



A MINI CASE STUDY

Designing CEO Performance Management Processes

Client Demographics

Nonprofit HR Practice Area: People & Organizational Strategy

Location: Chicago, Illinois

Sector: Nonprofit

Mission Type: Professional Membership Association - Healthcare

Staff Size: 26-75 Employees

Annual Budget: \$5.1 - \$10 Million

Scenario

A Chicago-based healthcare nonprofit sought support in the development of a CEO performance management process and some related tools. The Executive Committee wanted to implement consistent annual CEO performance evaluation processes by selecting a consultant to serve as a resource to the board president when writing the CEO's review and determining performance objectives for the following year. Nonprofit HR supported this initiative with the goal to drive performance and development in alignment with organizational culture and business objectives.

Project Duration: 8 weeks for project design, ongoing support as needed

Considerations & Solutions

It was important to include both the board president and president-elect in the design and roll-out process as well as within the performance management cycle since board terms are one-year in length. The cycle allowed for both the board president and president-elect to meet with CEO for quarterly check-ins and for consistency in performance management feedback from one board term to the next.

Nonprofit HR assisted the client in the development of a performance management program for the CEO role, which included: performance feedback cycle, annual goal setting tool, stakeholder feedback survey tools and discussion prompts to support quarterly feedback conversations. A training was also provided to introduce the program to the Executive Committee and provide best practices for giving/receiving performance and development feedback. The new program focuses on bi-directional feedback, allowing the CEO to receive performance and development feedback as well as provide regular feedback to the Executive Committee.

Recap & Reflect

Walk through this scenario in your organization by reflecting on the following question.

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Is there a performance management program in place for leadership? Are there areas of opportunity to promote consistency and bi-directional feedback?