



# **Nonprofit Leadership Dynamics:**

## ***How CEOs and Board Chairs can Partner to Lead***

October 10, 2018



# Overview of Today

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- Introductions
- About USES
- Case Study: Leading During Transformation
- Hallmarks of a great Board Chair/CEO Dynamic
- Q & A

# Introductions

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- Maicharia Weir Lytle, President & CEO
  - Joined USES in 2015
- Julia Johannsen – Board Chair
  - Joined Board in 2012
  - Became Board Chair 2016

# About USES

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- **HISTORY:** Founded in 1892 as first settlement house in Boston to address poverty, bad housing, and fierce prejudice experienced by emancipated slaves, immigrants, and rural laborers.
- **MISSION:** To harness the power of our diverse community to disrupt the cycle of poverty for children and their families.

# Two-Generation Approach

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We engage youth in high quality programs:

- **Early Childhood Education** providing high quality education and care to 64 children ages 3 months to 5 years old.
- **After school program**, club48, for 60 children 5-12 years.
- **Camp Hale**, a sleepaway summer camp on Squam Lake in NH for 225+ youth ages 6 to 17 years old.

We work with parents and caregivers:

- **Job Training Program** to improve computer and retention related skills enabling transition from low-skill, low-wage jobs into professional administrative jobs.
- **One-on-one coaching** so parents can identify their strengths, define their goals and make a plan to achieve them.

# Case Study Timeline

## **2001 - 2014**

Organizational deficit, multiple CEO transitions, Board Chair transition

## **2014**

Interim CEO, CEO Search process begins, interim board chair

## **Early 2015**

New President & CEO starts and begins diagnosis, New board chair named in September

## **Late 2015:**

New Board Chair and CEO not aligned on roles, responsibilities or priorities

CEO develops relationships with all board members

## **2016**

Board chair steps down, Vice Chair becomes new Board Chair, CEO and new Board Chair begin work together

## **2016 - present:**

Strategic plan and shared vision, implementation of plan

# Case Study: Transforming USES

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- Board level
  - Governance
  - Fundraising
  - Culture
- Organizational level
  - Staff structure
  - Programmatic
  - Fundraising
  - External relations
  - Financial

# Strategic Planning Process

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- Clearly communicated the “why”
- Looked to peer organizations for input
- Hired consultants together
- Worked on Planning Committee together
- Aligned early on with our vision
- Got the board on-board
- Shared professional development between Board & Staff



# Characteristics of Transformation

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## Organization going through Change:

- Quick pace of change
- High-level of urgency
- High level of uncertainty with different stakeholder groups
- Resistance
- Exciting time of Opportunity

## Board Chair and CEO Need:

- Consistent and clear communication
- Focus, a plan, level-headedness
- Coherent action steps
- Trust
- Alignment on smooth processes
- Alignment on values

# Role of Board Chair and CEO

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## Board Chair

- Management of Board
- Board-level communication
- Set & approve budget
- Hire/Fire/Evaluation CEO
- Board self evaluation
- Big picture of/situational awareness
- Focus on making mission achievable

**Fundraising**

**Strategic Plan**

**Evaluation of  
Organization**

## CEO

- Management of staff
- Staff Level communication
- Draft and recommend budget
- Manage operations
- Focus on meeting mission

# Establishing Strong Relationship

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- Weekly check-ins
- Process Thinking
- Spending time together
- Action focused- Who's taking action on that?  
Next steps?
- Goal focused
- Modelling collaboration & work across agency

# In Summary

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- Clear Roles
- Commitment
- Communication



# Questions & Answers

