

## What questions should the Council ask when assessing the executive director?

Adapted from *Board Assessment of the Chief Executive*, by Jane Pierson and Joshua Mintz

When a **Council** decides that it will evaluate its executive director, it should take care that its review is both thorough and relevant. If the **Council** ignores an important element of the director's job, it may miss a great opportunity to offer helpful suggestions about how to carry out that job better. By asking the following questions, the **Council** can feel assured that it has conducted a complete assessment:

1. What are the major goals and objectives of the **Council** in the short-term (one-two years) and the long-term (five-10 years)?
2. How well are these goals and objectives being realized?
3. Does the executive director have the necessary knowledge and skills?
4. Does the executive director have the necessary personal characteristics?
5. Does the executive director recruit and supervise a good staff?
6. What are the executive director's major strengths?
7. What are the executive director's major weaknesses?
8. What external factors interfere with the executive director's ability to achieve organizational goals? How?
9. Is the **Council** a positive, negative or neutral force in achieving organizational goals?
10. What specific decisions and actions are necessary to strengthen the executive director's performance, clarify the proper role of the **Council** and enhance the contribution of the organization?