

### ***Questions Regarding the Work of the COA***

**Q: How are COA members reimbursed for their time and participation?**

**A:** Some CEOs reimburse members with some tangible payment. In most cases there is no payment made beyond a few husband-wife dinners, retreats for the company etc.

**Q: What is the maximum and minimum number of members recommended for a COA?**

**A:** Our experience suggests that a maximum of three persons will help to facilitate the meetings of the COA.

**Q: What about immediate family members serving on the COA?**

**A:** Again our experience suggests that while immediate family members, especially your spouse, will in most cases be excellent sources of advice and counsel, it is highly recommended that they not serve on your COA. The loss of personal objectivity is the major issue.

**Q: How frequently should meetings be held?**

**A:** Monthly meetings at the beginning, perhaps for the first year, seem to work best. Quarterly meetings may be sufficient. Telephone conversations between meetings usually become more frequent. Remember to achieve the maximum benefit of relationship building and peer fellowship; it will take some quality time together.

**Q: What does a typical agenda look like for the meetings?**

**A:** The agenda should always include critical issues facing the CEO and the company. Prayer and the integration of biblical principles should always be on the agenda.

**Q: How can you be so sure there are people who want to serve on a COA?**

**A:** Our experience is that when a Christian CEO is ready to humble him or herself and seek God's direction in the company in earnest, God will also provide the people to serve. To date, we have not experienced a problem locating the people.

**Q: How do employees of the company accept the existence of a COA?**

**A:** Very often employees view the COA suspiciously until they clearly understand the process and are enabled to see the benefits in the company. This is especially true of upper level managers.

**Q: Should my accountant, attorney or others with a “vested interest in the company be invited to serve as members of a COA?**

**A:** “Vested interest” people like your attorney, accountant and other consultants should already be providing input and counsel. They may inhibit the objective counsel you will find in the COA. In most cases they should not participate in the COA.