

# BoardSource<sup>®</sup>

## Org Name

## CEO Evaluation Report

July 2022

### Report summary

Self-assessment	To do
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### Respondent statistics

Group	Completed responses	% complete
Board Members	7/23	30%

Compare the number of people who finished your assessment to the number of people invited to participate.

### Report for

# Introduction

By conducting an assessment, the chief executive has the opportunity to receive the needed insight into his or her strengths, limitations, and overall performance. The assessment of the chief executive is an opportunity for the board to express support for the executive and strengthen his or her performance in the future. The consequences of failing to assess the chief executive can lead to mistrust, strained working relationships, ongoing poor performance, and even turnover.

The survey uses a 5-point rating scale based on the following definitions:

- 1 - Unsatisfactory
- 2 - Needs Improvement
- 3 - Meets Expectations
- 4 - Exceeds Expectations
- 5 - Exceptional
- NA / Don't Know

Tips on how to interpret your results and determine action:

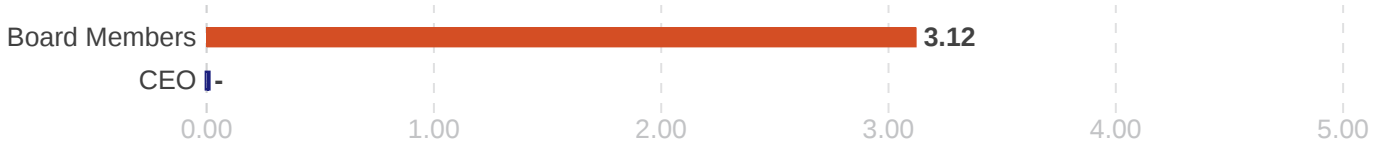
<b>Do:</b>	<b>Don't:</b>
<ul style="list-style-type: none"><li>• Look at feedback holistically</li><li>• Identify themes in strengths and opportunities for improvement</li><li>• Prioritize a few focus areas to add to your development plan</li><li>• Understand that everyone has opportunities for improvement</li></ul>	<ul style="list-style-type: none"><li>• Try to figure out who said what</li><li>• Focus on one positive or negative score/comment</li><li>• Create a development plan around every item</li><li>• Be discouraged that you have opportunities for improvement</li></ul>

This summary report is designed to guide the board and the chief executive through an effective dialogue. The goal of this dialogue is to provide insight into the board's perception of the chief executive's strengths, limitations, and overall performance and to foster the growth and development of the chief executive. This process is meant to be a learning experience and we believe it is only through discussion of this type that the chief executive and their board can chart a course of action and make progress in fulfilling the association's mission.

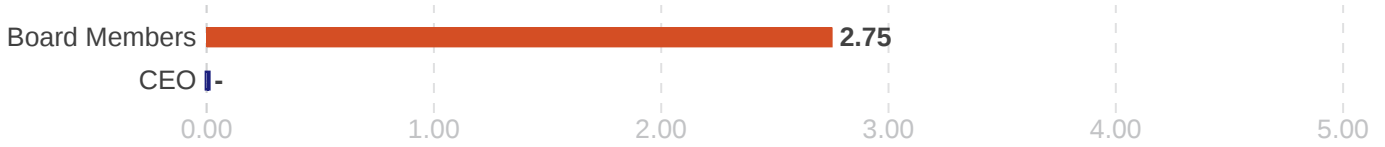
The scores from the chief executive appear in a separate column from those of the board in aggregate. By doing so, the board can compare its overall responses to those of the chief executive. Responses to the open-ended questions appear as they were entered.

# Scoring Overview for

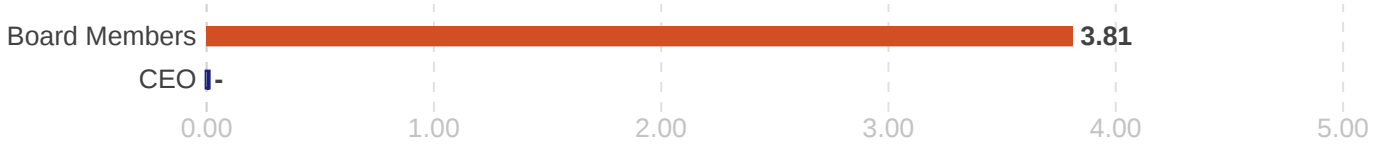
## Administration



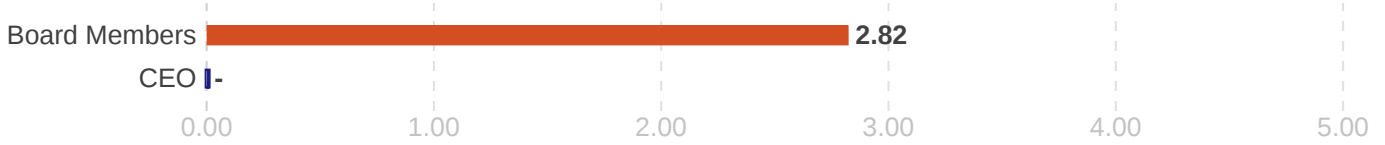
## Board Relations



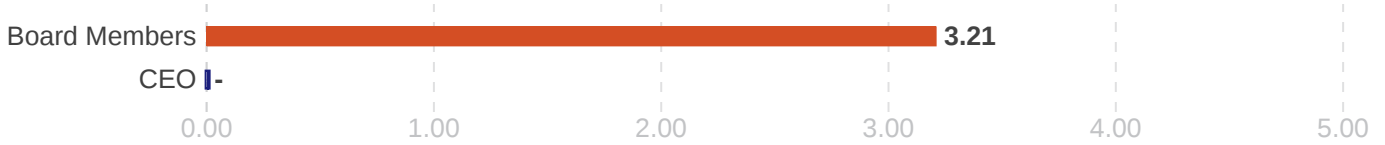
## Communications/Public Relations



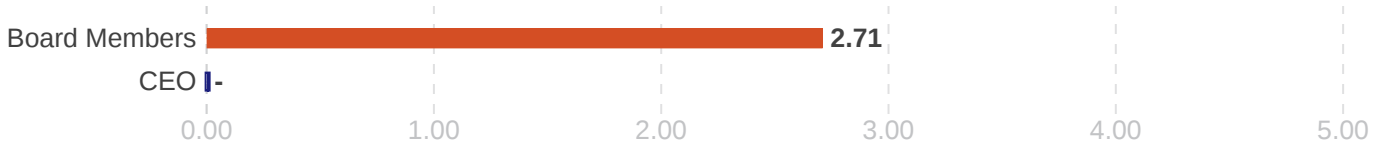
## Financial Management



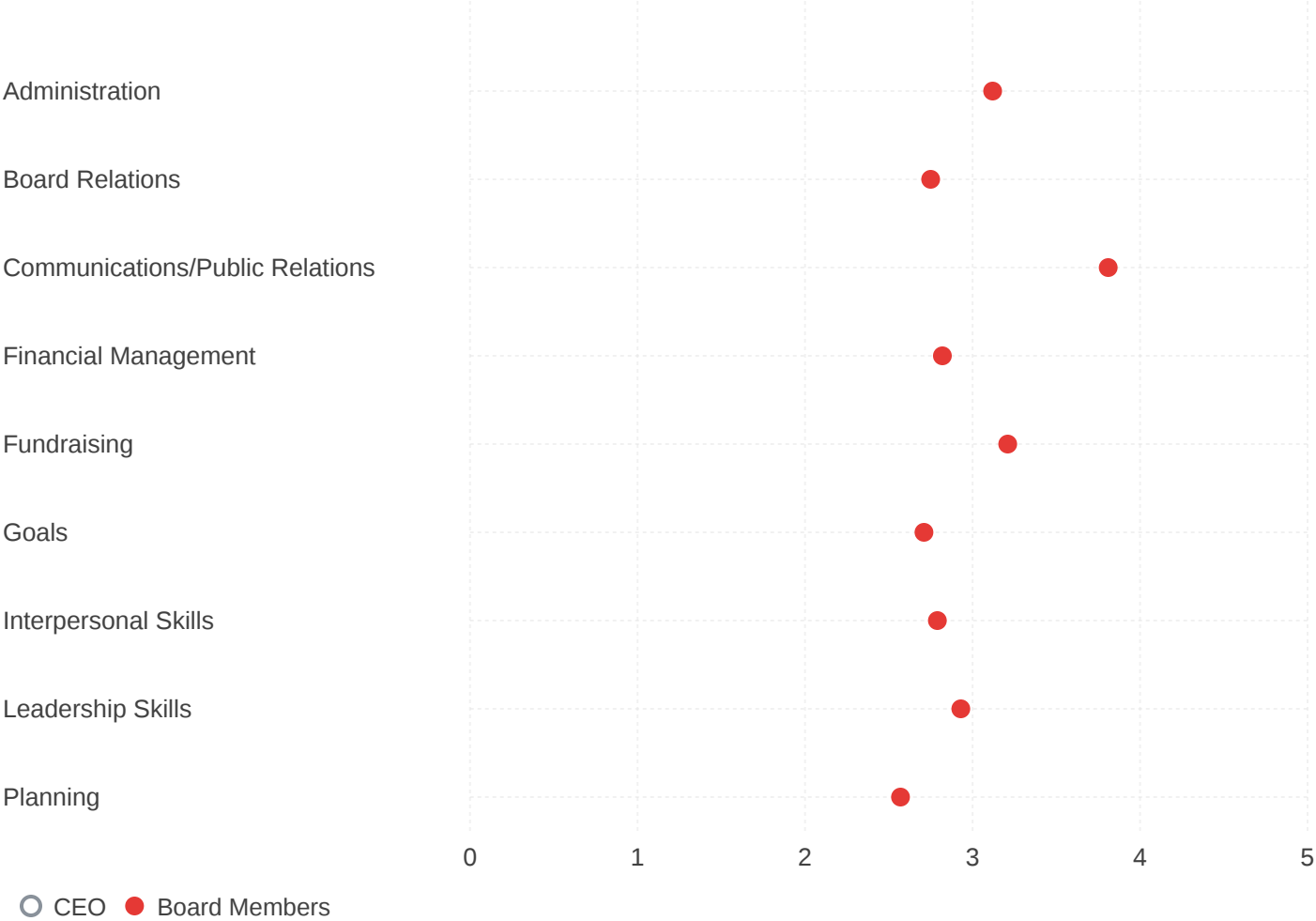
## Fundraising



## Goals



# Gap chart



The gap chart indicates the +/- difference between two rater groups.

The high/low chart displays items based on the areas where Board Members rated the CEO highest and lowest. The "Rank" number in the left column may be duplicated due to tied scores.

## High and low scores

### Highest scores

Rank	Scoring category	Item	Average
1	Leadership Skills	3.1a A clear commitment to the organization's mission and values	4.14
2	Administration	2.2c Managed the successful delivery of programs	4.00
2	Administration	2.2a Displayed a thorough knowledge of the organization's mission area and programs	4.00
3	Communications/Public Relations	2.5c Established and maintained positive relationships with individuals and groups that impact the success of the organization	3.86
3	Communications/Public Relations	2.5a Served as an articulate and effective spokesperson for the organization	3.86

### Lowest scores

Rank	Scoring category	Item	Average
1	Administration	2.2d Recruited, developed, and retained the staff needed to implement the annual work plan	1.71
1	Interpersonal Skills	3.2f The ability to accept constructive criticism	1.71
2	Planning	2.1a In collaboration with the board, articulated a clear vision for the future of the organization	2.14
3	Leadership Skills	3.1d A willingness to ask difficult questions and challenge organizational assumptions	2.43
3	Planning	2.1d Developed appropriate goals and objectives to advance the mission	2.43

# Section Three: Personal Leadership Qualities

Beyond the core functional responsibilities of the chief executive, a number of additional skills are important to the chief executive's success.

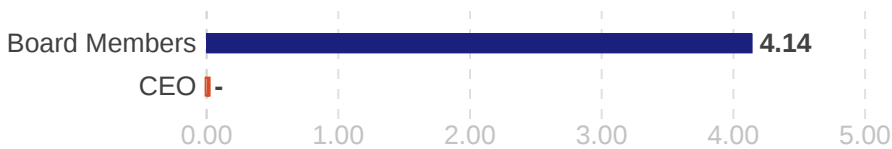
## 3.1 Leadership Skills

(Average Overall Score For This Section: 2.93)

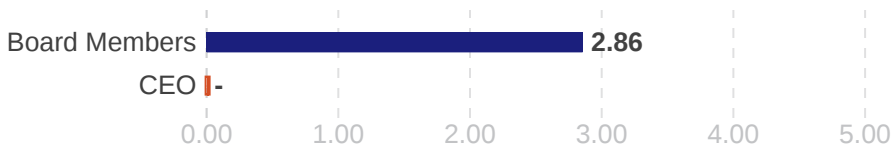
Leadership skills are important to the chief executive's success and a core functional responsibility.

### Scoring overview

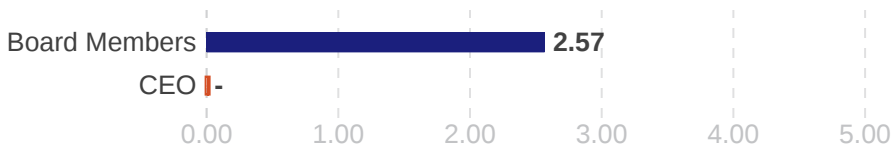
#### 3.1a A clear commitment to the organization's mission and values



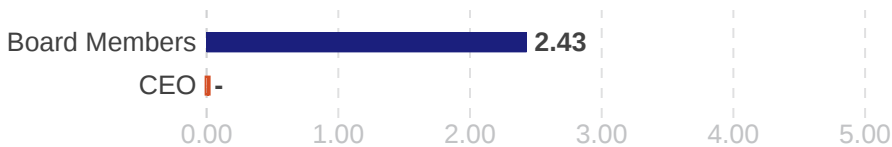
#### 3.1b An ability to motivate and engage others in advancing the mission of the organization



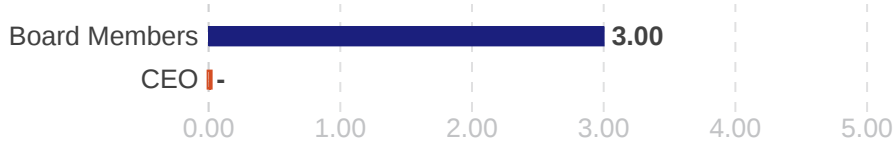
#### 3.1c An ability to learn from the successes and failures of the past in planning for the future



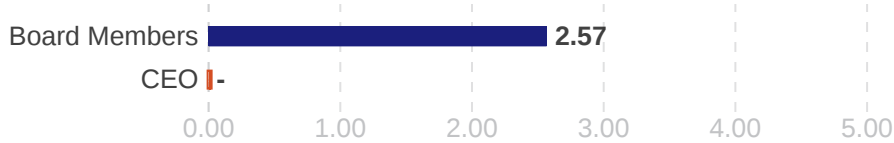
#### 3.1d A willingness to ask difficult questions and challenge organizational assumptions



3.1e An awareness of trends and information in the external environment that may impact the organization



3.1f A sense of innovation and creativity



Displayed is the range of scores for each competency/behavior. The bar represents the numerical average.

Displayed below in this table is the percent of board members that selected a rating for each question in this section:

Field	7 Responses				
	Unsatisfactory	Needs Improvement	Meets Expectations	Exceeds Expectations	Exceptional
3.1a A clear commitment to the organization's mission and values	0.00%	0.00%	28.57%	28.57%	42.86%
3.1b An ability to motivate and engage others in advancing the mission of the organization	0.00%	28.57%	57.14%	14.29%	0.00%
3.1c An ability to learn from the successes and failures of the past in planning for the future	14.29%	28.57%	42.86%	14.29%	0.00%
3.1d A willingness to ask difficult questions and challenge organizational assumptions	14.29%	28.57%	57.14%	0.00%	0.00%
3.1e An awareness of trends and information in the external environment that may impact the organization	14.29%	14.29%	28.57%	42.86%	0.00%
3.1f A sense of innovation and creativity	28.57%	14.29%	28.57%	28.57%	0.00%

### 3.1 Do you have any specific comments about the chief executive's leadership skills?

**Board Members**

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N/A

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N/A

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## **Section Four: Accomplishments and Challenges**

While the quantitative ratings in the previous sections provide an important snapshot of the board's assessment of the chief executive in key areas of responsibility and performance, this section of the survey provides an opportunity to view thoughts and insights about the chief executive that cannot be captured in numeric scores.

### **Assessing the Past**

The following questions consider the overall achievements of the chief executive over the past year and will serve as the foundation for discussion between the board and chief executive.

#### **4.1 What were the most significant achievements of the chief executive in the past year?**

**Board Members**

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# Next Steps

The partnership between the board and the executive leader is critically important to the success of an organization. A strong and healthy board-staff partnership provides flexible and resilient leadership that contributes positively to the organization's overall impact.

To get the most out of your assessment, BoardSource recommends taking the following steps:

1. Review and Analyze the Assessment Results
2. Discuss the Results with the Board
3. Review the Results with the Chief Executive and Develop an Action Plan
4. Support the Chief Executive's Future Development

Read more about each of these steps in detail here: [Using the Assessment of the Chief Executive Results](#).

# Additional Resources

[Board Chair and Chief Executive Partnership](#)

[Executive Sessions](#)

[Five Tips for Chief Executives and Board Chairs Working to Build a Strong Partnership](#)

[Trouble at the Top: The Nonprofit Board's Guide to Managing an Imperfect Chief Executive](#) (*available for purchase*)

[Setting Goals for your CEO](#) (*members only*)

[Performance Expectations for the Chief Executive](#) (*members only*)

# Deeper Support

Looking to go deeper? Consider investing in the Board Support Program, or reaching out to a consultant from our network.

## **Board Support Program**

BoardSource's [Board Support Program](#) provides year-round governance guidance, resources, and leadership development to you, your board, and your organization. Key benefits include:

- Complimentary Assessment Product
- Access to the [BoardSource Exchange](#)
- On-demand [Certificate of Nonprofit Board Education](#)
- Ask-an-Expert Email Service
- Members-Only Downloadable & Written Resources

## **Consultant Directory**

BoardSource knows that – many times – there is no replacement for direct support and guidance from a [knowledgeable board consultant](#). That's why BoardSource has built relationships with a broad network of consultants from across the country who bring a wide range of strengths and experiences working with nonprofit boards.

New to selecting a consultant, or need a little help getting started? Check out this resource page:

[Choosing a Consultant FAQ](#)

# Contact Us

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Membership or General Inquiries: [members@boardsource.org](mailto:members@boardsource.org)