Questions on Organizational Leadership

ORGANIZATIONAL LEADERSHIP: BOARD

• Do the board members have a clear sense of the organization’s mission and what it means to “steward the mission”?
  o Can they articulate how the mission is expressed in primary ways in the program and services of the organization?

• Do the board members have a sense of responsibility of stewarding the CEO and leadership of the organization and put in place “practices” that demonstrate care, such as:
  o Regular feedback and goal setting
  o Time away for continuing education, rest and vacation, professional development
  o Good communication practices

• Do the board members have a demonstrated investment in the life of the organization?
  o Attendance at events/activities?
  o Giving (sponsorships) as appropriate to the sector in which they work?
  o Introducing or representing the organization to others, “connecting”?

• Does the board have practices in place to improve their work as a board? (e.g.: self-evaluation, board attendance, focused agenda, strategic thinking/priorities)
  o Do the staff get “mixed signals” from individual board members in regard to their work or priorities?

• Does the board think about the future?
  o Changing context in which the organization will work?
  o Changing constituencies they are called to serve?
  o Changing funding streams or business model?

• Does the board encourage members to bring “expertise” / “experience” to the work on the board?
  o Do any board members “dominate” the focus or priorities?
  o Is the board able to synthesize and prioritize their thinking?
• Does the Executive/CEO/Leadership team –
  ○ Honor and value the board and its role?
  ○ Have systems in place to communicate with board members and involve
    the board in “appropriate ways” healthy communication?
  ○ Is executive team “all in” on the mission or simply filling a role? Are they
    seeking to do their own thing or protect their turf?

ORGANIZATIONAL LEADERSHIP: EXECUTIVE

Does the executive (CEO, President) –

• Work with board and organization leadership in establishing priorities in the
  organization and share/working on those with leadership of the organization?

• Aware of good opportunities BUT able to say “no” and focus on better/best
  opportunities? Stretch the organization, but not overwhelm?

• Exhibit a commitment to involving an executive team in both management and
  representing the organization?

• Does the leadership exhibit an awareness and value the importance of best
  practices in “sector” in which they work? Are they aware, open to seeing blind
  spots?

• Exhibits an awareness of threats and challenges for sector in which
  organization finds itself?

• (CEO) Demonstrates a commitment to growth personally, and model balance.
  Does he/she encourage leadership the same way within the organization?
  ○ Professional development
  ○ Outside involvement
  ○ Back-up/team
  ○ Honoring contributions of others

• Has systems in place for feedback, growth of leadership/members of
  organization
  ○ Able to receive “informal” feedback and input
  ○ Make hard decisions when necessary
  ○ Demonstrate openness at discussing thinking, decisions, and challenges?