

# The Realities of Leading a Non-Profit



## About the Program

This research looked at how ED/CEO experience in 5 different work-related areas (job training, goals, performance evals, time and tasks, boards of directors) influenced their attitudes in 4 different categories (engagement, organizational commitment, turnover intentions, and burnout).

### 1 Job Training

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

### 3 Performance Evaluations

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

### 5 Board of Directors

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

### 2 Goals

Only 39% of organizations set clear goals for their EDs/CEOs. The EDs/CEOs who do encounter organizationally-set goals are more likely to report high levels of self-efficacy.

### 4 Time & Tasks

EDs/CEOs spend a significant amount of time on extra tasks, 38% of which fall under broad operations work (e.g., HR, IT, custodial).

## Remember

- \* **A Critical Time:** We're in a crucial period for employees, leaders, organizations, and communities.
- \* **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.

## What You Can Do

- \* **Find a "Commitment Fit":** Only join boards you're willing to stay committed to through your entire term.
- \* **Be Active, Not annoying:** Remember that a board member's role is a guide, a resource, a partner, or a subject matter expert.
- \* **Focus Is a Resource, too:** EDs/CEOs are often expected to do more than their fair share of the work.
- \* **Normalize Doing More with More:** Non-profit is a tax code, not a business philosophy.

# How We Help



## Needs Assessment

- Discovery & Audit
- Surveys, Interviews, & Focus Groups
- Data Analysis
- Service Prescription Presentation

We diagnose problems and identify opportunities to ensure the solutions we provide account for the unique complexities of your organization.

## Organizational Goals

- Strategic Planning
- OKRs (Objectives & Key Results)
- Team-Based / Project-Based Goals
- Monthly / Quarterly Goal Reviews

We create and install proven goal-setting systems that help organizations measure progress and achieve ambitious goals.

## Performance Management

- Employee Review Systems
- Individual Development Plans
- Roles & Responsibilities

Our tools and methods help individuals and groups increase alignment, effectiveness, and consistency in their work and professional development.

## Management & Leadership Development

- Executive Coaching
- Trainings & Workshops

Our training and coaching engagements help leaders and managers improve communication, problem-solving, and decision-making.