



# *“Getting What You Deserve From Your Board”*



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*The power of unity*

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# Executive Performance Evaluation

# Overview

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- **Why Important**
- **Timing**
- **Process**
- **What You Can Do**

# Why don't Nonprofit Boards like doing Performance Evaluations?

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- Board members feel uncomfortable
- Pressures of day-to-day activities.
- Perceived lack of trust/confidence
- Takes time
- Board members lack skills
- Chief executive does not insist
- Reflects organization culture
- Not important to organization
- Dysfunctional Board
- No job description
- Dominating chief executive
- Never has worked before

# Why Performance Evaluations Are Important To You and the Organization

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- **Fulfills the mission**
- **Success depends on the chief executive**
- **Ultimately enhances performance**
- **Helps the board meet its duty**
- **Meets organizational goals**
- **Helps understand expectations**
- **Enhances communications**
- **Develops the chief executive**
- **Provides written record**
- **Sets the example**

# What is the Timing

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- **Annually**
- **Reoccurring Updates**
- **Ongoing**
- **“No surprises”**

# How the Process Should Work – 12 Tips for the Board

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- **Set expectations**
- **Open & honest communications**
- **Confidentiality**
- **Positive and improvement areas**
- **Committee**
- **Self-evaluation**

# How the Process Should Work – 12 Tips for the Board - Continued

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- **Gathering feedback**
- **Written evaluation – the format**
- **No personal issues**
- **Personal professional development**
- **Improve and revise**
- **Evaluation vs. salary**



# What can you do to ensure you receive the performance evaluation you deserve?

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- Drive the process
- Be a partner
- Let the committee chair be your “champion”
- Put on meeting agenda
- Be a top performer!



# Executive Compensation

# Getting Fairly Compensated

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- **Charity Navigator 2009 CEO Compensation Study**
- **Human Services below average \$126,267**
- **NPO's expenses 13.5 mil above average pay**
- **Expenses under 3.5 mil below average pay**
- **Study illuminates the need for a paradigm shift**

# What Is The Law?

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- **IRS Rebuttable Presumption of Reasonableness**
- **Disqualified Persons**
- **Decision making body**
- **Research Comparability**
- **Documentation**

# Compensation Studies

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- **ERI data**
- **Charity Navigator**
- **United Way**
- **National Organizations**

# Equity and the Perception of Equity

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- **Top three highest paid employees**
- **Salary freezes**
- **Compensation package is more than salary**



# Executive Leadership Development

# Executive Leadership Development

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**What is executive leadership development and why you deserve it?**



# Executive Leadership Development is...

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**Executive Leadership Development is learning activities that enhance the skills of leaders or potential leaders to perform in a leadership role.**

*Dorinda Rolle*

# Here's why you deserve Executive Leadership Development

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**Because the success of the  
organization largely depends on you.**

# Why is Executive Leadership Development important?

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- **It benefits the organization**
- **It makes you a better leader**
- **It increases your value to the organization**

# Types of Executive Leadership Development

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## Traditional Methods

Industry specific conferences

Nonprofit conferences

Workshops

Degree programs

Leadership programs

## Non-traditional Methods

Mentoring

Executive coach

Executive group coaching

Online study (webinars)

Executive MBA program  
(non-academic)

# How much does Executive Leadership Development cost?

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- **The Pinto or the Cadillac?**
- **You get what you pay for!**
- **Measuring ROE vs. ROI on leadership development.**

# Selling Executive Leadership Development to your Board

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- **Return on investment**
- **Benefits to the organization**

# What if my Board won't pay?

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- **Here's what you can do**
  - **Find free or low cost sources**
  - **Pay of it yourself**
  - **Prepare a professional development plan for yourself that justifies the time spent away from the job**
  - **Join a professional association outside of your specialty**

# Making time for your development

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“Who has time for leadership development when my time is spent BEING a leader?”



# FIVE Things

Your Board Should do to Keep You Performing at Your Best

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- 1. Ensure a fair and professionally executed annual performance evaluation.**
- 2. Know the IRS rules about compensation**
- 3. Evaluate comparable data on compensation**
- 4. Create a Leadership Development Strategy**
- 5. Budget time and/or money for your development as a leader.**

# References

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## *Questions/Comments?*

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