEOs felt that poor communication, unresponsiveness, and board chairs having their own, hidden agendas led to negative relationships. CEOs thought board chairs invested / exchanged time on behalf of the organization for altruistic purposes, although they also identified enhanced relationships, career building, status, and egos as motivators. According to the interviewees, the ideal CEO – board chair relationship is a partnership built on honesty and reliability, where both members of the team communicate frequently and openly, where they share trust and mutual respect, where they are on the same page, and where both people understand their own – and each other's – roles.

Comparison of Findings with Theoretical Framework and Previous Literature

In comparing the findings of this generic qualitative narrative analysis research with the theoretical framework, the literature review and the emergent themes from this study share a number of similarities.

Social exchange is defined as "…an exchange of goods, material goods but also non-material ones, such as the symbols of approval or prestige" (Homans, 1958, p. 606).

Social exchange theory (Mauss, 1925) has been called one of "… the most influential conceptual paradigms for understanding workplace behavior… usually seen as interdependent and contingent on the actions of another person" (Cropanzano and Mitchell, 2005, p. 874).

Based on the perceptions of the interviewees, the CEO - board chair working relationship can be evaluated using the social exchange theory (Mauss, 1925). Findings of this study support that reciprocal relationships – such as teams or partnerships -- that include a spirit of collaboration and knowledge sharing (Cropanzano & Mitchell, 2005) between CEOs and board chairs can shape their organizations (Harrison & Murray, 2012; Jager & Rehli, 2012). Choosing whether or not to interact with another person or choosing how much information to exchange are powerful elements of social exchange relationships (Blau, 1968; Woodyard & Grable, 2014). Through their observations, interviewees support that poor communication and hidden agendas can result in negative relationships.

In the nonprofit sector, the CEO and the board chair are expected to work together as a team for the benefit of the nonprofit group and for the benefit of the stakeholders and communities served by the nonprofit organization (Neustrom, Carlin, Kimmelman, & Mool, 2012). Much like existing literature, this study affirms that positive working relationships between the CEO and board chair stem from trust, bonding, and cohesiveness (Hiland, 2008; Kakabadse, Kakabadse, & Knyght, 2010; O'Shannassy, 2010). This study's interviewees also affirm that conflicts due to divergent leadership styles (like egos) and philosophies (like hidden agendas) cause confusion and conflicts (Krause & Semadeni, 2013). Tension, hypersensitivity, and an erosion of trust can lead to poor program performance, financial distress, and counterproductive behavior resulting in CEO turnover (Allyn, 2011; Johnson, 2017; Peni, 2014; Roberts & Stiles, 1999). This study's interviewees support that the relationship between the CEO and board chair affects the organization. The results of the interviews tend to support that social exchange was a valid theory by which to view relationships between CEOs and board chairs of nonprofit 501(c)(6) business league organizations.

Interpretation of the Findings

Limitations

This generic qualitative narrative analysis research was generated by interviewing ten CEOs who self-selected into the study. The population was drawn from nonprofit 501(c)(6) business league organizations in the southeastern United States. With ten participants, saturation was reached.

Limitations specific to this study include: the assumption that the participants' responses were truthful (although there was no way for the researcher to know whether the responses were or were not truthful); reluctance to participate by busy CEOs due to the length of time needed for the interview; and concerns by CEOs that their anonymity or their organization's anonymity might be breached, or that their employment may be jeopardized if it was discovered that they discussed negative situations or were critical of the board chair or of their organization. Other limitations include bias of the researcher as well as researcher credibility which can be allayed by the researcher's personal and professional experiences and background (Caelli, 2003).

Delimitations include the research questions, the population of the study, and conducting telephonic interviews (no travel time or expense) which outweighed the benefit of face-to-face interviews (where the researcher could also observe facial and body language).

Future research could expand the existing target population to examine other tax exempt 501(c) classifications (for example charitable organizations and foundations or social welfare organizations or fraternal beneficiary societies and associations), other geographic areas of the United States, (for example the southwestern United States or the mid-Atlantic United States) and other board and staff leadership positions (for example, a study of the relationship between the board treasurer and the staff chief financial officer or between the board member in charge of government relations and the organization's lobbyist).

Implications for Practice

There are over 1.6 million nonprofit organizations in the United States, and, of that number, 64,000 are nonprofit 501(c)(6) business leagues (Internal Revenue Service, 2019). Through the actions of their CEOs, their board chairs, their nonprofit boards of directors, their staff and volunteers, these business leagues impact millions of people. Given the large influence of these organizations, it is important that the practical implications from this study be shared with the leaders of nonprofit 501(c)(6) business leagues as well as the nonprofit community at large. Results of this study can help increase understanding of the roles of the CEO and board chair, which can result in improved effectiveness of both individuals as well as the nonprofit organization (Kakabadse, Kakabadse & Knyght, 2010). This study identifies optimal approaches (such as frequency of CEO – board chair meetings) about how CEOs deal with board chairs. The study also identifies relationship tools (such as good communication streams) that can improve the functioning of the CEOs, board chairs, and boards of directors. The positions that nonprofit leaders hold can be influential within their organizations and throughout their communities. CEOs and board chairs alike are encouraged to partner together to leverage their joint influence for the improvement of their organizations and for the betterment of their communities.

Because of its focus on reciprocal exchanges, social exchange theory (Mauss, 1925) is found to be an interesting and appropriate theory for analyzing CEO - board chair relationships.

Each person brings many things to the relationship. For example, the board chair brings the power of his/her position as elected leader of the board (i.e., the chief volunteer). The CEO brings skill as a professional nonprofit association executive, organizational memory, organizational knowledge, and staff resources to the relationship. The study supports that mutual respect, social amenities, trust, and friendship are important keys in building the CEO-board chair relationship (Blau, 1968; Hiland, 2008).

This study may be helpful to people who serve as board chairs, first-time CEOs, as well as seasoned CEOs, because it can provide insights about how to foster good working relationships between CEOs and volunteer leaders such as board chairs and board members as well as committee chairs and committee members. This study contributes to the existing body of literature and advances scholarly and practitioner application in the nonprofit sector by adding dimension to this important working relationship between the CEO and the board chair of nonprofit 501(c) (6) business leagues.

Recommendations for Further Research

CEO - board chair relationships in for-profit corporations have been extensively explored. To a lesser degree, there has been some research conducted on nonprofit 501(c)(3) charitable organizations. Scholarly research on leadership and management of nonprofit 501(c)(6) business leagues has been minimal; no other research studies have been identified that use the theory of social exchange to examine how CEOs of nonprofit 501(c)(6) business league organizations perceive their relationships with their board chairs and any impacts those relationships have on their organizations.

Validation of these initial findings should occur with further research. For example, this study was conducted in the southeastern United States, thereby limiting potential participants to a specific geographic area. While saturation was reached in this study, future research could expand the target population; thus, increasing the number of CEO participants. Also, in the future, research could be expanded to include other geographic areas of the United States.

While this generic qualitative research addresses the relationship between the CEO and the board chair of nonprofit 501(c)(6) business leagues, other nonprofit organizations (such as charities and foundations or fraternal beneficiary societies and associations or cemetery companies) led by a CEO and board chair combination may also benefit from further study. This study could also create interest in examining more deeply other nonprofit organizations within the overarching Internal Revenue Service 501(c) classification -- such as fraternal beneficiary societies, veterans' organizations, social clubs, and agricultural organizations. Scholars might also be prompted to examine other relationships (for example, the relationship between the volunteer treasurer and the organization's chief financial officer) within nonprofit 501(c)(6) business leagues as well as other nonprofit organizations in general.

Conclusion

The success of an organization, whether it is a for-profit corporation or a nonprofit entity, can, in part, be attributed to the working relationship between the CEO and the board chair. Existing research addressing for-profit corporations and nonprofit charities indicates that a productive relationship between the CEO and the board chair is built on trust and understanding of the others' preferences. However, research on nonprofit business leagues has not been as extensive as the research focused on nonprofit charitable organizations. This study of the relationship between the CEO and board chair of nonprofit 501(c)(6) business leagues explores (from the perspective of the CEOs) how the relationship of these two leaders can impact their organization. This qualitative study asks and answers: how do 501(c)(6) nonprofit business league organizations' CEOs describe their relationships with their corresponding board chairs, and how do 501(c)(6) nonprofit business league organizations' CEOs describe any impact on the organization resulting from this relationship with their corresponding board chairs?

This study augments existing research of nonprofit organizations by examining how nonprofit 501(c)(6) business league CEOs perceive their relationships with their corresponding board chairs and any impacts on the organization from their relationships.

The results of this study suggest that CEOs agree on the importance of understanding their board chairs and suggest employing frequent, open, and honest communication (whether it be e-mail, text, telephone, or in-person) to establish and maintain positive working relationships. CEOs believe that unresponsiveness, poor communication, egos, and hidden agendas by board chairs can produce a lack of trust and respect that can result in negative relationships. The CEOs agree that conflicts due to divergent leadership styles (such as egos) and philosophies (like hidden agendas) cause confusion, conflicts and an erosion of trust that can lead to poor program performance, financial distress, and counterproductive behavior resulting in CEO turnover. Negative relationships were described as when there is no trust or mistrust, when the board chair has a hidden agenda or personal agenda, no understanding of roles, lack of transparency, lack of honesty, is inconsistent, nonresponsive, self-serving, and puts personal ego before the organization.

Conversely, CEOs describe positive relationships as trusting/respectful, having good communication, being open/transparent, understanding roles, consistent, and reliable. CEOs felt that positive reciprocal relationships (which include a spirit of collaboration, trust, and knowledge-sharing between CEOs and board chairs) can shape their organizations. Examining the working relationship between CEOs and board chairs of nonprofit 501(c)(6) business leagues provides insights about the successes and failures resulting from these relationships. This information can be helpful to board chairs, first-time CEOs, as well as seasoned CEOs because this information can provide insights about fostering good working relationships between CEOs and volunteer leaders

This study adds dimension to prior research on the theory of social exchange by reporting that nonprofit 501(c)(6) business league CEOs support the importance of reciprocal partnerships and teamwork with their board chairs. There is a connection between volunteerism and altruism (Jones, 2010) because members engage with nonprofit organizations and volunteer for many reasons, including career building, relationship enhancements, ego, and 'giving back.' Social exchange can be found in the indirect reciprocity of altruistic actions like 'giving back' (Molm, Collett, and Schaefer, 2007) to the organization.

Trust. Honesty. Respect. Partnership. In summary, those are the words CEOs use when describing the ideal CEO – board chair relationship. This study supports the perceptions of nonprofit 501(c)(6) business league CEOs that their relationships with their board chairs have an impact on their organizations

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STATEMENT OF ORIGINAL WORK

Academic Honesty Policy

Capella University's Academic Honesty Policy (3.01.01) holds learners accountable for the integrity of work they submit, which includes but is not limited to discussion postings, assignments, comprehensive exams, and the dissertation or capstone project.

Established in the Policy are the expectations for original work, rationale for the policy, definition of terms that pertain to academic honesty and original work, and disciplinary consequences of academic dishonesty. Also stated in the Policy is the expectation that learners will follow APA rules for citing another person's ideas or works.

The following standards for original work and definition of *plagiarism* are discussed in the Policy:

> Learners are expected to be the sole authors of their work and to acknowledge the authorship of others' work through proper citation and reference. Use of another person's ideas, including another learner's, without proper reference or citation constitutes plagiarism and academic dishonesty and is prohibited conduct. (p. 1)
>
> Plagiarism is one example of academic dishonesty. Plagiarism is presenting someone else's ideas or work as your own. Plagiarism also includes copying verbatim or rephrasing ideas without properly acknowledging the source by author, date, and publication medium. (p. 2)

Capella University's Research Misconduct Policy (3.03.06) holds learners accountable for research integrity. What constitutes research misconduct is discussed in the Policy:

> Research misconduct includes but is not limited to falsification, fabrication, plagiarism, misappropriation, or other practices that seriously deviate from those that are commonly accepted within the academic community for proposing, conducting, or reviewing research, or in reporting research results. (p. 1)

Learners failing to abide by these policies are subject to consequences, including but not limited to dismissal or revocation of the degree.

Statement of Original Work and Signature

I have read, understood, and abided by Capella University's Academic Honesty Policy (3.01.01) and Research Misconduct Policy (3.03.06), including Policy Statements, Rationale, and Definitions.

I attest that this dissertation or capstone project is my own work. Where I have used the ideas or words of others, I have paraphrased, summarized, or used direct quotes following the guidelines set forth in the APA *Publication Manual*.

Learner name and date M. LOUISE WALTERS 01-29-20

APPENDIX A. INSTITUTIONAL REVIEW BOARD APPLICATION

CAPELLA UNIVERSITY

View xForm - IRB Application

Researchers who will engage in any form of interaction or contact with participants need to complete this application. Researchers using existing records as part of their study and will not engage in any form of interaction or contact with participants should complete the Records Based Research Application. Capstone and DNP learners may NOT use this form unless specifically told to do so by the IRB Office. If you are making revisions to your current IRB application, do not complete this form.

IRB Application data user entry
- Submitted 2/23/2018 11:40:48 AM ET by Walters, Louise

Study Information

Complete this application if you are collecting new data (either directly or indirectly) from participants. If you are also analyzing existing records, use this application. You will only have one application for your study in IRBManager.

- If you've completed an application that was deferred or approved with conditions, do not start a new application. You need to make revisions to the application previously submitted.
- If you have submitted an application and it is currently with the IRB and you need to make changes, do not start another application. Contact the IRB and request that they return the application to you. You will receive notification when the application has been returned to you and at that time you may make changes.
- If you are analyzing existing data only, do not complete this application. Complete the Records Based Research Application.
- If you are completing a capstone project or are a DNP learner, do not complete this application unless you were specifically told to do so by the IRB Office. Complete the Doctoral Capstone Screening Form.

If you are a faculty member conducting research, contact the IRB Office for the faculty application. If you have any questions about the application, contact the IRB Office.

This is version 2.1 of the IRB Application effective January 2016-August 2019. This version of the application is still accepted.

Researcher's Name

Walters, Louise

Email:	lwalters4@capellauniversity.edu	Specialty:	
Learner ID:	1356777		

Mentor name

Mancuso, Leah, PhD
Email: leah.mancuso@capella.edu

Study Title

The Social Exchange Dance: Nonprofit CEO Perceptions of Board Chairs and Organizational Impacts

Chose your affiliation with Capella University

Site: PSL PhD

DBA learners only, indicate the course that you are currently enrolled in.

No answer provided.

Upload a copy of your approved Research Plan, SMR Form, Proposal, or SMART Form.

WALTERS-IRB-ResearchPlanRevisedAsOf-02-23-18.docx	Research Plan or SMR Form

Are you submitting this application before entering dissertation?

No

Conflict of Interest

The IRB is responsible for ensuring that conflicts of interest in research do not affect the rights and welfare of human participants in research. A conflict of interests exists when the researcher, researcher supervisors and/or research assistants have personal, professional, or financial relationships that could compromise the integrity of the research or the potential to compromise or bias professional judgement and objectivity.

A conflict of interest exists whether or not decisions are actually affected by a financial, professional or personal interest; a conflict of interest implies only the potential for bias, not the likelihood.

The IRB has an obligation to assess conflict(s) of interest at any point during the research. It is the ethical responsibility of all members of the research team to provide full disclosure of all potential conflicts of interest, including, but not limited to significant financial relationships and the financial interests they create, personal relationships, professional relationships, political relationships, or other conflicts of interest. It is also the ethical responsibility of all members of the research team to establish a plan to mitigate and manage any disclosed conflicts of interest.

Indicate if any of the following apply to your research. Choose all that apply

None of the above apply to my research.

In the previous question, you indicated that you do not have a potential Conflict of Interest. Verify that you do not have a potential CoI by answering yes to this question.

Yes

Participants and Sample

Indicate if you will be recruiting any of the following groups for participation in your study (check all that apply)

None of the above

Targeted number of participants

15

Describe your inclusion criteria for this study

Chief executive officers (CEOs) of 501(c)(6) nonprofit business league organizations in Georgia.

Describe your exclusion criteria for your study

All CEOs of all other nonprofit organizations nationwide.

Are you planning on providing participants with an incentive for participation in your study?

Yes

Provide a description of the incentive or the advantages
CEOs completing their interviews will receive one $25 gift card from Starbucks (or other vendors such as Amazon).

Recruitment and Consent Procedures

Indicate which recruitment methods you will use to solicit potential participants.

Email or postal mail

Upload a copy of all draft recruitment materials

WALTERS-IRB-RecruitmentLetter-E-Mail-02-23-18.docx	Recruitment Materials
WALTERS-IRB-RecruitmentLetter-PostalMail-02-23-18.docx	Recruitment Materials

Upload a copy of all the informed consent forms to be provided to participants.

WALTERS-IRB-AdultInformedConsentForm-02-23-18.docx	Adult Informed Consent

Questions on Email or Mail Recruitment

Are the email addresses/mailing address of the potential participants publicly available?

Yes

As you've indicated that the email addresses are publicly available, provide the URLs or instructions for accessing these email addresses.
Because the IRS does not routinely collect and post website addresses or the e-mail addresses of the contact persons in its Exempt Organizations Business Master File that is available to the public, an internet search will be conducted to locate the publicly available website for each of the systematically randomly selected business league organizations. This internet search will identify the business league organizations having (a) a web presence, (b) a CEO, (c) the postal mailing address for the CEO, and (d) the e-mail address for the CEO. For each business league organization that has a website, identify the CEO and obtain contact information (telephone, e-mail address, mailing address). Only organizations that meet these criteria will be used for this study. This group is called the CEO-Business League Sample (CEO-BLS).

Study Procedures

Indicate which of the following study procedures your study entails (you must choose all that apply).

Interviews by telephone/VoIP/video service

Indicate if your study procedures include a field test or pilot study.

Field Test/Expert Review

Will your research be conducted outside of the United States?

No

What are the possible risks to participants for this research study?

No study is completely risk-free. It is not anticipated that participants will be harmed or distressed during this study.
The CEOs are all adults who will choose the location from which their tape recorded telephone interview will occur. Each CEO will be assigned a randomly generated number for purposes of identification. A breach of confidentiality could occur if someone happens to identify the interviewee(s). Participants may stop being in the study at any time if they become uncomfortable.

Do you intend to enlist the aid or hire individuals to assist with data collection?

No

Are you intending to hire or enlist individuals/organizations outside of your Capella University dissertation committee to assist with data analysis?

No

Questions on Phone/Internet Interviews

How will you conduct the interviews remotely?

Standard telephone.

How and when will the consent form be provided to participants?

Consent forms will be included as part of the
mail and e-mail invitations to participate.

Will you obtain consent by having participants sign the consent form?

No

Provide a rational for why you are not obtaining signed consent and how you will obtain the participant's consent to be in the study.
Informed consent will be obtained just prior to the commencement of the interview. Because the interview will take place over the telephone, this consent will be obtained verbally.

Indicate which method you will use to record the interview.

Audio recording

Will you be asking participants to disclose information about an organization's policies, practices, or other confidential information that is not made available to the public?

No

Did you create your own interview guide?

Yes

Upload a copy of the interview guide.

WALTERS-InterviewQuestions	Interview Guide
WALTERS-IRB-InterviewGuide-12-07-17	Interview Guide

Do you intend to use a transcriptionist in your study?

Yes

Data Security and Retention

Will the data collected in the course of the study be considered sensitive data?

No

Describe how you will protect the confidentiality of data during the collection, transmission, and storage of data.

As they are received, the signed informed consent forms will be scanned and saved to a secure password protected and encrypted USB drive. Consent forms will be separated from interview data so the information cannot be connected and the identity of the interviewee compromised.

Ongoing correspondence (such as e-mails and faxes) between the interviewer and the CEO will be saved to a second secure password protected and encrypted USB drive.

Each CEO will be assigned a unique randomly generated three-digit numeric code. Thereafter, he/she will no longer be referred to by his/her given name or by organization but, rather, by the randomly selected numeric code. After the numeric code has been chosen, all forms having identifying information will be shredded or reformatted.

All digital audio files, USB storage devices, and word documents will be encrypted and password protected.

After each telephone interview is completed, the interviewer will use the transcription services of Vast Conference Call to convert the recording to a typed transcript. The transcript will be used to code, identify patterns, analyze the CEO responses, and prepare the report. The transcriptionist will sign a confidentiality agreement (see Appendix D) that the researcher will then provide to the IRB. After the original transcript has been verified, the interviewee's name, organization, or any other identifying information will be 'scrubbed' to ensure that all identifiers are removed.

The interview recording will then be scrubbed, and the original transcript will be shredded, leaving only the sanitized transcript and any field notes taken by the researcher during the interview. Although it is not anticipated that interviewees will share sensitive information, all interviews and field notes taken during the interviews will be encrypted, password protected, and saved on password protected USB drives. The encrypted data will be kept for seven years on password protected and encrypted USB drives in a physically secured locked file cabinet in the researcher's home office. After seven years, the researcher will use specially designed software to scrub and reformat the encrypted USB drives after which the USB drives will be physically destroyed.

Describe how you'll protect the identity of the site and participants while in your study and in your published dissertation.

Each CEO will have unique identifying randomly selected number assigned. As the responses are received from the sample participants, the signed informed consent forms will be scanned, encrypted, and saved to a secure password protected USB drive. Consent forms will be saved to another USB drive. Separating the forms from the interview data is a prudent safeguard so they cannot be connected and the identity of the interviewee compromised. The password protected and encrypted USB drives will be kept in a locked file cabinet in the researcher's home office.

Each CEO will be assigned a unique three-digit numeric code produced by RANDOM.ORG (www.random.org), a computerized random number generator. Thereafter, he/she will no longer be referred to by his/her given name or by organization but, rather, by the randomly selected numeric code. Substituting codes for names removes any doubt about the intention and obligation to protect the identities of the interviewees. After the numeric code has been chosen, all forms having identifying information will be shredded.

To safeguard the identity of interviewees and their organizations, all identifying information (interviewee's name, organization name, city name) will be deleted from the transcripts. After the interview is transcribed, the document will be 're-scrubbed' to ensure that all remaining identifiers are removed.

Participants' names will not be used before, during, or after data collection, nor in the dissertation. During and after data collection, interviewees will be identified by their unique randomly selected three-digit number.

Permission Letters

Upload all permission letters that apply to your study.

No answer provided.

Additional Information

Is there any additional information that you would like the IRB to know/consider that you have not provided elsewhere in the application?

No.

If there are additional documents that the IRB needs to review/consider as part of its review that you have not provided elsewhere in this application upload them here.

WALTERS-IRB-TranscriptionAgreement-12-07-17	Additional Information

Signature

I verify that I have double checked my application to ensure that my application reflects the study procedures outlines in my Research Plan/SMR/SMART Form.

Yes

By entering your password, you are signing your IRB application. Your electronic signature indicates that you have completed this application to the best of your ability and describes your proposed study procedures accurately.

Signed Friday, February 23, 2018 11:39:05 AM ET by Walters, Louise

APPENDIX B. CEO INTERVIEW QUESTIONS AND PROMPTS

Interviewee Control # _______________ (computer generated random number)	Interview Date ______________

1. How frequently do you meet with your board chair?

2. How do you communicate with your board chair?

3. What kind of working relationship do you have with your board chair?
   PROMPT: How did you and your board chair learn what to expect of each other?
   PROMPT: How did you learn to work together?

4. What factors do you think lead to a positive relationship between the CEO and the board chair?
   PROMPT: Which one factor is the most important?
   PROMPT: Can you share an example of this most important factor?

5. What factors do you think lead to a negative relationship between the CEO and the board chair?
   PROMPT: Which one factor is the most important?
   PROMPT: Can you share an example of this most important factor?

6. Why do you think your board chair invests (or exchanges) time with (or on behalf of) your organization?

7. Can you tell me about any disagreement you have had with your board chair?
   PROMPT: How was the disagreement resolved?
   PROMPT: Did you feel the resolution was fair or reasonable?
   PROMPT: Were you satisfied with the outcome?
   PROMPT: How did this disagreement impact your organization?

8. Because the CEO and board chair are expected to work closely together, trust -- or lack of trust -- may affect their relationship either positively or negatively. Given the premise that, in general, some level of trust already exists, please share an example of an instance when you did not trust your board chair.
   PROMPT: Did you resolve the issue?

9. Does the relationship between the CEO and the board chair affect the organization?
   PROMPT: Can you share an example?

10. If you could give CEOs one piece of advice about their relationships with their oard chairs, what would that advice be?

PROMPT: Can you tell me a story or provide an example about why you think that is good advice?

11. If you could give board chairs one piece of advice about their relationships with their CEOs, what would it be?
PROMPT: Can you tell me a story or provide an example about why you think that is good advice?

12. Describe the ideal board chair.

13. Describe the ideal (or the best) relationship between the CEO and the board chair.

NOTE: For purposes of this research, prompts are defined as follow-up questions the researcher may use to further probe or seek clarification of the interviewee's response. Prompts to be used in spontaneous discussions are:

A. Could you please tell me more about…
B. I'm not quite sure I understood … Could you tell me about that some more?
C. I'm not certain what you mean by… Could you give me some examples?
D. Could you tell me more about your thinking on that?
E. You mentioned… Could you tell me more about that? What stands out in your mind about that?
F. This is what I thought I heard… Did I understand you correctly?
G. So what I hear you saying is…"
H. Can you give me an example of…
I. What makes you feel that way?
J. What are some of your reasons for liking it?
K. You just told me about… I'd also like to know about…
L. How did that happen?
M. How did you feel?
N. How did you do that?
O. What happened then?