

**What I Learned in MACA Conference Workshop:
Four Ways to Improve Your Executive Director's Leadership**

| Onboard, Don't Just Orient, For First Year | |
|---|--------------------------|
| What You Learned | Who You'll Tell About It |
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| | |
| Encourage Leadership Development | |
| What You Learned | Who You'll Tell About It |
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| | |
| Provide Regular, Meaningful Performance Reviews | |
| What You Learned | Who You'll Tell About It |
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| | |
| Praise, Recognize, & Appreciate | |
| What You Learned | Who You'll Tell About It |
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2016 Governance Action Plan for _____

| Governance Goal | Action Step | Lead Board Member | Target Date | Notes |
|---|-------------|-------------------|-------------|-------|
| Onboard, Don't Just Orient, For First Year | | | | |
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| Encourage Leadership Development | | | | |
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| Provide Regular, Meaningful Performance Reviews | | | | |
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| Praise, Recognize, & Appreciate | | | | |
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Sample Executive Director Onboarding Plan

- ❖ Start with these questions: What does success look like? (i.e. ED who is: self-confident; clear about his/her role; connected with board, staff and other key stakeholders; knowledgeable about and able to lead organization's culture)

What outcomes do you seek to achieve by the end of the executive director's first year?

After Selection and Before Executive Director's First Day

| Task | Description of Task | Resources Needed | Responsible Person | Status |
|------------|---|--------------------------|---|--------|
| Press | Issue press release about hiring of new ED | Time | Any board member | |
| Planning | Prepare schedule for ED's first day with staff; | Time | Board President with Acting or Interim ED | |
| Production | Gather and print materials for inclusion in ED orientation binder | Staff time/printing cost | Board President with Acting or Interim ED | |

Executive Director's First Day

| Task | Description of Task | Resources Needed | Responsible Person | Status |
|---------|--|---------------------|--------------------|--------|
| Welcome | Welcome breakfast to greet ED and meet and mingle with staff | Cost for food | Board President | |
| Meeting | Meeting of ED and Acting/Interim ED to discuss current state of the agency | Time | Acting/Interim ED | |
| Lunch | Lunch of ED and Executive Officers | Time; cost for food | | |

| | | | | |
|--|---|--|--|--|
| | (discuss organizational culture and plan on introductions to priority connections | | | |
|--|---|--|--|--|

Throughout Executive Director's First Year

| Task | Description of Task | Resources Needed | Responsible Person | Status |
|------------------|---|------------------|-----------------------------|--------|
| Weekly Meetings | Weekly meetings (or calls) between ED and Board President to discuss progress and support needs | Time | Board President or Designee | |
| Board Meetings | Meetings with ED in advance of board meeting to assist with preparation of agenda and other logistics | Time | Board President | |
| Monthly Meetings | Meetings between ED and Treasurer to review finances | | Board Treasurer | |

Executive Director's First Week

| Task | Description of Task | Resources Needed | Responsible Person | Status |
|--------------|--|---------------------------|---|--------|
| Welcome call | Call at end of week to debrief first week and identify early support needs | Time | Board President or Search & Selection Chair | |
| Welcome gift | Send card or small gift (i.e. plant or book) on behalf of entire board | \$ for card or small gift | Any board member | |

Executive Director's First Month

| Task | Description of Task | Resources Needed | Responsible Person | Status |
|----------|---------------------|------------------|--------------------|--------|
| Check-in | Check-in with | Time | Board President | |

| | | | | |
|---------|--|------|--|--|
| | executive to answer questions and foster engagement | | | |
| Meeting | Meeting between Board President or Personnel Committee Chair to establish role clarity | Time | Board President and/or Personnel Committee Chair | |
| Meeting | Meeting between Board President or Personnel Committee Chair to establish performance and professional development goals | Time | Board President and/or Personnel Committee Chair | |

Executive Director's First Three Months

| Task | Description of Task | Resources Needed | Responsible Person | Status |
|----------------------|--|------------------------------|--|--------|
| 90-day review | Conduct 90-day review; determine if passes trial period | Time | Board President | |
| Stakeholder Meetings | Identify list of key stakeholders to meet; arrange meetings between board members and ED | Time; \$ for coffee or lunch | Board of Directors (Board President leads) | |
| Office Visit | Officer of the board drops in on office to check on staff morale and office culture | Time | Board President or designee | |

Executive Director's First Six Months

| Task | Description of Task | Resources Needed | Responsible Person | Status |
|--------------|--|------------------|--------------------|--------|
| 6-mos review | Provide executive director support for 90-day review | Time | Board President | |

At Close of Executive Director's First Year

| Task | Description of Task | Resources Needed | Responsible Person | Status |
|---------------|---|------------------|---|--------|
| Annual review | Comprehensive annual review, including review of compensation package and determination of new performance and professional development goals | Time | Full Board of Directors (Executive Committee leads) | |
| Recognition | Recognize in personalized way the ED's successful completion of first year (lunch, flowers, other gift, day off, etc.) | Depends | Board President | |



EXECUTIVE TRANSITION MANAGEMENT PROCESS

Poorly managed transitions can result in negative program outcomes, funding loss, and harmful public perception.

If an executive transition is in your future and sustainability is what your organization is seeking, New Chapter Coaching's signature four-step process is the answer.



SUCCESSION PLANNING

CREATE Emergency Succession Plan

DEVELOP Long-term Succession Plan

COACH Executive Director Planning Resignation or Retirement/ Emerging Leader

PRE-SEARCH ASSESSMENT & PLANNING

FORM Transition Committee

SELECT Interim Executive Director

CREATE Transition Plan

ACCESS Organization's Needs

CONDUCT Stakeholder Interviews

IDENTIFY Core Competencies Needed in Next Leader

SEARCH, RECRUITMENT & SELECTION

DEVELOP Position Description

IDENTIFY Qualified Candidates

SCREEN & Interview

CHECK References

DEVELOP Compensation Package

MAKE Final Selection

NEGOTIATE Offer & Acceptance

POST HIRE

ANNOUNCE New Executive Director

CREATE Onboarding Plan

DEVELOP Executive Director Performance Management Plan (Incl. Performance & Professional Development Goals)



Executive Coaching
Executive Director Roundtable

PLANNING & PREPARATION

TRANSITION

TO GET STARTED visit or call:

NewChapterCoach.com | p. 573.228.9600

601 W. Nifong Blvd., Suite 1D, Columbia, MO 65203



New Chapter
COACHING, LLC

Exploring the Present, Transforming the Future

Who We Do

New Chapter Coaching is a leadership development company dedicated to building a better world by increasing the effectiveness of nonprofit leaders and the impact of the organizations they serve. We believe nonprofit organizations make our communities better places to live and work for everyone; that's why we're active, visible, and contributing members of the communities in which we live and work, as well as the nonprofit sector. Each year New Chapter Coaching invests 3-5% of our profits back into Missouri's best nonprofit organizations. The work of these organizations and its leaders inspires us and we're proud to support them. We also provide pro bono or discounted services as appropriate and fiscally possible.

What We Do

New Chapter Coaching delivers innovative, high-quality services to nonprofit leaders and their organizations including:

- Executive/Leadership Coaching
- Strategic Planning
- Executive Transition Management
- Strengths-Based Team Building
- Skills-Based Trainings/Workshops
- Roundtables for Executives and Next Generation Leaders
- Board Trainings and Retreats
- Assessing and Addressing Workplace Burnout
- Facilitation of Retreats and Meetings



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573.228.9600



[NewChapterCoaching](https://www.facebook.com/NewChapterCoaching)



INDIVIDUAL DEVELOPMENT PLAN

Executive Director: _____

Agency: _____

Position Title: _____

Period Covered: _____ to _____

Executive Director's Top Strengths:



Employee's Performance Goal(s): An articulation of the key goals for which the executive director will be held accountable in the coming year.

Employee's Leadership Development Goals: An articulation of the specific ways the executive director will develop a talent or strength or change knowledge, skills, or behavior in order to achieve the above performance goals or other organizational priorities.

| Development Objectives | Action Steps | Results Expected/Measures | Time Frame |
|------------------------|--------------|---------------------------|------------|
| | | | |

Employee's Signature: _____

Date: _____

Board President's Signature: _____

Date: _____

Benefits of Using a Coach

Professional coaching brings many wonderful benefits: fresh perspectives on personal challenges, enhanced decision-making skills, greater interpersonal effectiveness, and increased confidence. And, the list does not end there. Those who undertake coaching also can expect appreciable improvement in productivity, satisfaction with life and work, and the attainment of relevant goals.

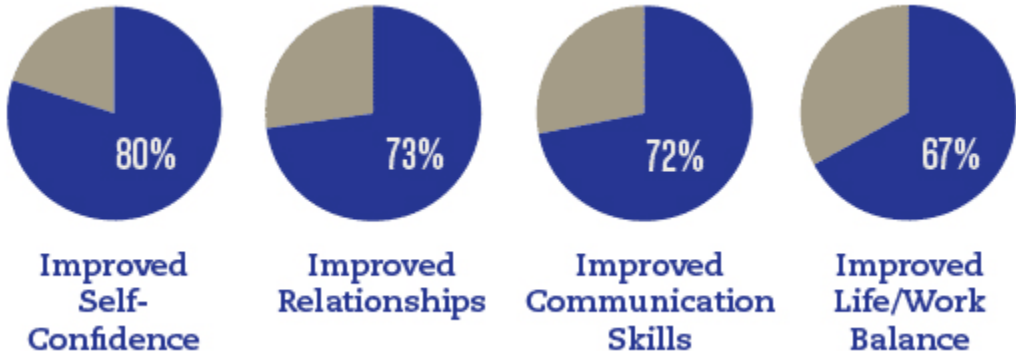
Increased Productivity

Professional coaching maximizes potential and, therefore, unlocks latent sources of productivity.



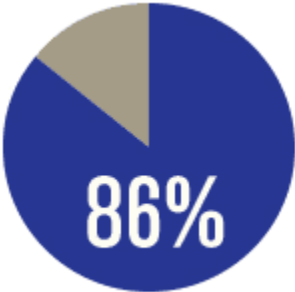
Positive People

Building the self-confidence of employees to face challenges is critical in meeting organizational demands.



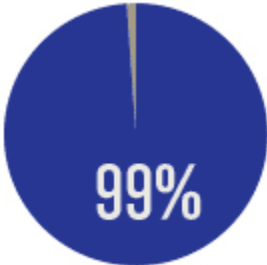
Return on Investment

Coaching generates learning and clarity for forward action with a commitment to measurable outcomes. The vast majority of companies (86%) say they at least made their investment back.

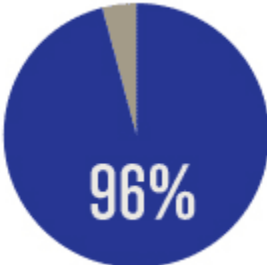


Satisfied Clients

Virtually all companies and individuals who hire a coach are satisfied.



**“Somewhat”
or “Very
Satisfied”
with overall
experience**



**Would repeat
the process**

More information on benefits of coaching can be found in the [ICF Research Portal](#), including case studies and industry reports.

Source: ICF Global Coaching Client Study was commissioned by the ICF but conducted independently by PricewaterhouseCoopers.

Discover Your Strengths

Build a more engaged, productive, and satisfied team using the evidence-based Clifton StrengthsFinder™ assessment. Our highly interactive team building will guide senior leadership, management, and staff through a strengths-based voyage to transform their future.

NEW CHAPTER COACHING'S UNIQUE FOUR-STEP APPROACH TO BUILDING A HIGH-PERFORMING TEAM

Module 1: Learning the Business Case for Strengths-Based Approach

Module 2: Recognizing Individual Talents

Module 3: Understanding Collective Talents of the Team

Module 4: Leveraging Diverse Team Talents for Higher Performance



Modules can be modified for full-day or half-day team buildings



TEAM OBJECTIVES INCLUDE:

- ◆ Increasing team members' understanding of their own talents and talents of their team members
- ◆ Recognizing how their own talents and the talents of their team members can influence relationships, behaviors, and activities in the workplace
- ◆ Preparing an individualized development plan targeting at least one talent
- ◆ Applying StrengthsFinder knowledge to realistic workplace scenarios to enhance individual and team performance
- ◆ Identifying specific ways to cultivate a strength-based culture at your organization



Contact New Chapter Coaching for the key to unlocking your team's potential
573.228.9600 | info@newchaptercoach.com | www.newchaptercoach.com

Discover Your Strengths

and unlock the power of your full potential





Agenda for Annual Performance Review

Date, Time, & Location

Executive Director:

Executive Committee Members:

Key Meeting Objectives:

- Review Year's Performance
- Discuss Benefits
- Co-Create Goals for Coming Year

1. Welcome, Meeting Objectives, Agenda Review
2. Review of Current Year Performance
 - i. Discussion of Results: Comments from Employee & Executive Committee Member(s)
 - ii. Discussion of Compensation
3. Plan for Next Year
 - a. Review of Strategic Plan & Executive Director's Strengths
 - b. Set New Performance Goals
 - c. Co-Create Individual Development Plan: Professional Development Goals
4. Next Steps
5. Closing Remarks

Nine Best Practices for Executive Director Performance Reviews

1. **Focus on the organization.** *Design a performance review that encourages participants to focus first and foremost on the organization's performance and results.*
2. **Use an evaluation tool that collects qualitative feedback, not just quantitative.** *Although the "check-a-box" tools are great for increasing the participation rate of board members and other stakeholders, the feedback is far less valuable for the executive director.*
3. **Align with executive's job description and the organization's strategic plan.** *Design or use an evaluation tool that solicits feedback about the (core competencies) knowledge, skills, and abilities s/he is expected to possess and the work s/he is expected to perform (results against goals).*
4. **Take time for serious reflection.** *Take full stock of your year. This is often the one time of year executives and board members reflect on all they've accomplished. Be honest with yourself about what the organization achieved and what it didn't.*
5. **Conduct a self-evaluation.** *Use an evaluation tool that compels the executive director to provide a self-evaluation. Have him/her answer the same questions the board and other stakeholders answer about him/her. It provides an essential point of comparison.*
6. **Commit to a 360 degree review.** *Feedback from board members is often of minimal value to the executive director since board members rarely see the executive more often than monthly, if that, and only for a few hours. The best performance reviews are those that solicit feedback from the other employees and other key stakeholders who are in a position to judge his/her work. These tools are not, however, best practice for organizations with small (5-6) staffs.*
7. **Discuss compensation.** *Although every executive longs for a well-timed and genuine thank you, a high performing executive deserves to have the topic of compensation raised following a discussion of his/her performance. This is true regardless of the organization's financial situation, as there are limitless ways to reward service that don't cost the organization.*
8. **Set new goals.** *An effective performance review leads to increased clarifications of organizational goals and expectations. It should also lead to the formation of the executive's performance and professional development goals for the coming year.*
9. **Review the executive 365 days a year.** *The most effective review processes are those that are continual. Make sure your organization has mechanisms for board and staff (other stakeholders, if possible) to provide feedback beyond the formal annual review.*

Ten Steps to an Effective Performance Review

1. Board develops policy regarding executive director performance review.
2. Board chair designates a person or committee (i.e. Executive Committee) to oversee/manage executive director's performance review.
3. In alignment with policy, designated board member/committee develops approach regarding executive director performance review.
4. Designated board member/committee discusses review process with executive director. Solicits input and reaches consensus.
5. Performance feedback gathered through agreed-upon survey instrument.
6. Results analyzed and reported to full board of directors. Board reaches consensus about how results are shared with executive director.
7. Results shared with executive director in face-to-face meeting with two board members (i.e. Board President and Vice President).
8. Executive director is provided an opportunity to formally respond to review results.
9. In addition to discussing last year's performance, performance and professional development goals are set for upcoming year.
10. Evaluation is signed and filed away in executive director's personnel file.



MACA 2016 Annual Conference
Workshop: Four Ways to Improve Your Executive Director's Leadership

Exercise: Bucket Dipping or Filling?

| BUCKET DIPPING | CONSEQUENCES |
|----------------|--------------|
| | |
| BUCKET FILLING | CONSEQUENCES |
| | |

Source: How Full is Your Bucket? Tom Rath & Donald O. Clifton

4 Ways to Improve Your Executive Director's Leadership

1: Onboard, Don't Just Orient Your New Executive Director

Objective: Develop and follow a systematic onboarding plan that will clarify your executive director's role, connect her to its people, and educate her about its culture in order to maximize her likelihood of success.

3 Most Common Mistakes Boards Make With New Executive Directors Once the Search is Over:

1. Mistake #1: We turn the keys over to the executive and take a break
2. Mistake # 2: We fail to create a plan for onboarding the new executive
3. Mistake # 3: We fail to create clarity for the new executive about her role

3 Tips for Improving Your Leadership to Improve Your Executive's Leadership:

1. Tip #1: Be clear about the executive's role, goals, organization's priorities, how you'll manager him/her, and how and when s/he'll be reviewed
2. Tip #2: Help executive get connected to the important people in your organization
3. Tip #3: Help your new executive learn the culture of your organization

2: Encourage Targeted Leadership Development

Objective: Invest in programs and activities that make your executive director a more effective leader for your organization.

3 Most Common Mistakes Boards Make With Executive Directors in Connection with Leadership Development:

1. Mistake #1: Underestimate the need for leadership development
2. Mistake #2: Fail to sufficiently budget for leadership development
3. Mistake #3: We leave leadership development of the executive director fully to the executive director

3 Tips for Improving Your Leadership to Improve Your Executive's Leadership:

1. Tip #1: Encourage leadership development as a priority for your executive director
 2. Tip #2: Build relationship trust with your executive director to increase the likelihood s/he will discuss challenges with you
 3. Tip #3: Create a development plan with your executive that identifies development goals aligned with performance goals
-

#3: Provide Regular, Meaningful Performance Reviews of Your Executive Director

Objective: Regularly and meaningfully review your executive director to provide him/her specific, timely, and constructive feedback about his/her performance that will increase his/her ability to achieve your mission

3 Most Common Mistakes Boards Make With Executive Directors in Connection with Performance Reviews:

1. Mistake #1: Don't review your executive director at all
2. Mistake #2: Don't set performance goals when you do review him/her
3. Mistake #3: Don't use a systematic, transparent review process

3 Tips for Improving Your Leadership to Improve Your Executive's Leadership:

1. Tip #1: Work with your executive director to collaboratively design and implement a yearlong performance review process
2. Tip #2: Take a strengths-based approach and focus on what your executive director is doing right, not wrong
3. Tip #3: Set performance goals that are aligned with your strategic plan

4: Praise, Recognize, and Appreciate Your Executive Director

Objective: Regularly recognize and/or express admiration or appreciation for behaviors that further the mission of your agency

3 Most Common Mistakes Boards With Executive Directors in Connection with Praise, Recognition, and Appreciation:

1. Mistake #1: Assume they don't need praise, recognition, or appreciation because they are the executive director
2. Mistake #2: Underestimate the power of praise
3. Mistake #3: Fail to respond to them when they try to communicate with you

3 Tips for Improving Your Leadership to Improve Your Executive's Leadership:

1. Tip #1: Talk with your executive director about their recognition needs
2. Tip #2: Talk with your fellow board members about your executive director's recognition needs and how to meet them
3. Tip #3: Create an organizational culture of recognition and appreciation



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2016 MACA Annual Conference

**4 Ways to Improve
Your Executive Director's Leadership**

Carolyn Sullivan, New Chapter Coaching

New Chapter Coaching



**Our mission is to build a better world
by increasing the effectiveness of nonprofit leaders
and the impact of the organizations they serve.**

New Chapter Coaching

- ▶ Executive Director – Statewide Nonprofit
- ▶ Program Director – National Nonprofit
- ▶ Board Member & Officer
- ▶ Executive Coach, Consultant, Trainer

- ▶ 6 Years with Community Action:
MACA & 11 of 19 MO CAAs & NE
- ▶ Facilitator of Missouri Community Action
Directors Association Monthly Roundtable &
Annual Retreat

Key Objectives

By the time you leave this room:

1. Define the most common mistakes boards make in leading their executive directors
2. Identify four specific ways boards can improve their executive director's leadership by improving their own
3. Plan for specific ways to apply what you've learned

Let's Get Warmed Up



Our Four Focus Areas



Discussion Questions

1. Which area most interested in hearing about and why?
2. What do you most hope to learn?

Four Ways to Improve Executive Director's Leadership





Boards Must Lead Their Executive Directors By: Properly Onboarding, *Not Just Orienting*



You've Hired an ED, Now What?



You've Hired an ED, Now What?

3 Most Common Mistakes Boards Make In Getting New ED Started

1. Turn the Keys Over and Take Staycation
2. Fail to Plan
3. Fail to Create Clarity about Performance

Mistake #1: Turn the Keys Over and Take a Staycation



Mistake # 2: Fail to Plan Beyond Yes

**“By failing to prepare, you
are preparing to fail.”**

Benjamin Franklin



EXECUTIVE TRANSITION MANAGEMENT PROCESS

Poorly managed transitions can result in negative program outcomes, funding loss, and harmful public perception.
If an executive transition is in your future and sustainability is what your organization is seeking, New Chapter Coaching's signature four-step process is the answer.



TO GET STARTED visit or call:

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Mistake #3: Fail to Create Clarity About Performance



And then....



First Way Boards Must Lead: Onboard

Develop and follow a systematic onboarding plan that will clarify ED's role, connect her to its people, and educate her about its culture in order to maximize her likelihood of success.

Onboarding v. Orientation

Onboarding is a PROCESS

by which new hires get adjusted to the social and performance aspects of their jobs quickly and smoothly, and learn the knowledge, skills, attitudes, and behaviors required to function effectively within an organization.

Orientation is an EVENT.

Why Onboarding?

Key Benefits for Employers

- ❖ Lower turnover
- ❖ Higher performance levels
- ❖ Improved customer satisfaction

Key Benefits For Employees

- ❖ Higher job satisfaction
- ❖ Lower stress
- ❖ Increased organizational commitment

Source: SHRM

How to Onboard Effectively



- Written plan
- Involve ED (and others) in planning
- Allow for changes in plan as ED grows

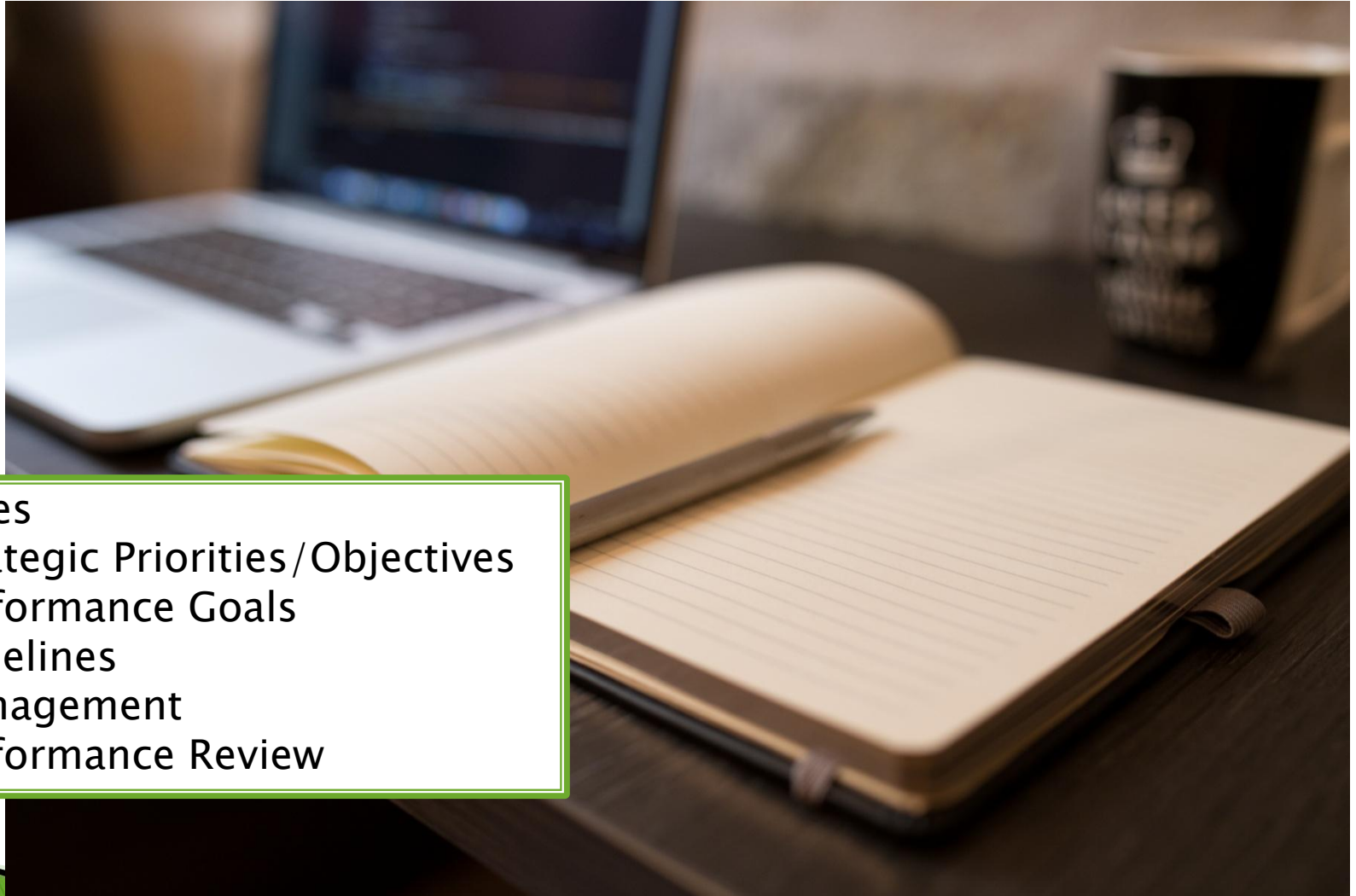
How to Onboard Effectively



Tip #1: Role Clarity



Role Clarity



- Roles
- Strategic Priorities/Objectives
- Performance Goals
- Timelines
- Management
- Performance Review

How Do You Measure Up?

Gallup Q. 1

I know what is expected of me at work.



Tip #2: Social Connections



Organization's Stakeholders

Funders



Community leaders



Staff



Legislators

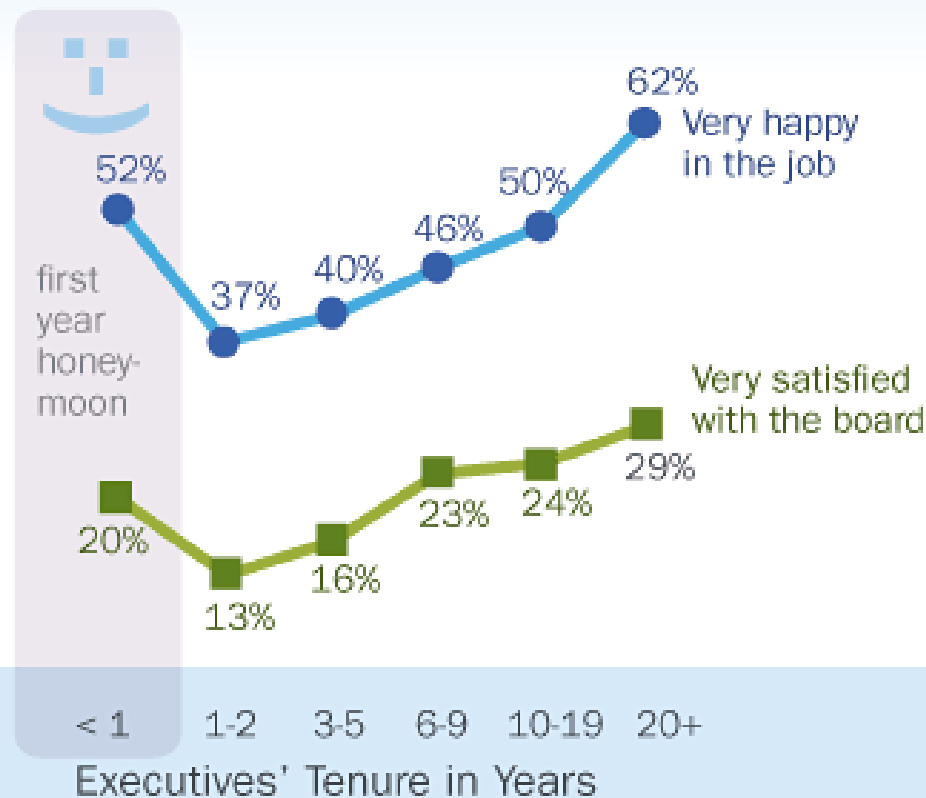
Clients

Tip #3: Organizational Culture



When the Honeymoon's Over

'Post-Honeymoon' Challenges for Early-tenure Executives



Source: *Daring to Lead 2011: CompassPoint Nonprofit Services and the Meyer Foundation.*

Recapping First Idea

Develop and follow a systematic onboarding plan that will clarify ED's role, connect her to its people, and educate her about its culture in order to maximize the likelihood of her success.

•Culture

Mistakes = Fail to Plan!

Tips:

- Clarity
- Connections
- Culture

Getting Started

Leadership Development

Performance Review

Praise, Recognition, Appreciation



Boards Must Lead Their Executive Directors By: Encouraging Targeted Leadership Development



The ED is Up and Running, Now What?

3 Most Common Mistakes Boards Make In Developing ED

1. Underestimate Need
2. Fail to Budget for Development
3. Leave Development to ED

Mistake #1: Underestimate Need



Lose Sight of ED's Wellbeing



Mistake # 2: Fail to Budget/Fund



Mistake # 3: Leave to ED



Second Way Boards Must Lead: Encourage Targeted Leadership Development

Invest in
programs or activities
that make your
executive director
a more effective leader.

Why Leadership Development?

1. Increased self-confidence
2. Increased job satisfaction
3. Increased productivity
4. Reduced job-related stress
5. Increased profitability

Tip #1: Encourage Development as Priority



Development is a Priority

- ▶ Share philosophy
- ▶ Encourage development
- ▶ Approve funding
- ▶ Confirm expenses aligned with budget
- ▶ Communicate extent of ED's authority regarding decision-making about activities
- ▶ Secure funding when/where necessary
- ▶ Sponsor executive coaching where appropriate
- ▶ Seek/receive updates about leadership development

How Do You Measure Up?

Gallup Q. 6

At work, there is someone who encourages my development.



Tip #2: Build Relationship Trust



13 Behaviors of High Trust Leaders

1. Talk Straight
2. Demonstrate Respect
3. Create Transparency
4. Right Wrongs
5. Show Loyalty
6. Deliver Results
7. Get Better
8. Confront Reality
9. Clarify Expectations
10. Practice Accountability
11. Listen First
12. Keep Commitments
13. Extend Trust

Source: Speed of Trust, Stephen M.R. Covey

On Which Behavior Do You Most Need ...



to Move the Dial to Build Trust?

Tip #3: Create Development Plan



Individual Development Plan

Name: _____

Date: _____

| Top Five Talent | Goal | Action Plan | Measurement/ Success Criteria | Deadline | Progress Notes |
|-----------------|------|-------------|----------------------------------|----------|----------------|
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |

newchaptercoach.com

Recapping Second Idea

Invest in
programs or activities
that make your executive director
a more effective leader.

Mistakes:

- Underestimate need
- Fail to fund
- Leave it to ED

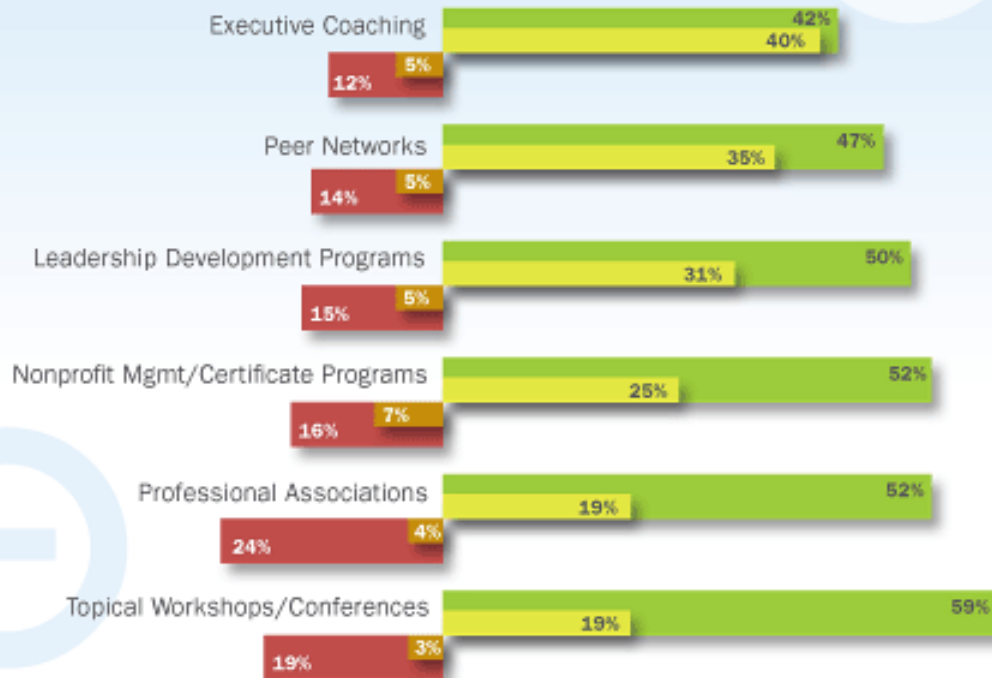
Tips:

- Communicate
- Trust
- Plan



Most Effective Professional Development Strategy

Effectiveness Ratings of Professional Development Activities Utilized



Very Ineffective Somewhat Ineffective Effective Very Effective

Source: Daring to Lead 2011: CompassPoint Nonprofit Services and the Meyer Foundation.



Boards Must Lead Their Executive Directors By: Regularly, Meaningfully Reviewing Performance



The ED is Leading and Growing, Now What?

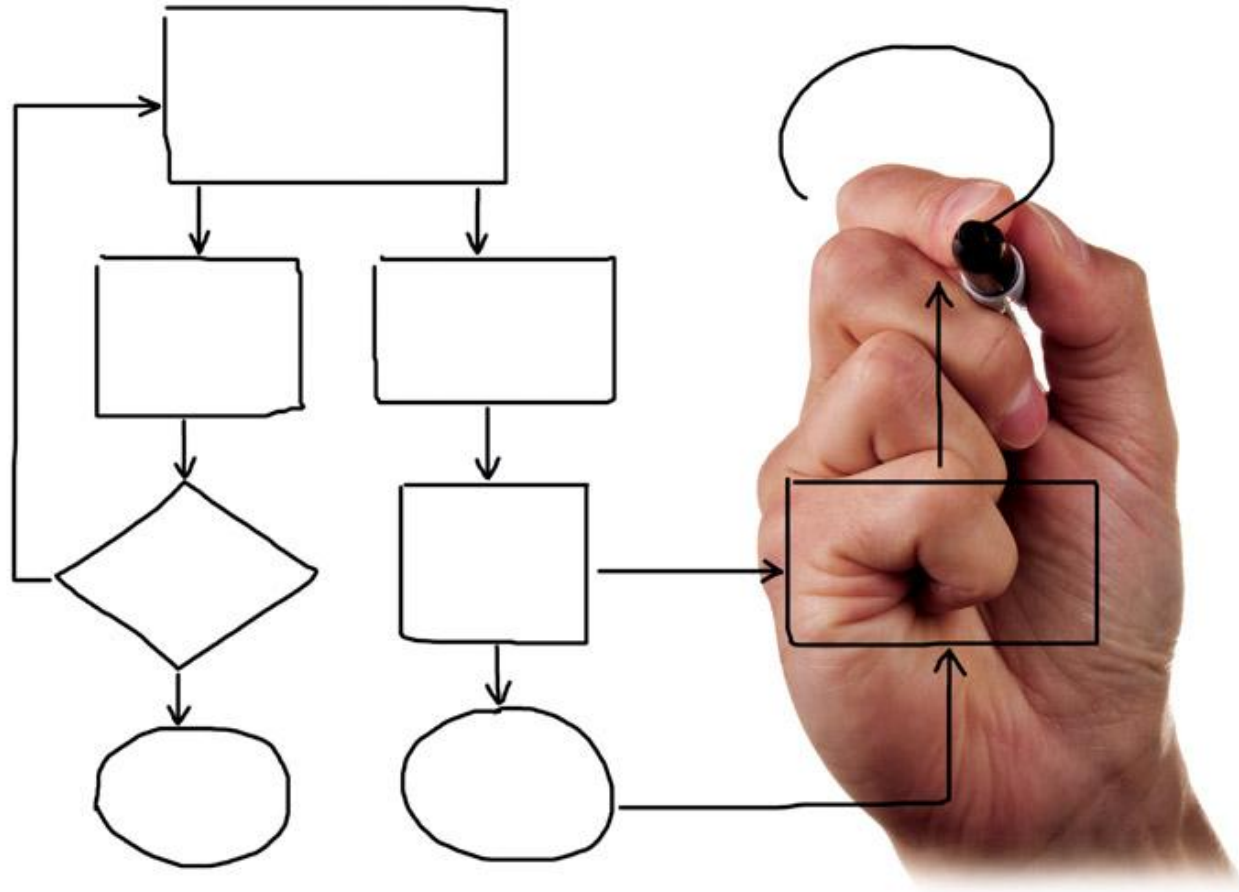
3 Most Common Mistakes Boards Make In Developing ED

1. Don't Review at All
2. Don't Set Performance Goals
3. Don't Use Systematic, Transparent Process

Mistake # 2: Don't Set Performance Goals



Mistake # 3: Don't Use Systematic, Transparent Process



Third Way Boards Must Lead: Review

Regularly and meaningfully
review your executive
director –
and not just once a year!

Why Regular, Meaningful Reviews?

Increased engagement

Improved performance

Increased job satisfaction

Increased wellbeing

Regular? Meaningful?

Webster's

Regular: Happening over and over again at the same time or in the same way

Meaningful: Having real importance or value

You and Your Executive Decide!

How Do You Measure Up?

Gallup Q. 11

In the last six months, someone at work has talked to me about my progress.



Tip #1: Collaboratively Design & Implement Yearlong Process



Tip #2: Focus on What They're Doing Right



Tip #3: Set Performance Goals Aligned with Strategic Plan



Recapping Third Idea

Regularly and meaningfully review your executive director

Mistakes:

- Don't review at all
- Don't set goals
- Don't use process

Tips:

1. Collaborate
2. Focus on positive
3. Set goals





Boards Must Lead Their Executive Directors By:

Praising, Recognizing, and Expressing Appreciation



You're Reviewing the ED, But It Seems They Need More? What?

3 Most Common Mistakes Boards When Trying to Keep ED

1. Assume they don't need praise, recognition, and appreciation
2. Underestimate the power of praise
3. Fail to attend to them entirely

Mistake # 1: Assume They Don't Need Praise, Recognition, Appreciation



Executive Director Burnout

In 2008,
75% of executive directors
said they planned to leave
their jobs in the next five
years

Source: Ready to Lead: Next Generation Leaders

Want Them To Grow? Shower with Praise!



#1 Reason Employees Leave

Don't Feel Appreciated

Source: Department of Labor

Mistake # 2: Underestimate the Power of Praise



The Power of Praise

- ▶ Individuals who receive regular recognition and praise:
- ▶ Increased productivity
- ▶ Increased engagement
- ▶ More likely to stay with their organization

Source: Gallup

Mistake # 3: Fail to Respond Entirely



Fourth Way Boards Must Lead: Praise, Recognize, and Appreciate

Regularly recognize
and/or express admiration
or appreciation
for behaviors that further the
mission of your agency

How Do You Measure Up?

Gallup Q. 4

In the last seven days, I have received recognition or praise for doing good work.



Tip #1: Talk with Your Executive About Recognition

Gallup Recognition Interview:

1. What are your hobbies or interests that you like to talk about a lot?
2. What increases your positive emotions or “fills your bucket” the most?
3. From whom do you most like to receive recognition or praise?
4. What type of recognition or praise do you like best? Public, private, written, verbal, or other?
5. What is the greatest motivation you’ve ever received?

Tip #2: Talk with Your Board About ED's Answers



Tip #3: Create a Culture of Recognition and Appreciation



Recapping Fourth Idea

Regularly recognize and/or express admiration or appreciation

Mistakes:

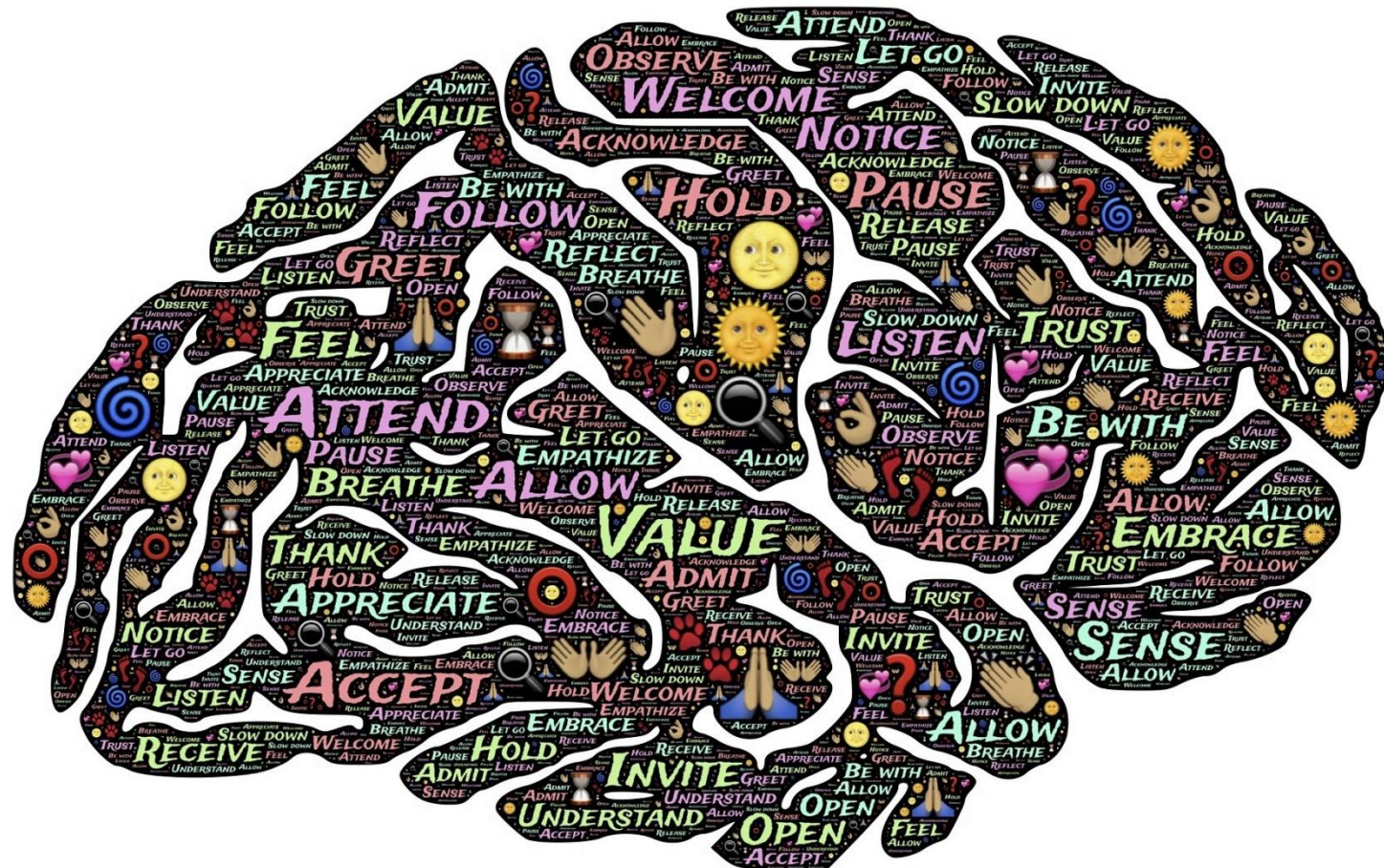
- Assume don't need
- Underestimate power
- Fail to respond entirely

Tips:

1. Talk with ED
2. Talk with BOD
3. Change culture



Recap of What We've Learned



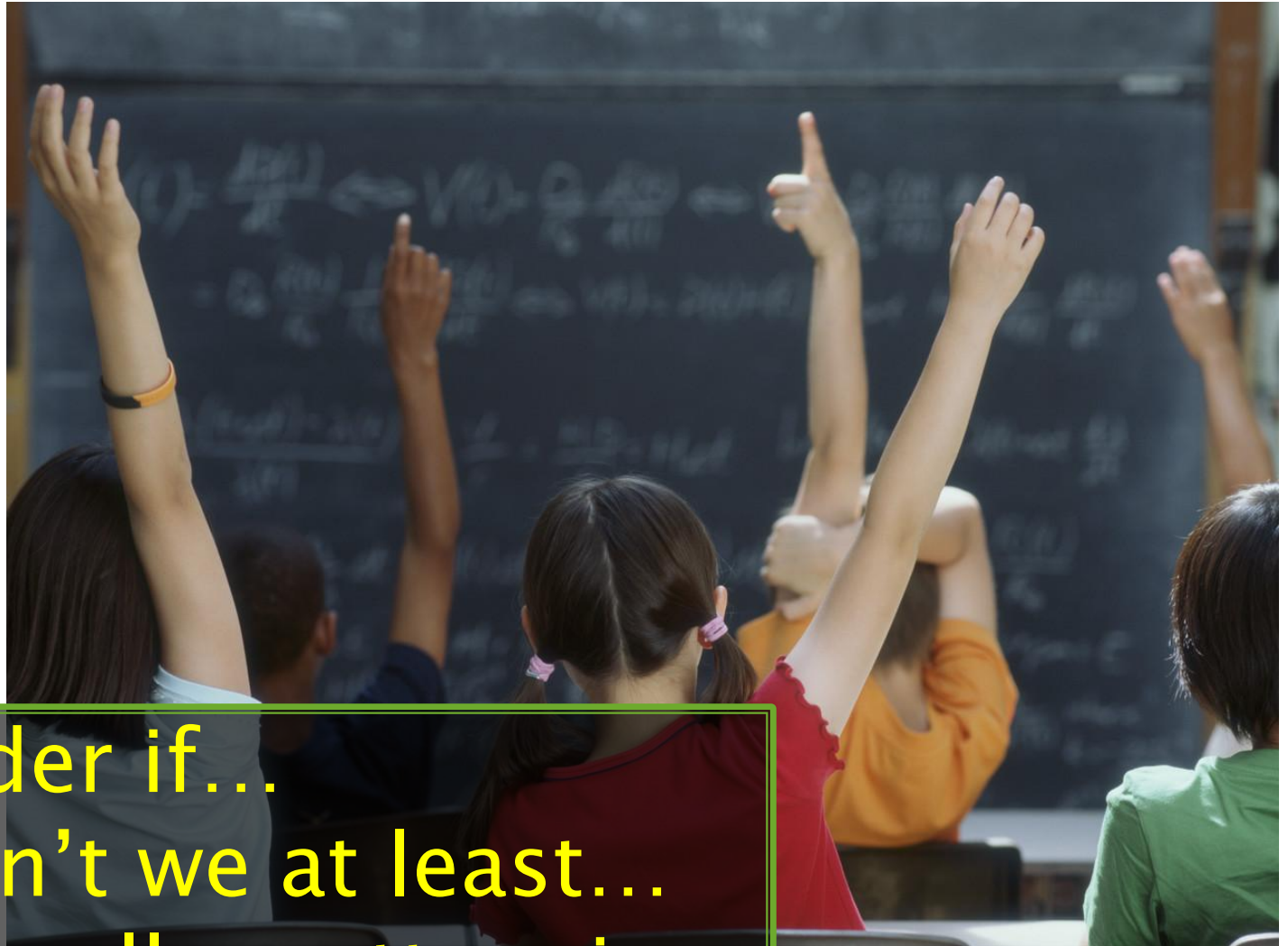
Four Ways to Improve Your Executive Director's Leadership



What Will You Do When You Get Back to Your Agency?

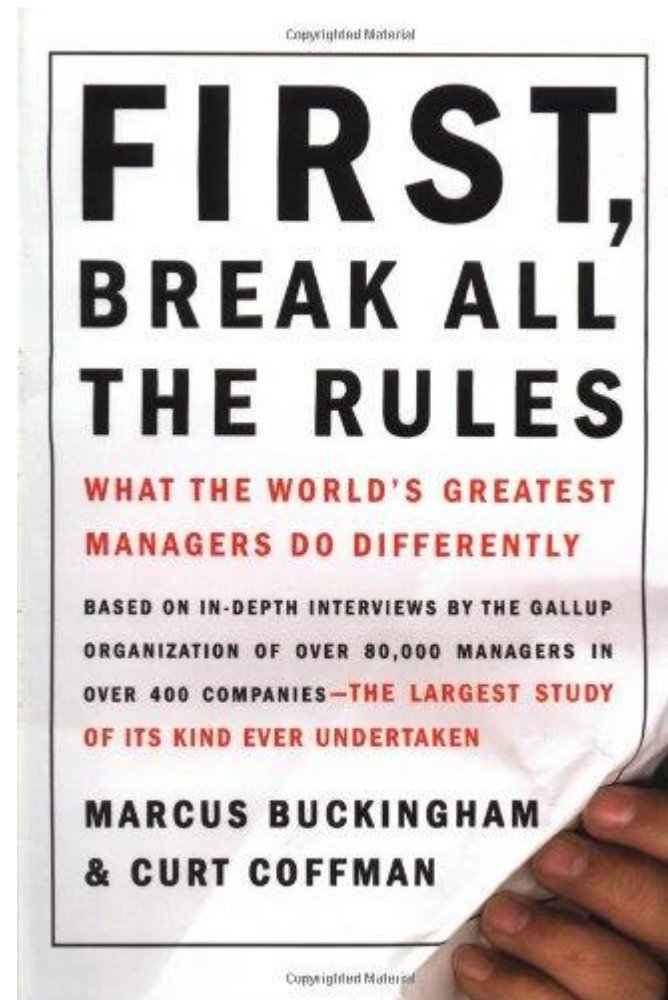
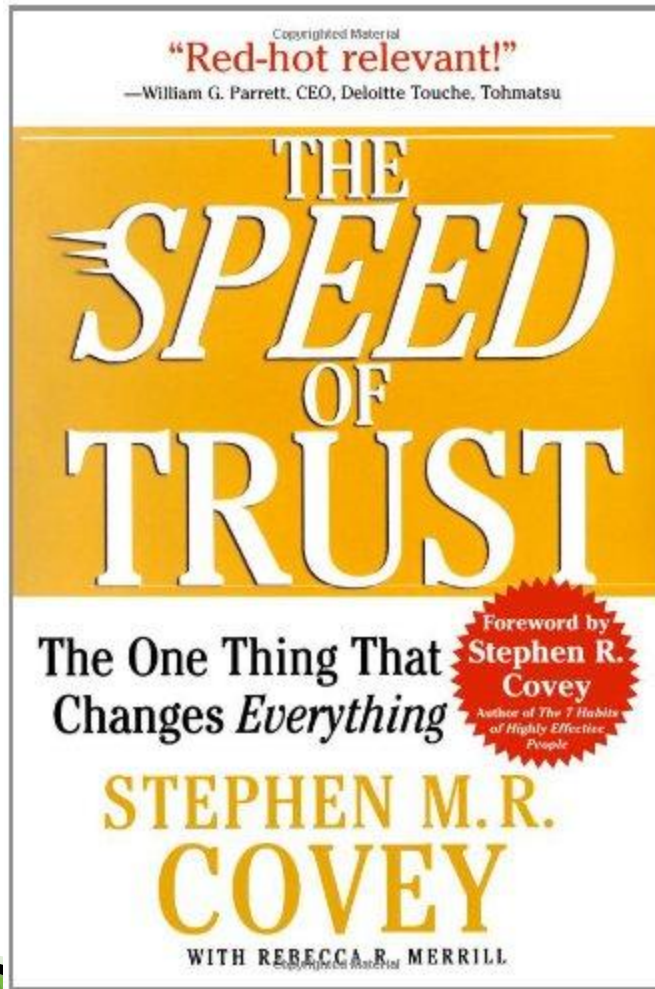


Questions? Comments?



I wonder if...
Couldn't we at least...
What really matters is...

Drawing for You!





For more support...

Carolyn Sullivan

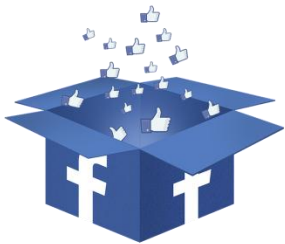
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