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# *NONPROFIT BOARD Leader*

a board development newsletter from  
*Cain Consulting Group, Inc.*

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## **Evaluation Facilitation**

The [board development experts](#) at **The Cain Consulting Group** can help your board team walk through a thorough executive performance evaluation process that will

- lay the groundwork for the evaluation,
- identify what your executive and team do well,
- pinpoint areas that need improvement,
- set goals for change,
- teach team members their roles, and
- build the board team better than ever before.

They'll help your team members understand how to work together better and inspire the team to do the best job possible. You'll leave the retreat with a solid idea of what the team needs to do to move your organization forward.

Contact us by [email](#) or phone **800-735-9471** and tell us about your board team. We'll send a no-obligation proposal outlining exactly what we'll do

**Dear Jan,**

### **Executive Performance Evaluation is a Communication Tool**

When the relationship between board and executive is good, board members are often reluctant to formally evaluate executive performance.

Conversely, when board/executive relations break down, board members are eager to evaluate. Board members view the evaluation of the exec as a negative process--not what it should be at all.

Executive evaluation is a normal part of the board's job description. The board hires an executive, gives him a plan of action for the organization and delegates day-to-day management. Then the board must monitor/evaluate how well the delegation is being carried out.

However, the evaluation is more than just monitoring employee performance. It's an opportunity to build the board/executive team. The result of the evaluation should be:

- \*the board and executive get on the same track
- \*the executive understands board expectations
- \*the board learns how to help the executive
- \*the team gets performance improvement goals.

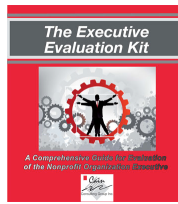
*Sandy Gregg & Dan Cain*

### **Lay the Groundwork for the Evaluation**

A time of crisis isn't the time to start thinking about evaluating the executive. Preparation for the evaluation begins long before the evaluation actually takes place.

When the executive is hired, she should be given two documents--a job description and the organizational mission and goals. These two documents will lay out for the executive what is expected of her and communicate

and how much it will cost.



## **The Executive Evaluation Kit**

A good evaluation instrument is crucial to a good evaluation. **The Executive Evaluation Kit** from Cain Consulting gives you a model instrument covering five performance categories that you can modify to your specific needs. It also includes a guide to the evaluation process, answers to questions about evaluation, guides to setting performance improvement goals and much more.

This self-guided kit offers you:

- Help preparing for the evaluation
- A step-by-step guide through the entire evaluation process
- An evaluation instrument that can be customized for your board team
- Guide to analyze the results
- Help setting goals for change.

This kit includes a 53-page printed notebook with evaluation instructions, instrument and guides to analyzing the results and setting goals for change. The CD includes the instrument which can be easily customized to fit your board team.

**The Executive Evaluation Kit**

Regular Price: \$98.00

**On Sale thru October at \$78.40**

S & H: \$8.00

**[Buy Now](#)**

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what goals the executive will be working toward.

## **Guidelines for Executive Performance Evaluation**

To get the best results from your executive performance evaluation, there are a few rules to keep in mind...

- Evaluate formally, annually, in writing. The performance evaluation is the documentation every employer needs to protect the business. Informal evaluation doesn't provide documentation that may be needed down the road and is not complete enough to cover all the bases. Write a policy that dictates a complete written, formal evaluation each year.
- The board speaks with one voice. When the final evaluation results are presented to the executive, the results are the consensus of the board on all items. A board cannot give seven different evaluations to the exec and expect it to be clear direction for the exec's future performance.
- Staff are not part of the evaluation. The executive is the board's employee. Staff are employees of the executive. Staff cannot evaluate their "boss" objectively.
- It is important that the full board team discuss the evaluation results with the executive. This is an opportunity to really communicate and smooth out the rough edges of the board/executive team.
- Evaluation is no good without follow-through. Good performance should be rewarded and poor performance corrected. Set goals for change where needed and follow up.

## **Evaluation Criteria**

The majority of board members realize that executive evaluation is an assessment of executive performance only. You can't base your evaluation on what the executive wears or what he does after office hours, unless, of course, these have some bearing on the way the exec carries out the job.

We are often asked "Exactly what areas of performance do we evaluate?" We believe there are five categories that should be included in the evaluation:

- 1) Organizational leadership - How well does the executive work toward the mission of the organization? Does she understand the needs of those you serve and work to serve those needs?

- 2) Business and financial management - Does the executive understand the organization's financial needs and accounting systems? Does he make appropriate financial decisions and recommendations and help the board understand the organization's financial situation?
- 3) Relationship with the board - Does the executive offer the board direction, information and support? Does she understand the employer/employee relationship with the board?
- 4) Personal characteristics that impact job performance - Does the executive maintain high standards of ethics, honesty and integrity? Does he devote time and energy to the job and exercise good judgment in carrying out responsibilities?
- 5) Innovation/improvement - Does the executive propose and promote change that is for the good of the organization and those it serves?

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