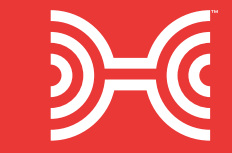




HABITAT

Communication & Culture™



The Realities of Leading a Non-profit

A Data-Driven Approach to ED/CEO Success

The Community Foundation of the Ozarks

May 2022

Every organism and organization has certain needs for the conditions in which it will thrive.

** Some are tolerant of wide variations while others have very specific requirements.*



HABITAT

Communication & Culture™

Strategic Planning

Developing a long-term vision and building manageable, measurable goals to ensure progress.

Performance Management

Crafting and installing your employee development and management systems.

Management Development

Developing your leaders and managers through a variety of trainings and workshops to ensure their success.



Employee Surveys

We help leaders answer questions about employee attitudes.

Data Analysis

We work with existing data to make sense of performance issues.

Big Questions

We make sense of and investigate challenging questions.



Brian Fogle had an idea.

Welcome to the Great Resignation!

47.4M

Voluntarily Quit

47.4 million employees voluntarily quit in 2021¹.

20%

Seeking Remote Role

20% of all employees left their current roles to find a remote position².

5.5%

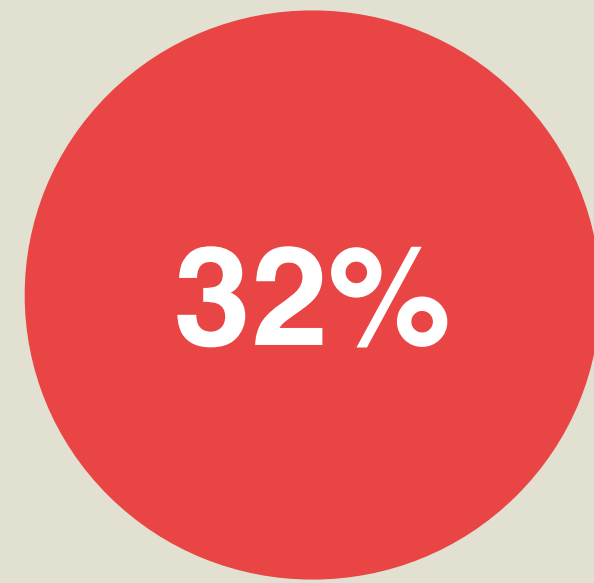
Increase in Hourly Wages

Hourly wages have increased by 5.5% year-over-year³.

1. Tappe, A. (2022). A record number of Americans quit their jobs in 2021. CNN.
2. Davidson, P. (2022). Great Resignation: The number of people quitting jobs hit an all-time high in November as openings stayed near record. USA Today.
3. Decker, C. (2022). Americans are returning to the labor force at a quickening rate – do they just really need the work? The Conversation.

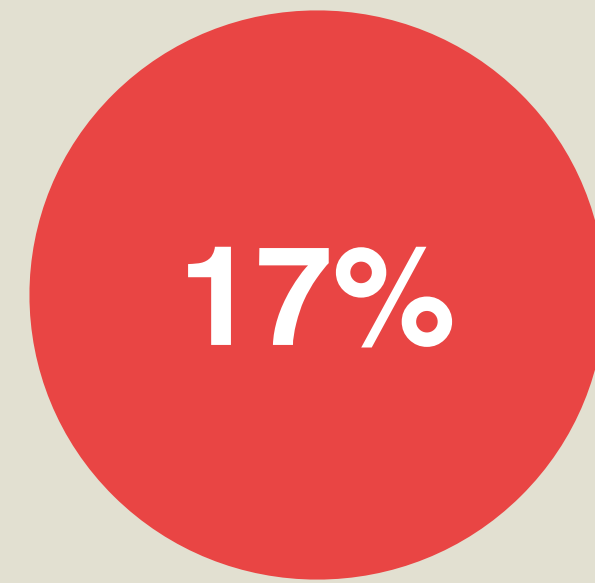


Employee Engagement At-a-Glance



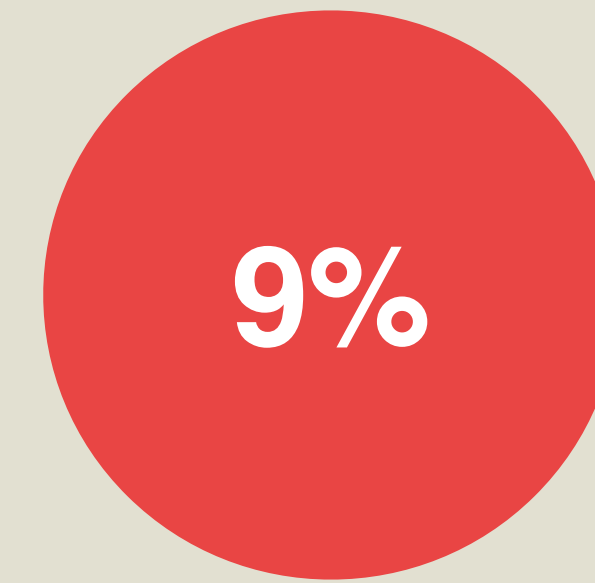
Engaged Employees

The lowest percentage in a decade.



Actively Disengaged

A 1% year-to-year increase in the number of disengaged employees.



Decline for Healthcare

The industry with the most significant decline.





The Gap

There's a gap in existing research for understanding and meaningfully influencing the realities of non-profit leaders (EDs/CEOs).

- * **In an era of significant turnover, what elements influence EDs/CEOs the most as they make career development decisions?**
- * **How do formal mechanisms (e.g., performance evaluations) influence EDs/CEOs attitudes about work?**
- * **What are the effects of board/board member interactions on EDs/CEOs?**
- * **What levers can board members pull to positively influence ED/CEO satisfaction?**

Agenda



Research Overview

We'll discuss the origins of this project, our approach to this research, and provide demographic information.

ED/CEO Attitudes

We'll highlight key metrics regarding engagement, burnout, commitment, and turnover intentions.

The ED/CEO Experience

We'll highlight the experiences of EDs/CEOs as they relate to standard workplace resources and demands.

What Now?

We'll share our thoughts on what you can do to support non-profit EDs/CEOs in our community

Research Overview



Our Research Program



Literature Review

We reviewed existing research on ED/CEO work experiences.



Electronic Surveys

We collected responses from nearly 120 EDs/CEOs via electronic surveys.

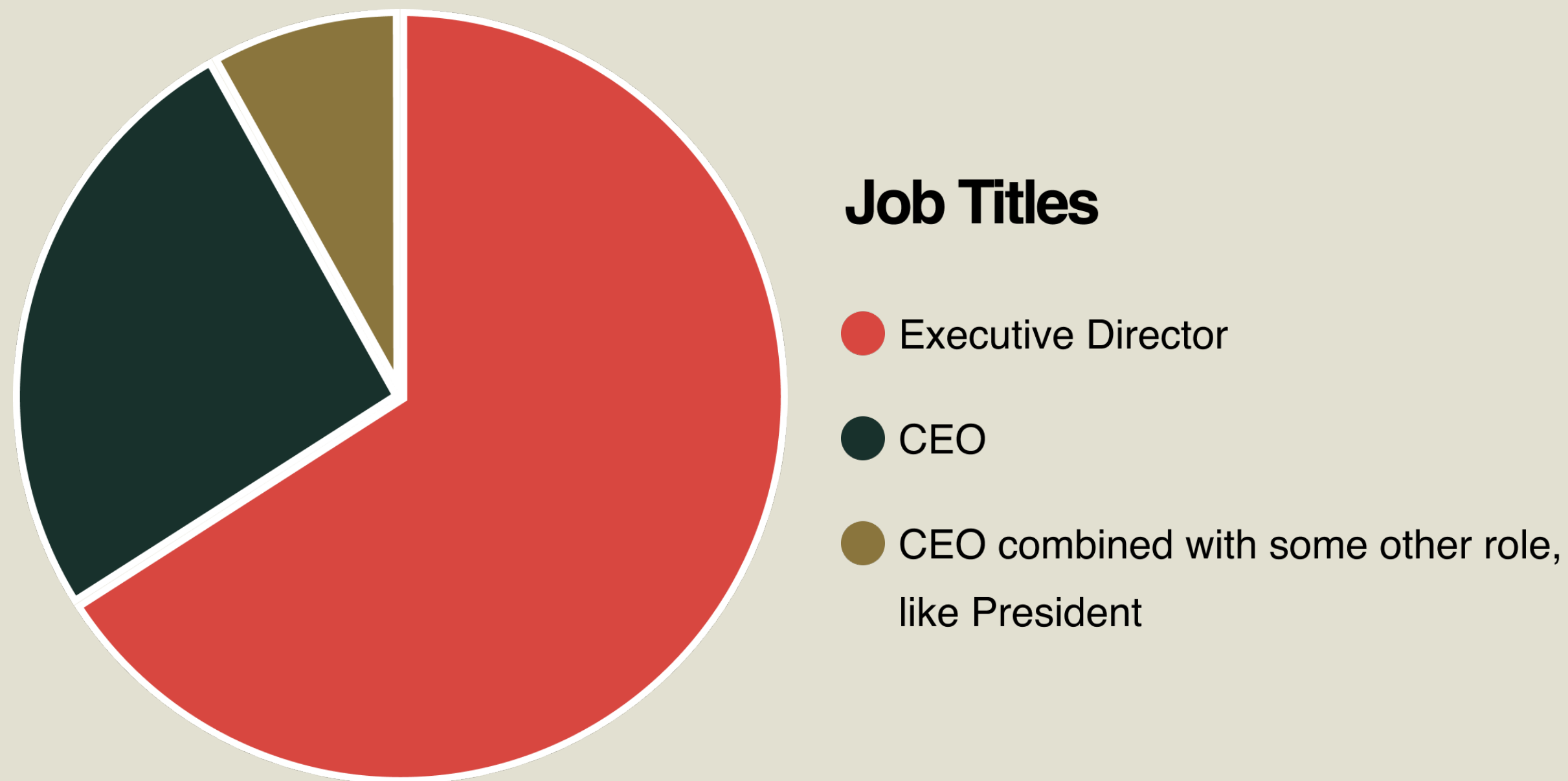


Qualitative Interviews

We talked with 8 EDs/CEOs via group interviews to dig deeper into specific issues.



Individual Respondent Demographics



* **73% Female**

(16% did not respond)

* **26 – 85 years old**

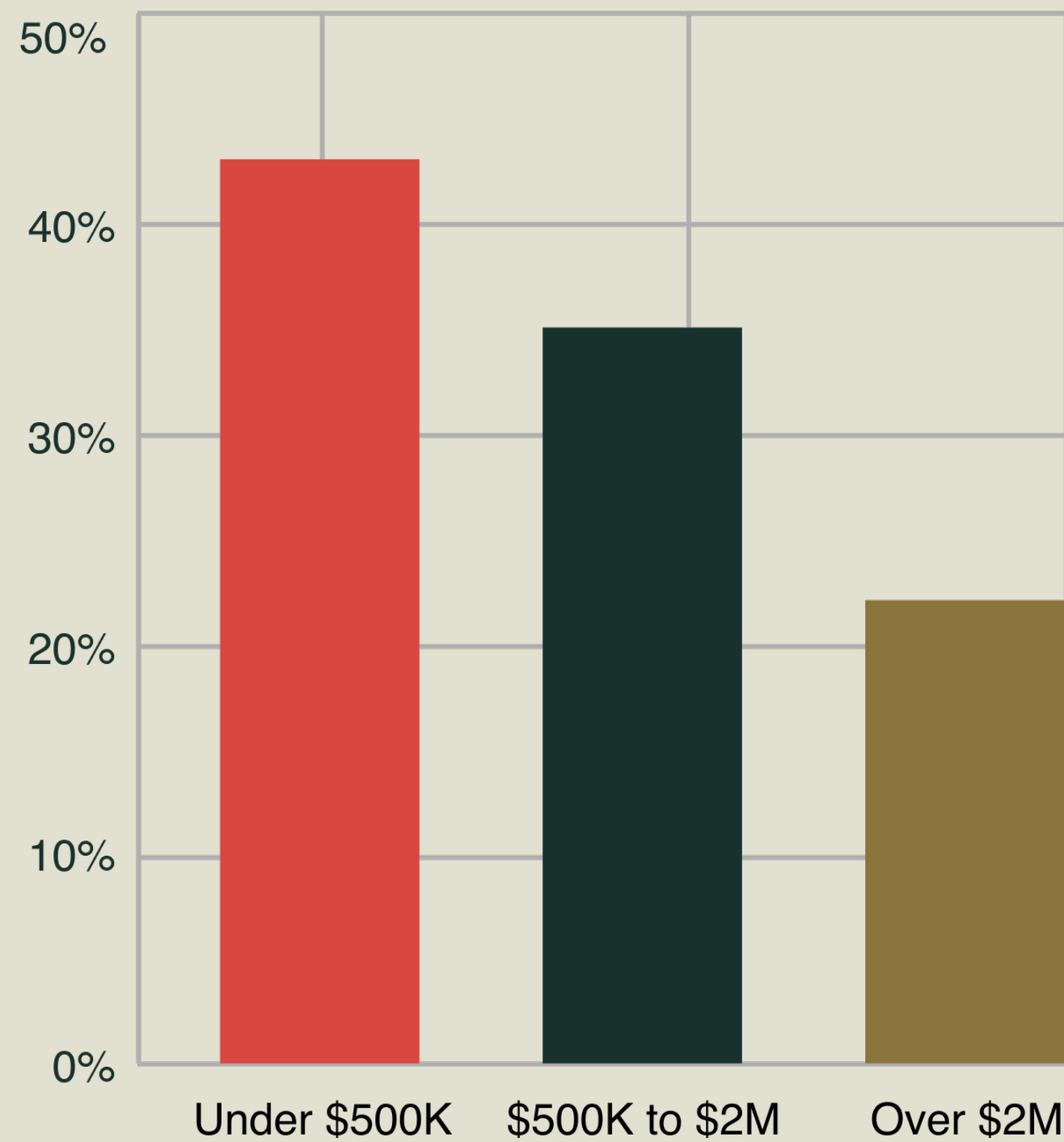
(M = 52.30 years old; SD = 12.76 years)

* **4 Years Tenure**

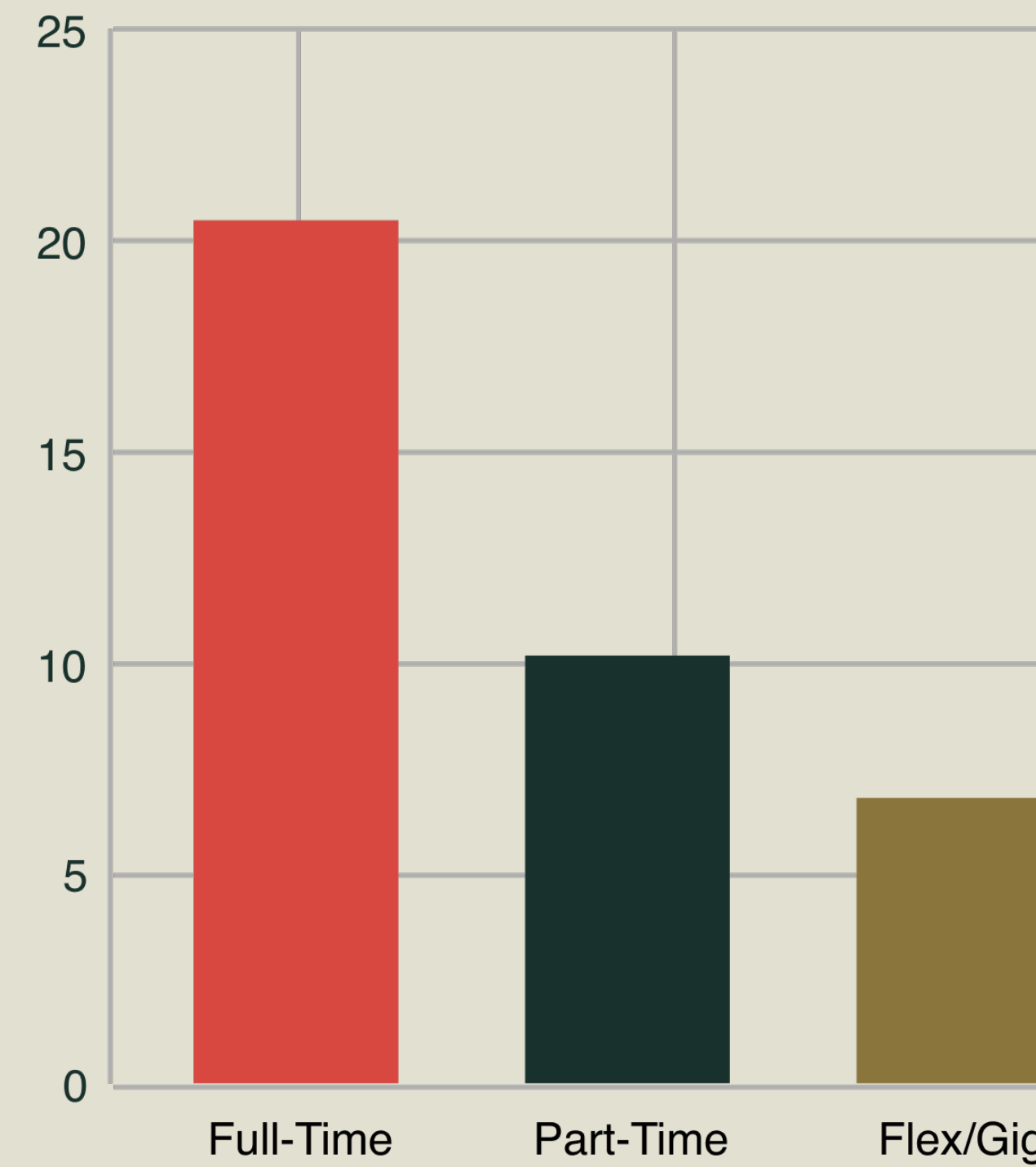
Tenure levels ranged from one month up to 30 years.

Organizational Characteristics

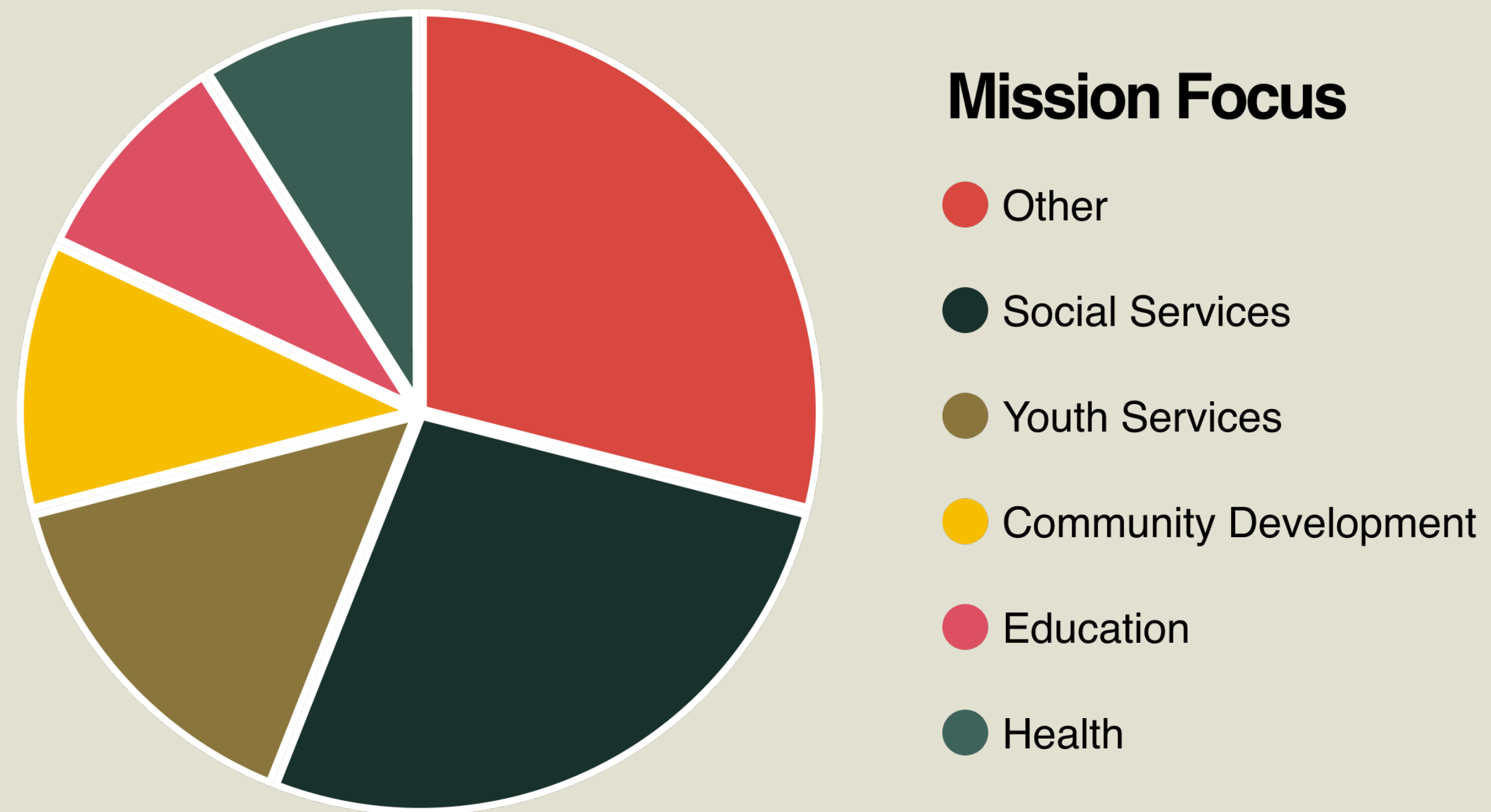
Annual Operating Budgets



Breakdown of Staff



Organizational Characteristics



ED/CEO Attitudes



ED/CEO Attitudes

A primary goal of this research was to measure respondent attitudes/perspectives on key employment metrics, with specific emphasis on items related to satisfaction and retention.



Engagement



Organizational Commitment



Turnover Intentions



Burnout



Engagement

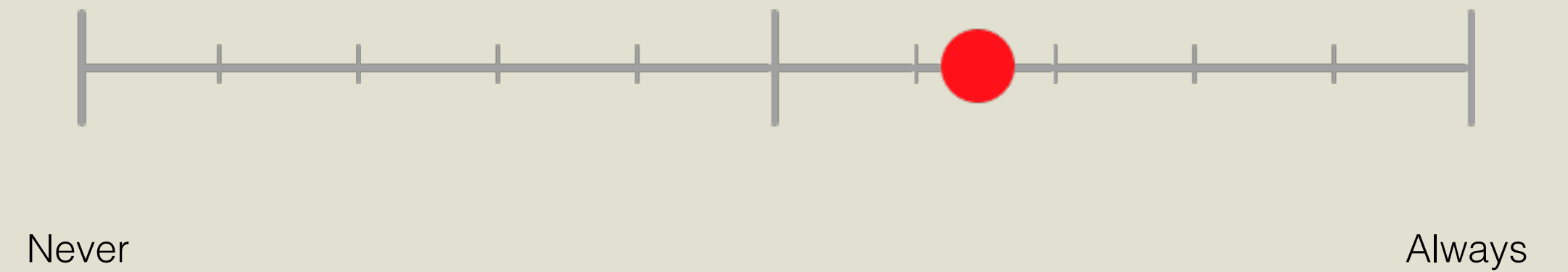
Engagement is a broad term to describe an employee's level of enthusiasm for and dedication to their work or organization. Engaged employees tend to be described as "all in" or "bought in," and typically produce more in terms of quantity and/or quality outcomes for their employers.

Engagement

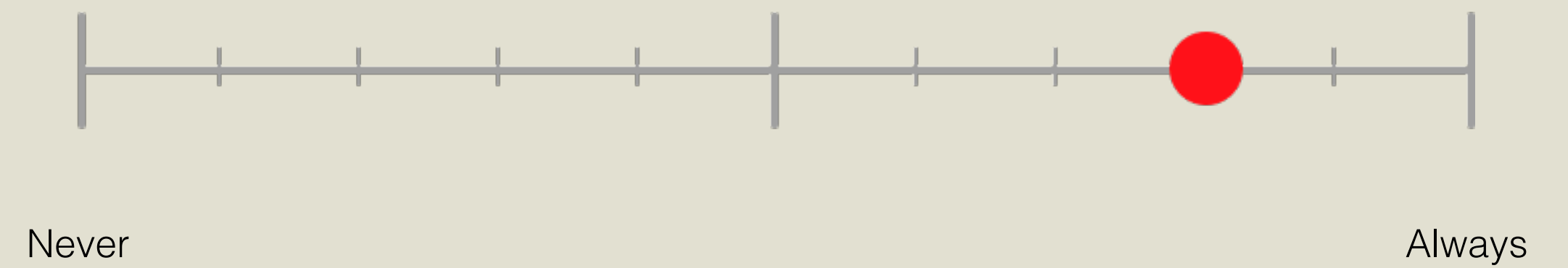


***“How often
do you feel...”***

Bursting with energy at work.



That your job inspires you.



You get carried away when you're working.





Organizational Commitment

Commitment describes both an employee's enthusiasm about ***their role*** (e.g., tasks, responsibilities) and their feelings of responsibility to ***their organization*** (i.e. their dedication to the values, mission, and/or vision).

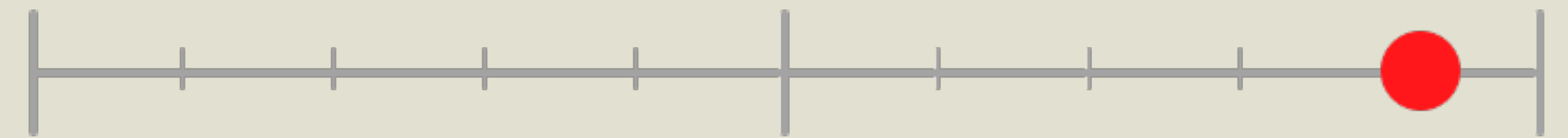


Organizational Commitment



“How much do you agree with each of the following...”

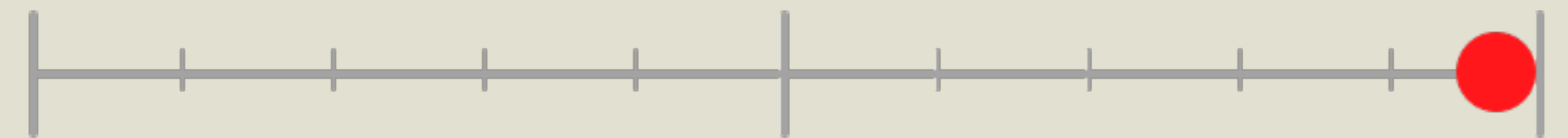
I feel a strong sense of personal identity with the cause/mission.



Strongly Disagree

Strongly Agree

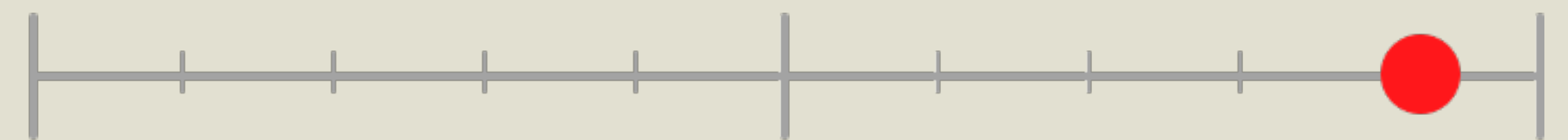
I feel attached to the cause/mission I am serving in my job.



Strongly Disagree

Strongly Agree

This organization has a great deal of personal meaning for me.





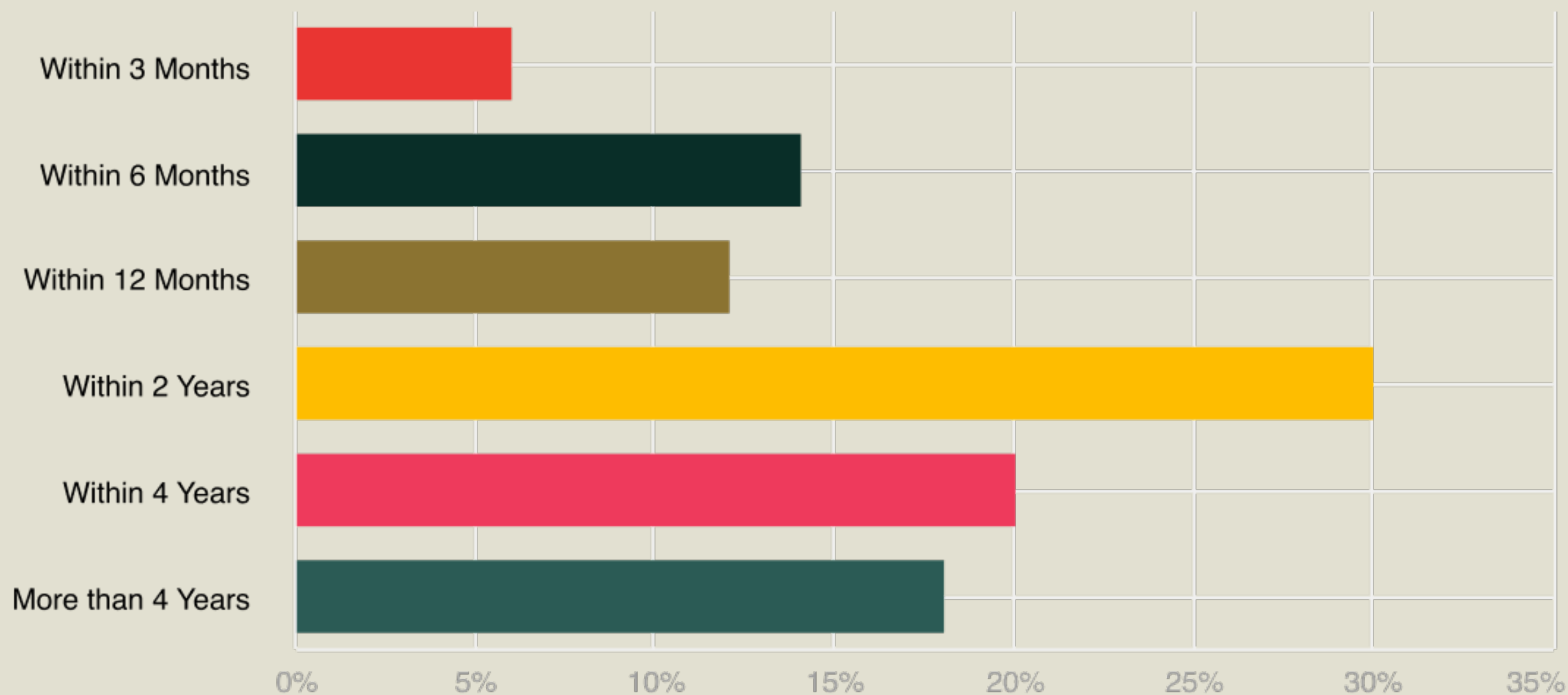
Turnover Intentions

An employee's turnover intentions indicate their likelihood or willingness to leave their current position. Employees who express higher levels of turnover intentions are typically also likely to indicate issues with engagement/commitment and/or higher levels of burnout.

Turnover Intentions



“I could realistically see myself leaving my job as early as...”



*Among the 34% of respondents who reported some level of agreement with the prompt “I have seriously thought about quitting my job”



Burnout

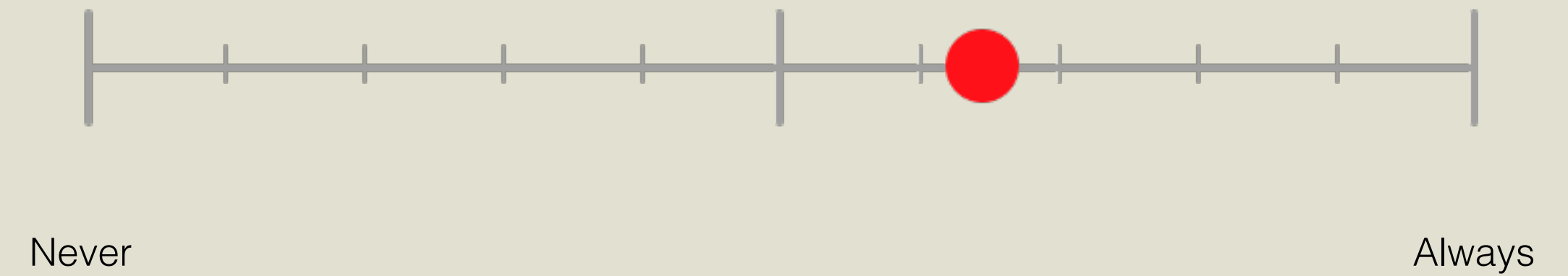
Burnout describes a lack (or diminishing sense) of energy and/or enthusiasm for their role, responsibilities, or organization. Burnout can result from a variety of factors, each of which contributes to a feeling of “having nothing left in the tank,” or being close to a breaking point for employment.

Burnout



“How often do you feel...”

Emotionally drained from your work.



You doubt the significance of your work.



Working all day is really a strain.



The ED/CEO Experience



The ED/CEO Experience

Workplace experiences are meaningfully influenced by a variety of factors, including processes, people, and resources. We sought to illustrate the day-to-day experiences of EDs/CEOs related to those key items.



Job Training



Goals



Performance Evals



Time and Tasks



Boards of Directors

Job Training

Employees who feel that their organization is investing in them are much more likely to stay with and advocate for the organization, internally and externally.

- * Only **63%** of EDs/CEOs received training specific to their role upon taking the job.
- * **Respondents who received some level of training were more likely to report higher levels of satisfaction.**



**40% of employees who don't receive
adequate training will leave a job within
the first year.**

Goals

Employees who have clear goals (and the resources to achieve them), are significantly more likely to perform at a high level and stay with an organization.

* Only **39%** of organizations set clear goals for their EDs/CEOs.

* **74%** of leaders set their own goals for their role.

* **EDs/CEOs who encounter organizationally-set goals are more likely to report high levels of self-efficacy.**



**Employees with clear goals are 14.2x
more likely to be motivated at work.**

Performance Evals

Structured, consistent performance evaluations are crucial to all employees, and EDs/CEOs reported meaningful differences in their commitment and engagement levels based on the quality of the organization's evaluation of their performance.

* Only **60%** of respondents indicated that they receive some amount of formal performance evaluation.

* **80%** of respondents indicated that their performance evaluations were based on a “free form” goal/communication structure.



EDs/CEOs who received some amount of formal evaluation were significantly more likely to report high levels of commitment.

Time and Tasks

EDs/CEOs are often asked to do more with less, which means fewer staff, not enough money, and too little time in the workday to complete all the vital tasks required for organizational success.

- * EDs/CEOs spend a significant amount of time on extra tasks, **38%** of which fall under broad operations work (e.g., HR, IT).
- * **Our data shows a strong correlation between job resources and self-efficacy.**



Respondents reported working on average 10 hours more per week than a standard 40-hour workweek.

Boards of Directors

Our research indicates that boards (and board members) have a ***significant effect*** on ED/CEO retention.

- * **70%** of respondents report interacting with board members once-twice per month.
- * **Consistent, quality communication (e.g., structured and scheduled) between board members and EDs/CEOs lead to higher levels of retention.**
- * **Boards with lower levels of administrative/managerial competence were likely to increase ED/CEO turnover intentions.**



Of all the resources and demands that EDs/CEOs encounter, boards of directors are perhaps the most significant factor in their turnover intentions.

The ED/CEO Experience

Our research suggests that, despite the importance of key organizational resources, most EDs/CEOs encounter sub-optimal work experiences that lack elements vital to their success.



Too little training



Too few goals



Lacking feedback



Doing too much



Requiring partnership

What Now?





1

Find a “Commitment Fit”

Many people sign up for board-related work, but few do the proper due diligence to find an organization and/or cause that they’re willing to commit to, including giving additional time, energy, and expertise. Help EDs/CEOs by:

- * Only joining boards/committees that are likely to motivate you, too
- * Being honest with yourself and EDs/CEOs about your likely levels of commitment
- * Turning down solicited opportunities in favor of choice opportunities
- * Match people in your network with ideal organizational fits
- * Leaving a board rather than being an “invisible board member”



2

Be Active not Annoying

Board members are a guide, a resource, a partner, or a subject matter expert. Yet, some board members are too passive, playing none of those roles, and others act as if they're the ED/CEO. Strike a healthy balance and help EDs/CEOs by:

- * Matching your skill set/area of expertise with the organization's needs
- * Offering assistance with clear expectations and boundaries
- * Communicating through proper, dedicated channels
- * Remembering that you can talk with your ED/CEO when things are going right, too



3

Focus Is a Resource, Too

EDs/CEOs bear the weight of an organization's success *in addition to* many of the administrative tasks not covered by other team members. Material constraints are often a means to justify this informal and endless role expansion. Help EDs/CEOs by:

- * Helping them find the means/expertise/partnerships to delegate other tasks
- * Offering your expertise, not necessarily as board service, on key issues
- * Using community connections to build partnerships that address these needs



4

Normalize Doing More with More

EDs/CEOs often hear that they've got to do more with less, that a non-profit must rely on donated, second-hand equipment, and that money on infrastructure necessarily means less money for the mission. Help your ED/CEO by:

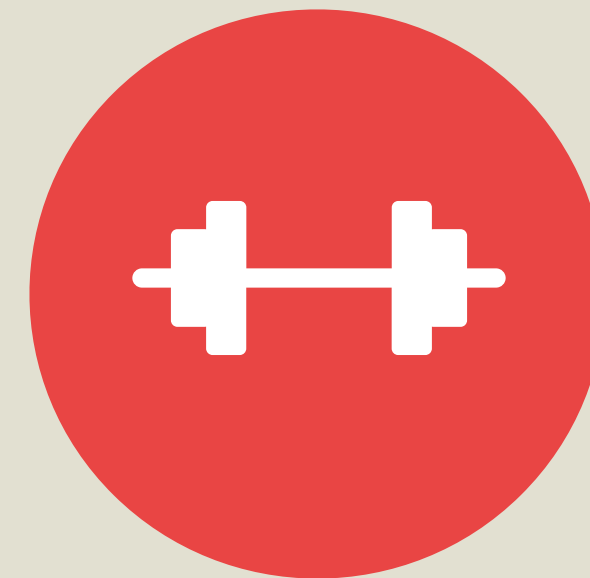
- * Reminding them and their team that operational items are key to success, too
- * Rejecting a "learned helplessness" model that is pervasive among non-profits
- * Being confident in and vocal enough about the mission to ask donors for more
- * Remembering that professionals need to make professional wages

In Review



A Critical Time

We're in a crucial period for employees, leaders, and organizations.



This is (Beyond) Tough

EDs/CEOs encounter unique challenges, and are often asked to do more than can be reasonably expected.



Your Participation Matters

Your contribution to a non-profit can be more than money. Be intentional and honest with your commitments.



Questions

Thank you.



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Every organism and organization has certain needs for the conditions in which it will thrive.

** Some are tolerant of wide variations while others have very specific requirements.*