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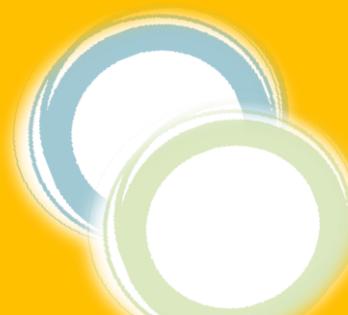
# Evaluating the CEO:

## *A Process to Benefit the CEO, the Board, and the Staff*

Marla Cornelius  
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CompassPoint



**Warm up!**  
**Turn to your neighbor and**  
**discuss...**



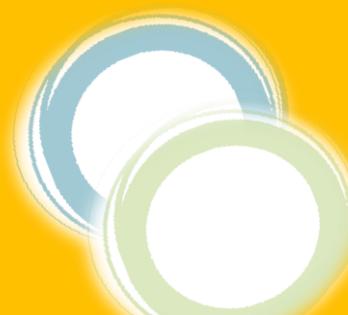
Your last  
performance  
review:

What made it a  
good experience?

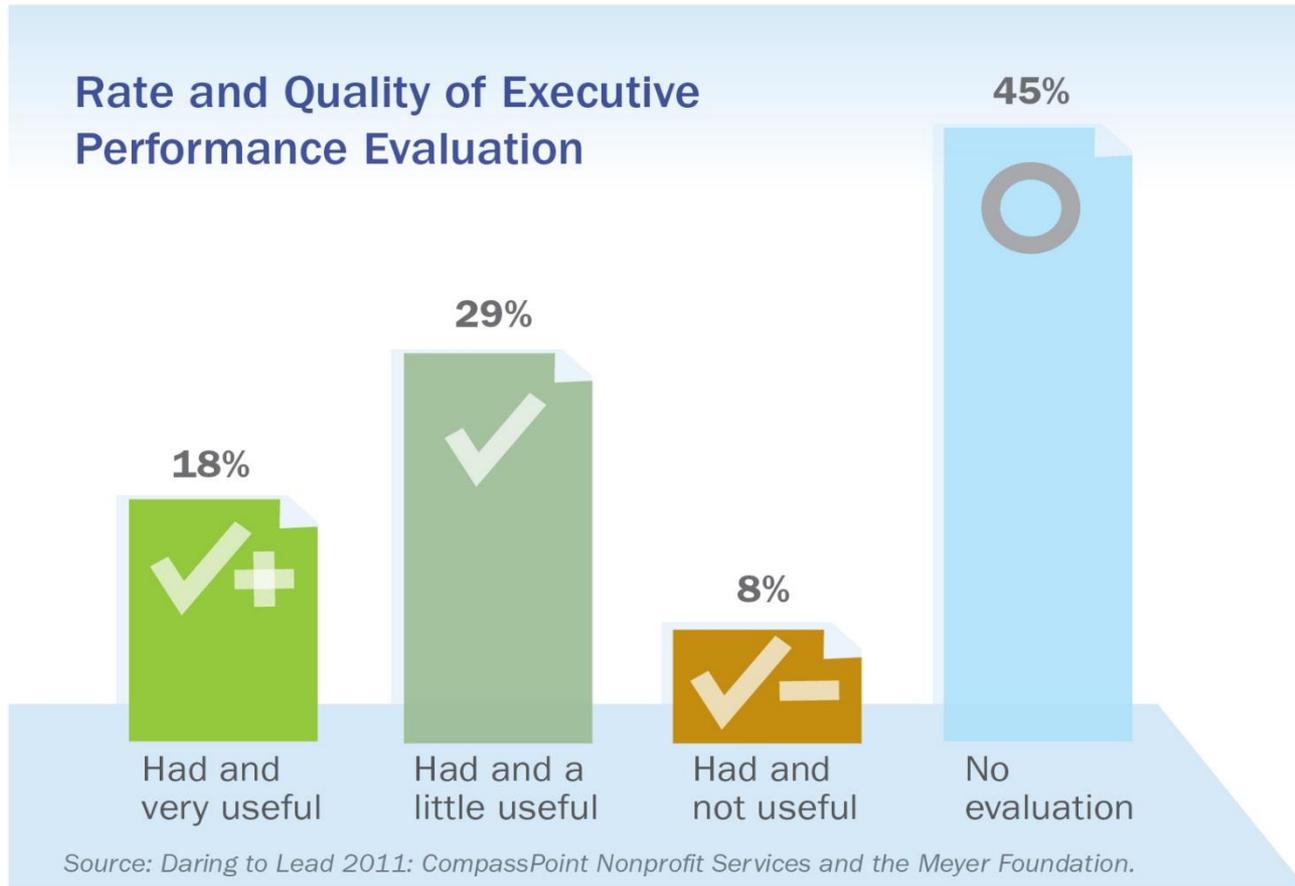
Or a bad one?



# 1. The Case



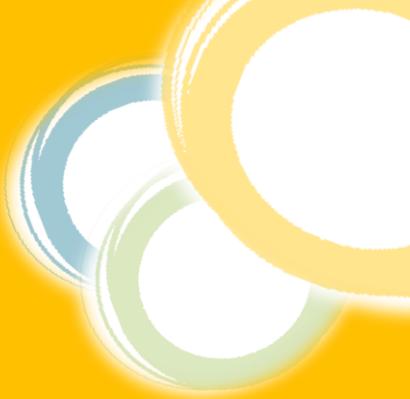
# Daring to Lead 2011: Relevant Findings



## Daring to Lead 2011: Relevant Findings

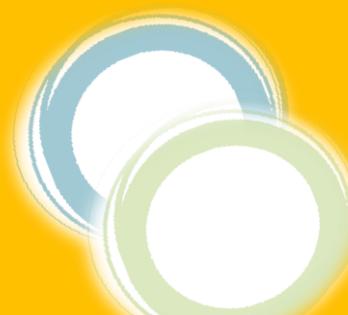
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- 33% of current executives followed a leader who was fired or forced to resign.
- 17% of organizations have a documented succession plan.
  - However, EDs that have a succession plan are significantly more likely to have had a review (73%) AND are more likely to have found it useful 31%.

A cluster of four overlapping circles in the top right corner, with colors ranging from light blue to yellow.

**2.**

# **Why do Evaluations Matter?**



# Benefits to CEO

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- How am I doing?
- I didn't know...
- Reflect and celebrate accomplishments
- Basis for goal-setting

# Benefits to Staff

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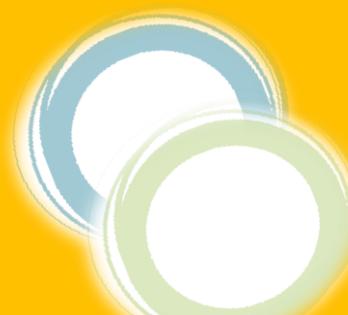
- Feedback loop
- Accountability mechanism
- Credibility
- Boosts staff morale and satisfaction

# Benefits to Organization

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- Risk management
- Critical component of board's governance responsibilities
- Alignment to organizational needs and outcomes
- Strengthens board's oversight ability

# 3. The Elements



# Key Elements

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1. Identify the Performance Dimensions
2. Desired Results
3. Process Steps

# Performance Dimensions

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- ✓ KRAs (Key Responsibility Areas)
- ✓ Role competencies (skills, abilities, knowledge, characteristics)
- ✓ Organizational standards
- ✓ Values

# What is the job: KRAs

<b>Sustainability Impact/ Financial Health</b>	<ul style="list-style-type: none"> <li>○ Ensure that there are viable strategies in place to achieve desired mission impact.</li> <li>○ Ensure that the organization generates sufficient resources to fund current work and invest in the organization's future.</li> </ul>
<b>External Relations</b>	<ul style="list-style-type: none"> <li>○ Work closely with Program Directors to ensure positive and collaborative relationships with essential community partners</li> <li>○ Attend community meetings are requested by Program Directors</li> </ul>
<b>Board of Directors</b>	<ul style="list-style-type: none"> <li>○ Work with Board President to set agendas, schedule meetings, and coordinate information to be shared with the board</li> <li>○ Prepare and assemble all reports and materials for Board</li> <li>○ Serve on all board committees, as appropriate</li> <li>○ Work with the board regarding personnel issues, policy issues and planning issues</li> </ul>
<b>Overall Administration</b>	<ul style="list-style-type: none"> <li>○ Directly supervises all Program Directors and Administrative Director</li> <li>○ Ensures overall compliance with program goals and objectives</li> <li>○ Provides guidance on personnel matters to Program Directors</li> <li>○ Work with Administrative Director to ensure overall compliance with agency policies, funding guidelines, accounting policies and procedures, etc.</li> </ul>
<b>Fund Development (oversight of development team, including Board, Program Directors, etc.)</b>	<ul style="list-style-type: none"> <li>○ Mentor/train agency staff to write/manage ongoing grants and re-applications</li> <li>○ Support and guide all fundraising efforts across the agency. ED will work closely with individual programs and board of directors to provide support and guidance as appropriate, however, will not coordinate the fundraising efforts for individual programs, only for the agency as a whole</li> <li>○ Develop corporate and foundation donors for programs and for agency as a whole where appropriate</li> <li>○ Develop and implement agency-wide strategies for fundraising</li> </ul>

# How to do it: Competencies

<b>Relationship Management</b>	Ability to represent organizational values within every relationship at work and to cultivate and maintain positive relationships with individuals, staff, clients, funders, and other partner organizations.
<b>Collaboration</b>	Works effectively with staff, volunteers and community partners, ensuring the employment of an inclusive, team approach whenever possible.
<b>Priority Setting</b>	Ability to manage and prioritize multiple, sometimes competing, tasks and deadlines to ensure that both values are being upheld and goals are being accomplished.
<b>Problem-Solving</b>	Ability to accurately and effectively assess problems and identify and implement solutions.
<b>Compassion</b>	Demonstrates genuine cares for staff and clients of the agency.
<b>Communication</b>	Demonstrates professional, clear and compassionate communication with staff, clients and community partners of the agency.
<b>Commitment</b>	Demonstrates commitment and dedication to the work we do, the clients we serve and the agency.
<b>Leadership</b>	Creating a climate of trust and mutual respect; supports shared leadership principles and distribution of decision-making, increasing the potential for employees to be productive and to feel welcome, valued, and motivated.

# Desired Results

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## Goals and Expectations

S.M.A.R.T. (measurable high-level targets for the review period)

*Examples:*

- *Increase operating reserves by 5%*
- *Complete program expansion into Contra Costa county by 2015*
- *Lead 4 board development sessions on the culture of philanthropy*
- *Select and work with a leadership coach to enhance leadership skills and ability to address supervision challenges; seek staff feedback w/360 assessment*

# Process Steps

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1. Identify coordinator/lead person or group
2. Decide performance criteria
3. Outline and communicate process to board and staff
4. Distribute survey
5. Summarize information and present to board
6. Review summary with ED
7. Goal-setting
8. Support

# Process Steps

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## Step 1: Identify coordinator/lead person or group

### Possibilities Include:

- Individual on the board
- Task force
- Governance committee
- Executive committee
- External consultant

# Process Steps

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## Step 2 Decide Performance Criteria

1. Last review
2. Last Year's Goals
3. Performance dimensions:
  - ✓ *KRAs/ Key Responsibility Areas Core job functions*
  - ✓ *Job competencies (skills, abilities, knowledge, characteristics)*
  - ✓ *Organizational standards*
  - ✓ *Values*

# Process Steps

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## Step 3 Outline and communicate process to board and staff

- Timeline
- Tool used
- Guidance on how to provide meaningful feedback
- How feedback will be used
- Who will see the input
- Anonymous, not confidential
- Summary and review meeting
- Informs next year's goal setting

# Process Steps

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## Step 4 Distribute survey

- Accompany tool with background docs (job description, overview of process)
- Use online tool for easy use and compilation
- Allow for both qualitative and quantitative comments
- Everyone uses the same tool
- Multi-rater: staff, self-eval, potentially external partners and 100% of the board

# Process Steps

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## Step 5 Summarize feedback and present to board

- The lead summarizes results into a report
- Presents to the full board for “meaning making” and calibration
- Decide on high level themes and messages to underscore in review meeting

# Process Steps

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## Step 6 Meet with the ED

- In a small sub-group of the board (executive committee, governance committee, select reps)
- No staff present
- Discuss results
- Identify areas of strength, challenge, development needs and ID potential goals for next year

# Process Steps

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## Step 7 Goal-setting

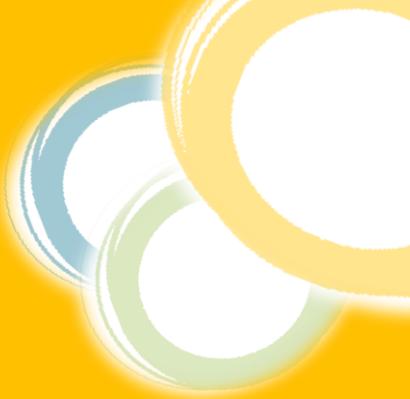
- Based on review meeting, revise job dimensions as needed
- Develop new goals for next period
- Share with the full board and staff

# Process Steps

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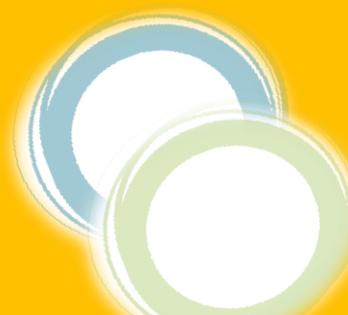
## Step 8 Support

- Performance discussions should be ongoing, not once a year
- Discuss what support the ED needs to be successful in the role. Possibilities include:
  - Key board members
  - Professional development programs
  - Sabbatical
  - Coaching
  - Training
  - Peer mentorship

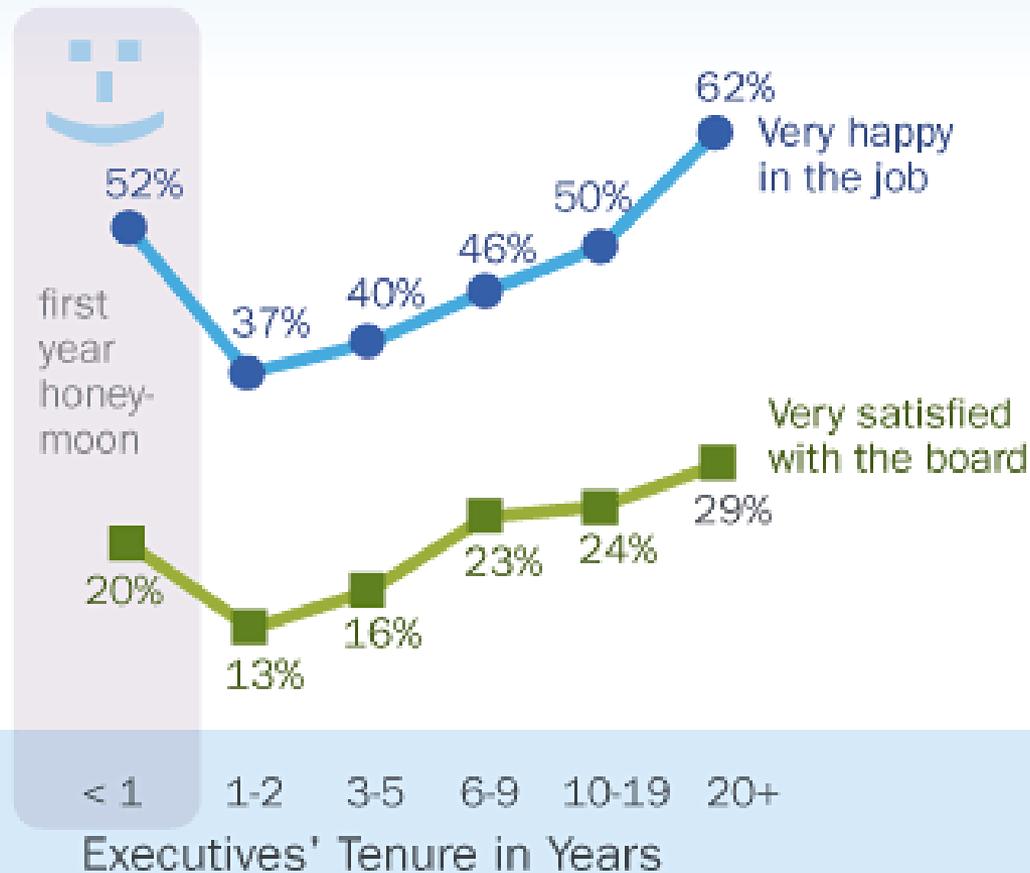


**4.**

**When the ED is New**



## 'Post-Honeymoon' Challenges for Early-tenure Executives



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

# Distinction: Onboarding and Orientation

## New Hire ORIENTATION

### Purpose:

Orientation is the process to welcome the new executive into the organization to assist in her/his assimilation. It generally includes introductions to other staff, information about the organization's history, culture, mission, constituents, work environment, benefits, practices and policies, and organization chart.

### Characteristics:

An event

Short term (e.g. a few days)

Typically limited to new hires.

Operational and transactionally focused.

Information is relevant to all employees and positions.

### Outcomes:

Paperwork is completed and employees have general information about the organization and understanding of employment policies, practices, systems and processes.

## New Executive ONBOARDING

### Purpose:

Onboarding is inclusive of, but not limited to, all that orientation entails. It is the process of integrating and acculturating the new executive into the organization and providing them with the tools, resources, and knowledge to be successful and productive in her/his role.

### Characteristics:

An ongoing process

Long term (e.g. first year)

Existing leaders transitioning from other positions also new hires.

Strategically focused; aligned to organizational strategies and desired impact.

Activities are customized to the specific skills, knowledge and experience of the executive relative to the current needs of the organization.

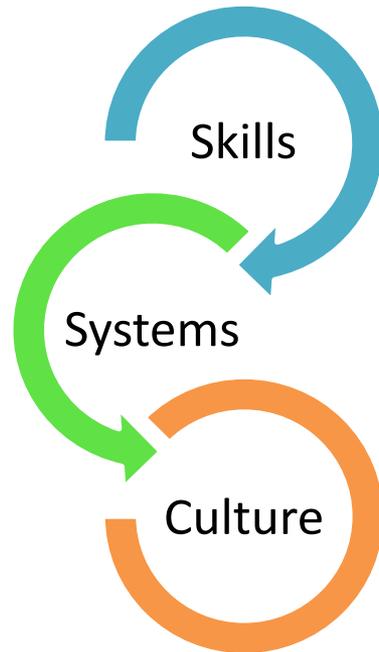
### Outcomes:

Immediate: Executive has completed orientation; has an articulated onboarding plan in place for the first year.

End of First Year: Executive had a successful first year; has completed activities and goals of the onboarding plan; is fully contributing to the organization's outcomes; board has conducted a review; and executive has identified additional developmental needs for the next year.

# Interdependent Needs for Success

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**Skills:** Project management; evaluation development; giving meaningful feedback; goal-setting

**Systems:** Board lead/task force; online tool; onboarding and orientation; regular communications

**Culture:** Culture of performance/impact; continuous learning; feedback



**What is one thing you  
are taking away?**





**Thank you!**  
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**Resources Available:**

- Presentation Slides
- Sample Evaluation Form
- Sample Onboarding Plan