



# ASSESSING AND SUPPORTING YOUR CHIEF EXECUTIVE

© 2010 BoardSource

Published by BoardSource  
1828 L Street, NW, Suite 900  
Washington, DC 20036

This document may not be reproduced without permission. Permission can be obtained by completing a request for permission form located at [www.boardsource.org](http://www.boardsource.org). Revenue from publication sales ensures the capacity of BoardSource to produce resources and provide services to strengthen the governing boards of nonprofit organizations. Copies of this document and other BoardSource publications can be ordered by calling 800-883-6262. Discounts are available for bulk purchases.

The views in each BoardSource publication are those of its author and do not represent official positions of BoardSource or its sponsoring organizations. Information and guidance in this document are provided with the understanding that BoardSource is not engaged in rendering professional opinions. If such opinions are required, the services of an attorney should be sought.

# CONTENTS

- A Message from BoardSource’s CEO . . . . . 4**
- Part 1: Assessing Your Chief Executive’s Performance . . . . . 6**
  - Tool 1: Why Conduct an Assessment? . . . . . 7
  - Tool 2: Beginning Steps . . . . . 8
  - Tool 3: FAQs . . . . . 10
  - Tool 4: Key Elements . . . . . 12
  - Tool 5: Clarifying the Chief Executive’s Responsibilities . . . . . 13
  - Tool 6: Sample Job Description . . . . . 15
  - Tool 7: Setting Job Expectations . . . . . 17
  - Tool 8: Conducting the Assessment . . . . . 20
  - Tool 9: Sample Timeline . . . . . 23
  - Tool 10: Analyzing the Results . . . . . 24
  - Tool 11: Evaluating a New Chief Executive . . . . . 26
  - Tool 12: Linking Assessment to Compensation . . . . . 27
- Part 2: Supporting Your Chief Executive . . . . . 28**
  - Tool 13: Start with Open Communication . . . . . 29
  - Tool 14: Understanding Duties . . . . . 31
  - Tool 15: Delegating Authority . . . . . 33
  - Tool 16: Avoiding Micromanagement . . . . . 35
  - Tool 17: A Board and Staff Roles Worksheet . . . . . 37
  - Tool 18: The Board Chair-Chief Executive Partnership . . . . . 39
  - Tool 19: Make a Pact . . . . . 42
  - Tool 20: Supporting a New Chief Executive . . . . . 43
  - Tool 21: KPAWN Sessions . . . . . 45
  - Tool 22: Professional Coaching . . . . . 46
  - Tool 23: 360-Degree Evaluations . . . . . 49
  - Tool 24: Sabbaticals . . . . . 50
  - Tool 25: Supporting a Founder . . . . . 52
  - Tool 26: Saying Goodbye . . . . . 53
- Part 3: Recommended Reading on Building a Constructive  
Partnership with the Chief Executive . . . . . 56**
- About BoardSource . . . . . 58**
- More BoardSource Resources . . . . . 59**