

## 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”?
  - 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:
  - Regular feedback and goal setting
  - Time away for continuing education, rest and vacation, professional development
  - Good communication practices
- Do the board members have a demonstrated investment in the life of the organization?
  - Attendance at events/activities?
  - Giving (sponsorships) as appropriate to the sector in which they work?
  - 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)
  - Do the staff get “mixed signals” from individual board members in regard to their work or priorities?
- Does the board think about the future?
  - Changing context in which the organization will work?
  - Changing constituencies they are called to serve?
  - Changing funding streams or business model?
- Does the board encourage members to bring “expertise” / “experience” to the work on the board?
  - Do any board members “dominate” the focus or priorities?
  - 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?