

CAPACITYCANADA

**Executive Leader Evaluation: Supporting and Monitoring your ED/CEO**

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# What brings me here?

## Board member:

- Sectors: Education, Post Secondary, Health Care, Social Services
- Types of boards: Governing, Policy Governance, Operating, Foundation (fund raising)

## Consultant and facilitator:

- Capacity Canada (EIR) – Emerging Governance Strategies, Effective Board Support for Executive Assistants, Fundamentals of Not-for-Profit governance (gamification), CEO and Board Assessment



# Executive Leader Evaluation: Supporting and Monitoring your ED/CEO

Formal performance review is one stop in an on-going evaluation process that involves:

- Providing strategic direction
  - Setting clear expectations
  - Ensuring resources are in place
  - Monitoring outcomes
  - Reflection and feedback
- Staying in your lane
    - Delegating day-to-day management to CEO/ED



# Formal reviews:

## What's problematic with what we do now?

- People uncomfortable with what they see as judging. It feels like going to the principal's office
- Evaluated on basis of expectations that were never established in the first place
- Treated as a once-a-year event
- Write reviews to justify low salary increases
- Are hasty and superficial
- Poor data:
  - Suffer from recency bias, halo effect, micro focus on one dramatic event
  - Subjective



# Components of a formal review process

## Foundation

- Confirm current relevance of job description
- Review strategic priorities
- Ensure evaluation of CEO defined in policy:
  - Performance standards, procedure, evaluation and report tools, timing
- Establish committee

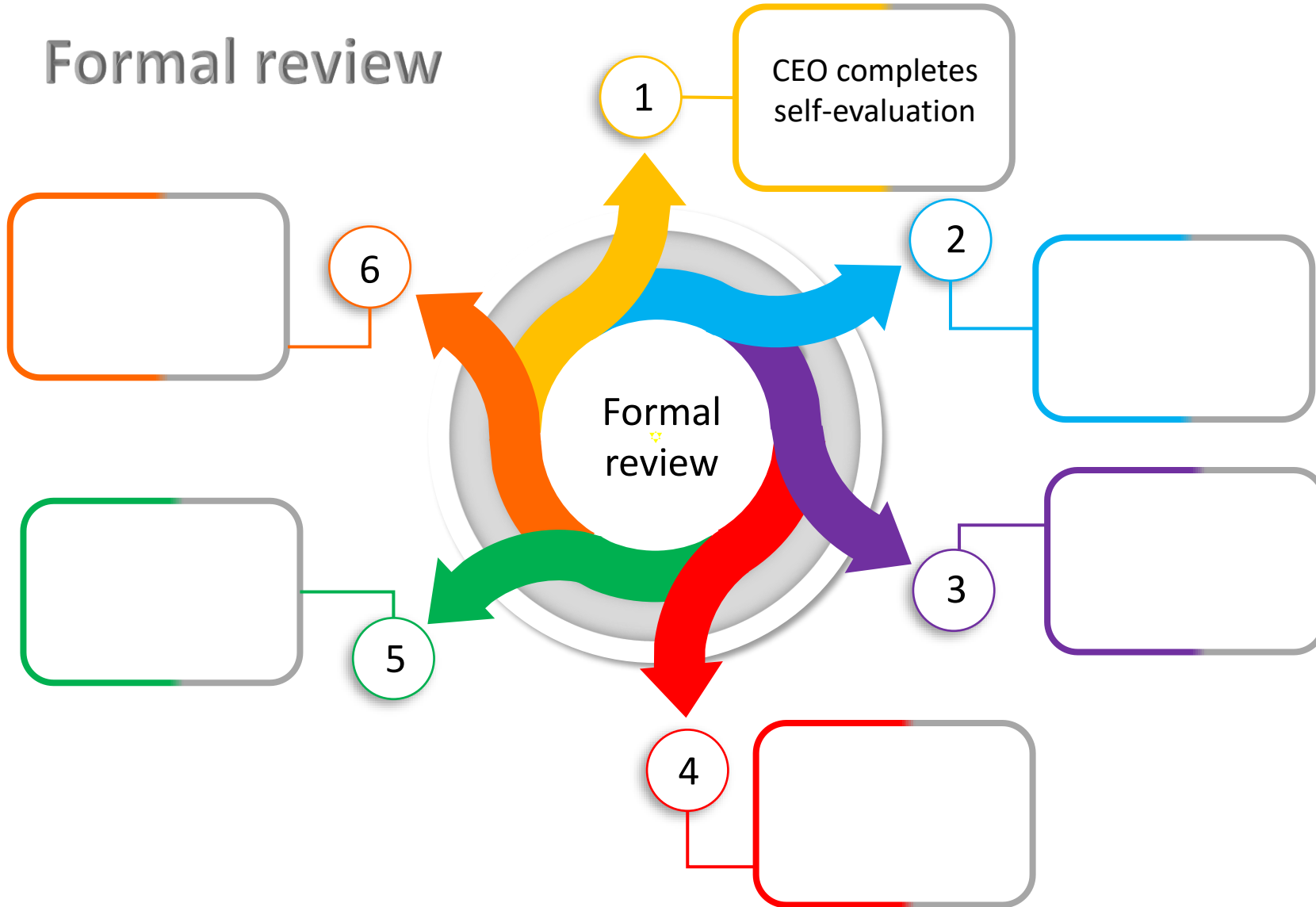
## Formal review

- Look back on past performance - evaluation
- Look forward to next review period – planning, setting goals

## On-going



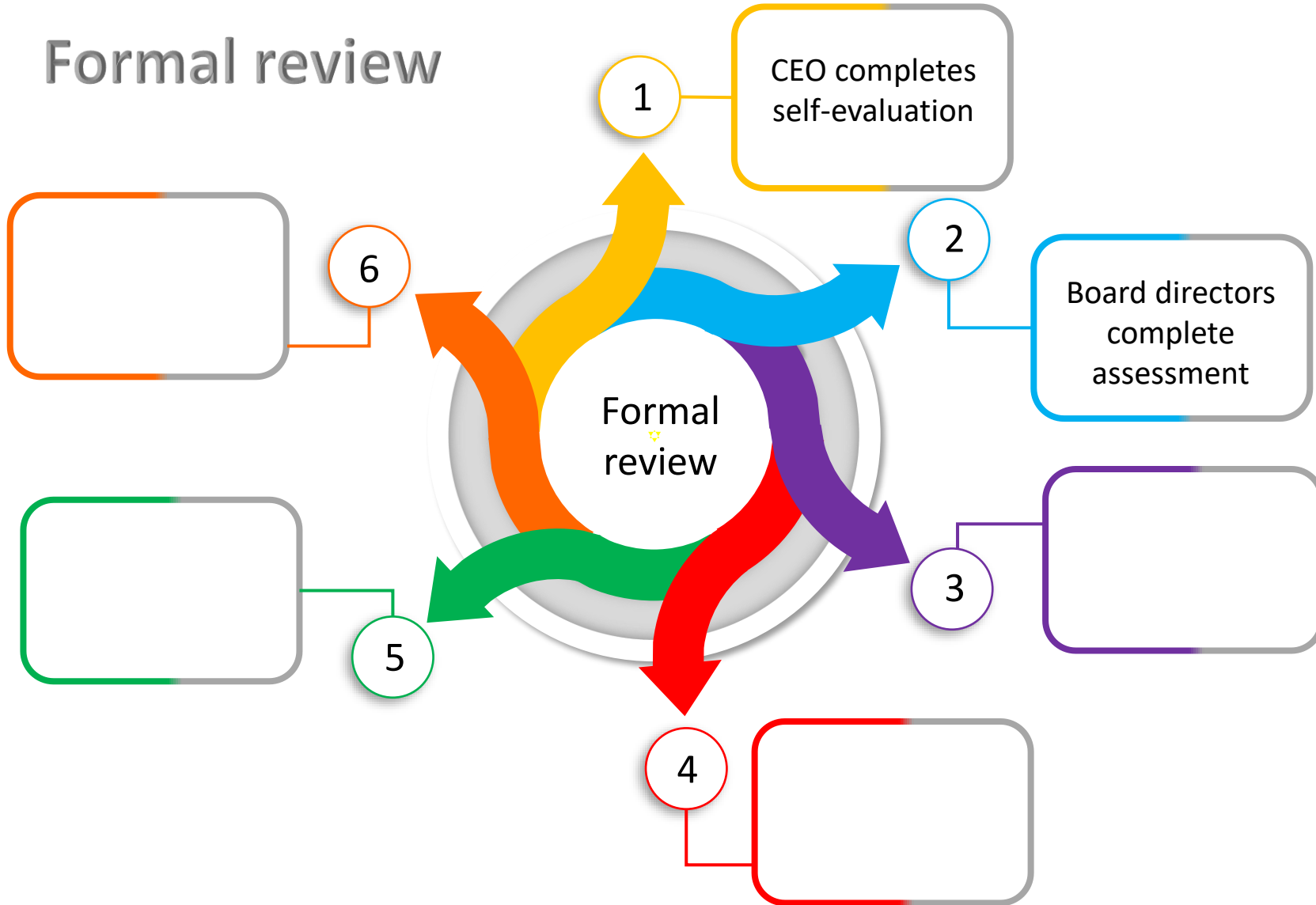
# Formal review



- Initiated at request of Chair
- Kick-starts the process
- Includes reflection on achievement of goals set in previous evaluation
- Submitted to review committee (forms part of data collection)



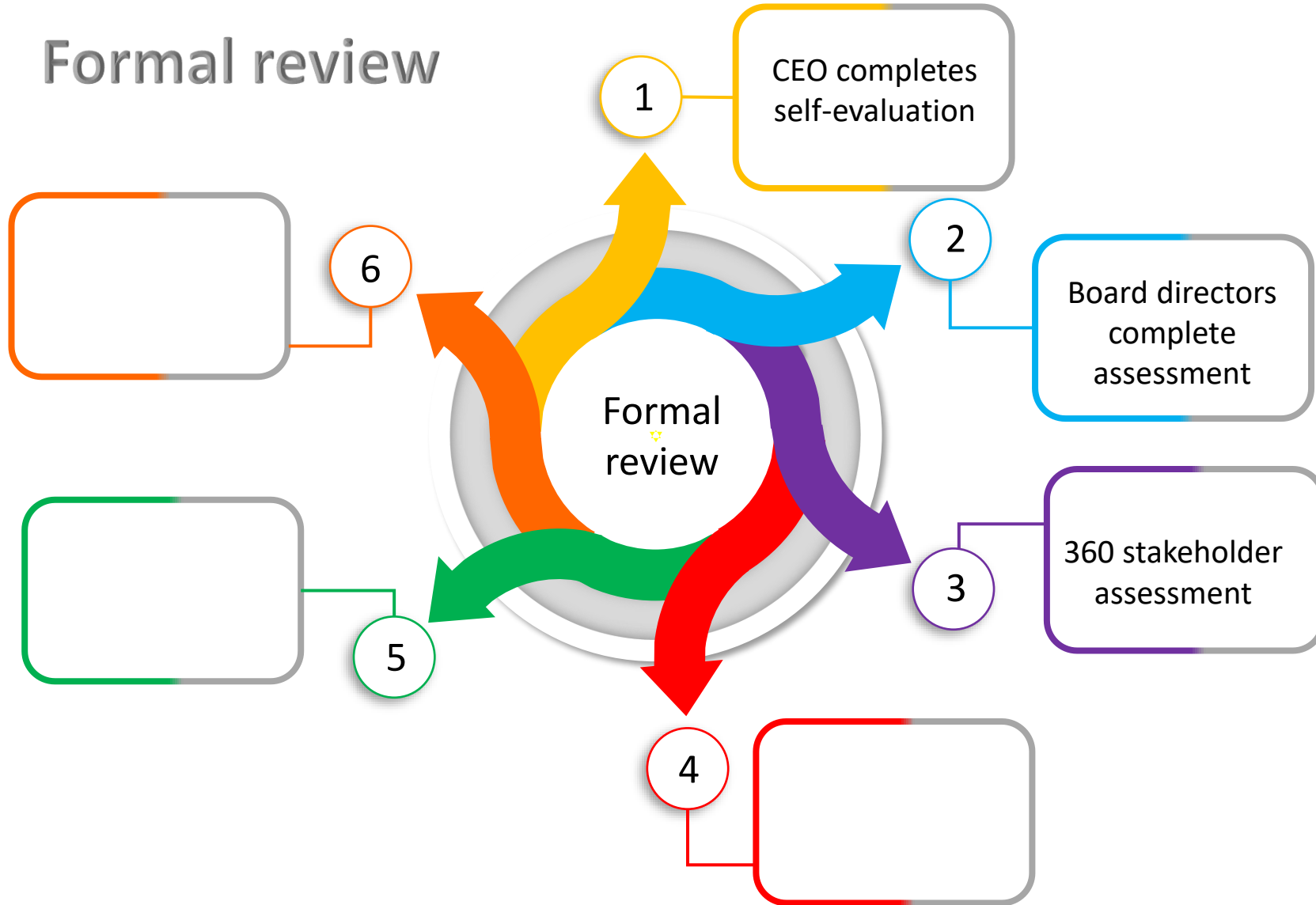
# Formal review



- Completed by each individual director
- Should include examples to support assessment
- Submitted to review committee (forms part of data collection)



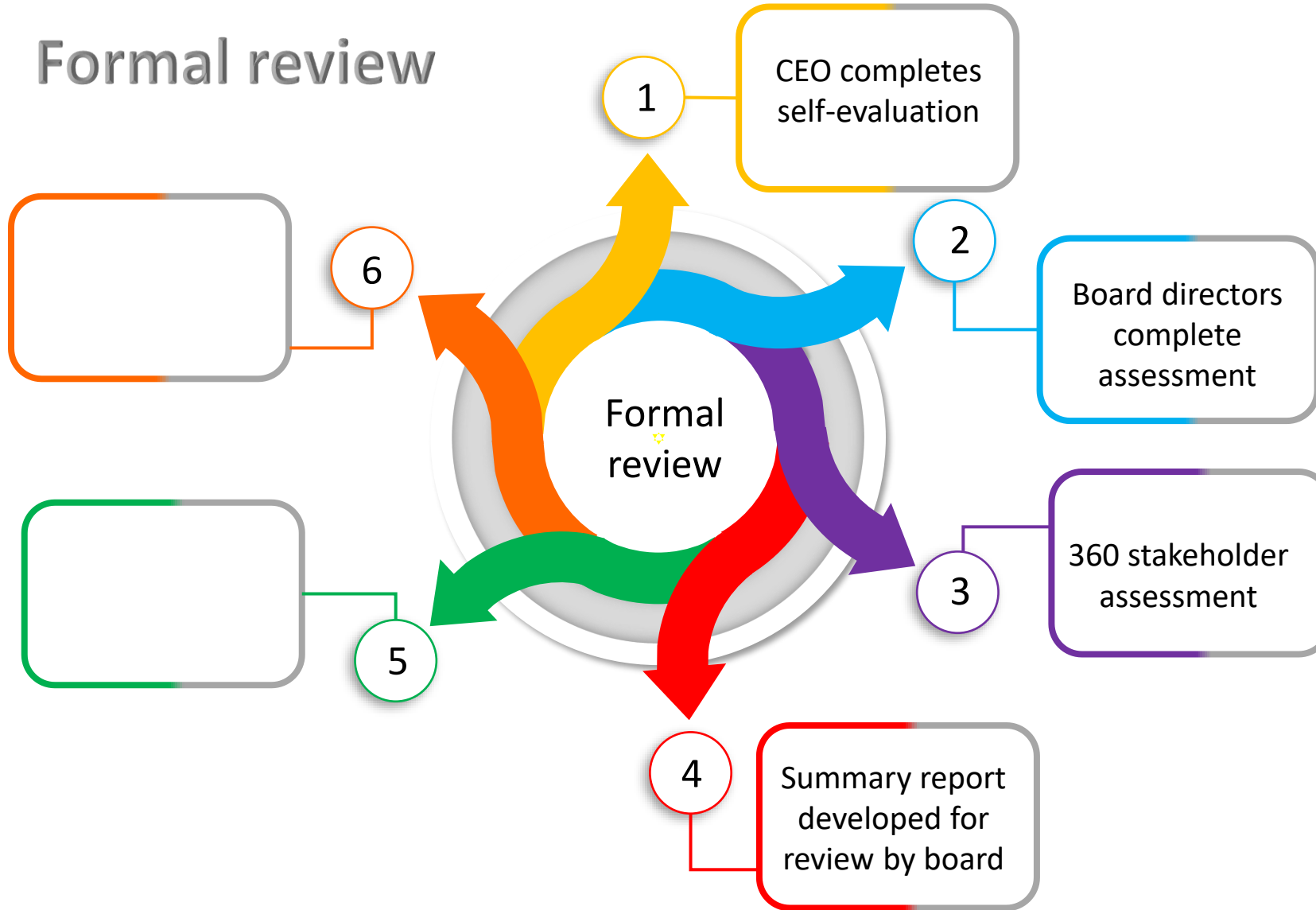
# Formal review



- Keep it simple:
  - Key accomplishments
  - Expectations that were not met
  - Advice to strengthen performance
- Submitted to review committee (forms part of data collection)
- Not needed every year



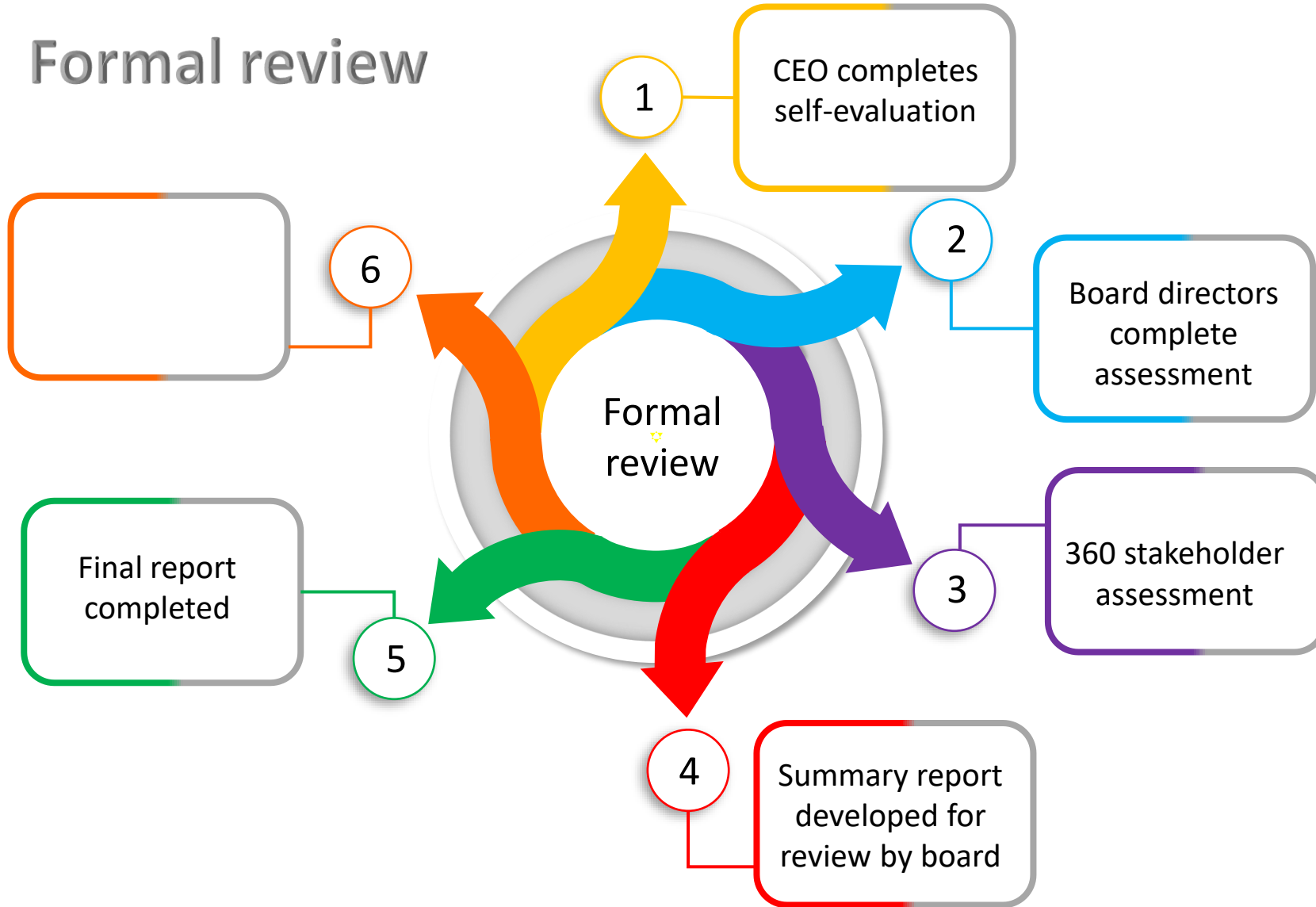
# Formal review



- Review goals established in past review
- Analyze data
- Incorporates all data collected into one report
- Draft report submitted to whole board for comment



# Formal review



- Written review finalized
- Given to CEO day ahead of meeting



# Formal review



- CEO meets with members of review committee, not whole board
- Reflect and discuss each aspect
- When review of past completed, discussion about future goals and continuing professional development. May require another meeting to finalize
- Both review document and goals documents signed and filed
- Board briefed



# Components of a review process

## Foundation

- Confirm current relevance of job description
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- Establish committee

## Formal review

- Look back on past performance - evaluation
- Look forward to next review period – planning, setting goals

## On-going

- Monitoring, coaching and on-going feedback



# Monitoring, coaching and on-going feedback

Formal review is one step in a continuous process that includes:

- Setting clear expectations, providing resources
- Open communication
- Regular touchpoints to discuss progress, challenges, opportunities
- On-going coaching and feedback
- Differentiating between information reports and monitoring reports
- Meeting to review progress semi annually



We all need people who will give us feedback.

That is how we improve.

Bill Gates



# Thank You!

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