

**ORGANIZATIONAL ASSESSMENT©**

**ADMINISTRATION AND MANAGEMENT / EXECUTIVE LEADERSHIP QUESTIONNAIRE**

*To be completed separately by each of the following:*

- Executive
- Board Chair
- 10% of staff (in confidence) drawn from various levels

1. Does the executive take steps to articulate the mission of the organization and embody it in all of the programs?

Yes \_\_\_\_\_

No \_\_\_\_\_

Please describe: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

2. Does the executive systematically monitor:

external trends affecting the organization

Yes \_\_\_\_\_

No \_\_\_\_\_

state-of-the-art knowledge and best practices  
in the organization's field

Yes \_\_\_\_\_

No \_\_\_\_\_

state-of-the-art knowledge and best practices  
in nonprofit management

Yes \_\_\_\_\_

No \_\_\_\_\_

Does the executive bring the above to bear on what the organization does and how?

Yes \_\_\_\_\_

No \_\_\_\_\_

Please describe: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

3. Does the executive monitor the organization's overall performance and effectiveness on an ongoing basis, and implement course corrections as needed?

Yes \_\_\_\_\_

No \_\_\_\_\_

**ADMINISTRATION AND MANAGEMENT / EXECUTIVE LEADERSHIP QUESTIONNAIRE (continued)**

Please describe: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

4. Does the executive work closely, and in appropriate balance, with the board of directors on:

long-range and annual planning    Yes \_\_\_\_\_                      No \_\_\_\_\_

budgeting                                      Yes \_\_\_\_\_                      No \_\_\_\_\_

fiscal monitoring                      Yes \_\_\_\_\_                      No \_\_\_\_\_

policy and resource development    Yes \_\_\_\_\_                      No \_\_\_\_\_

5. Does the executive see that the board of directors and board committees receive adequate staff support?

Yes \_\_\_\_\_                      No \_\_\_\_\_

6. Does the executive see to it that the board of directors benefits from the expertise and experience of the staff and hears their voices when engaging in:

policy deliberations                      Yes \_\_\_\_\_                      No \_\_\_\_\_

budgeting and planning                      Yes \_\_\_\_\_                      No \_\_\_\_\_

Does the executive see that the staff is aware on an ongoing basis of board decisions?

Yes \_\_\_\_\_                      No \_\_\_\_\_

Please describe: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

7. Does the executive plan and implement an equitable allocation of internal resources, and distribution of workload, in consultation with staff?

Yes \_\_\_\_\_                      No \_\_\_\_\_

Please describe: \_\_\_\_\_  
\_\_\_\_\_

**ADMINISTRATION AND MANAGEMENT / EXECUTIVE LEADERSHIP QUESTIONNAIRE (continued)**

8. Does the executive provide for ongoing communication with and among staff, including regularly scheduled staff meetings, so that staff has the knowledge and information they need in order to do their jobs as well as a means to offer their ideas about the organization and their work?

Yes \_\_\_\_\_ No \_\_\_\_\_

Please describe: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

9. Does the executive play a key role in fostering positive working conditions and working relationships throughout the organization, including:

problem-solving	Yes _____	No _____
stress reduction	Yes _____	No _____
recognition and rewards	Yes _____	No _____
ordering internal conflict	Yes _____	No _____

Please describe: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

10. Does the organization provide support to the executive to prevent/alleviate executive stress and burnout?

Yes \_\_\_\_\_ No \_\_\_\_\_

Please describe: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

11. Does the organization have a succession plan in place for future executive leadership?

Yes \_\_\_\_\_ No \_\_\_\_\_

ANY "NO" ANSWERS INDICATE THAT THE ITEM NEEDS ATTENTION