



Establishing a Strong Relationship Between a Community Action Board and its Chief Executive Officer

Agenda

01

Understanding the
Roles and
Responsibilities of the
Board and CEO

02

Developing clear
communication
channels and
expectations

03

Building trust and
mutual respect
through effective
leadership and
decision making

04

Ensuring alignment
with the
organization's
mission and strategic
goals

05

Implementing regular
performance
evaluations and
feedback mechanisms

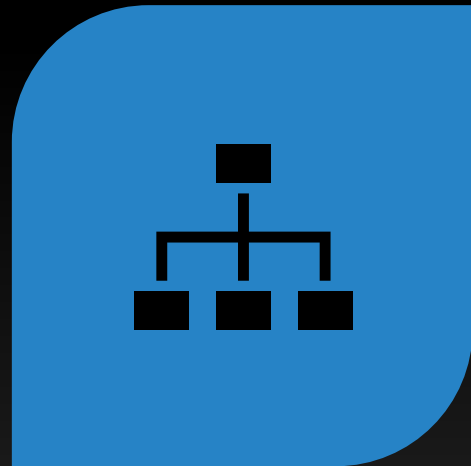
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Addressing conflicts
and challenges in a
constructive manner



Understanding the Roles and Responsibilities of the Board and CEO

Understanding the Roles



- DEFINE THE ROLES OF THE BOARD AND THE CEO



- CLARIFY RESPONSIBILITIES AND BOUNDARIES

Role of the CEO/Executive Director

Strategic Leadership:
Setting the vision and
direction of the
organization

Executive Management:
Overseeing day-to-day
operations and programs

Board Relations: Working
closely with the board of
directors to fulfill the
organization's mission

External Relations:
Building partnerships
with stakeholders,
funders, and community
organizations

Advocacy and Public
Relations: Representing
the agency's interests
and advocating for policy
changes

Responsibilities and Duties of the CEO



PROGRAM DEVELOPMENT
AND IMPLEMENTATION:
DESIGNING AND
IMPLEMENTING PROGRAMS
TO ADDRESS COMMUNITY
NEEDS



FINANCIAL MANAGEMENT:
ENSURING FISCAL
RESPONSIBILITY AND
ACCOUNTABILITY



STAFF MANAGEMENT:
RECRUITING, TRAINING, AND
SUPERVISING STAFF MEMBERS



GRANT WRITING AND
FUNDRAISING: SECURING
FUNDING TO SUPPORT
AGENCY PROGRAMS AND
INITIATIVES



COMPLIANCE AND
REPORTING: ENSURING
COMPLIANCE WITH FEDERAL,
STATE, AND LOCAL
REGULATIONS

Qualifications and Skills of a CAA CEO

Leadership Skills: Ability to inspire and motivate staff and stakeholders

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graph TD; A[Leadership Skills: Ability to inspire and motivate staff and stakeholders] --> B[Strategic Thinking: Capacity to develop and execute long-term plans]; B --> C[Communication Skills: Effective communication with diverse stakeholders]; C --> D[Financial Management: Understanding of budgeting and financial reporting]; D --> E[Community Engagement: Commitment to engaging with and serving the community];
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Strategic Thinking: Capacity to develop and execute long-term plans

Communication Skills: Effective communication with diverse stakeholders

Financial Management: Understanding of budgeting and financial reporting

Community Engagement: Commitment to engaging with and serving the community

Functions and Responsibilities of CAA Boards

Needs Assessment:
Identifying community
needs and priorities

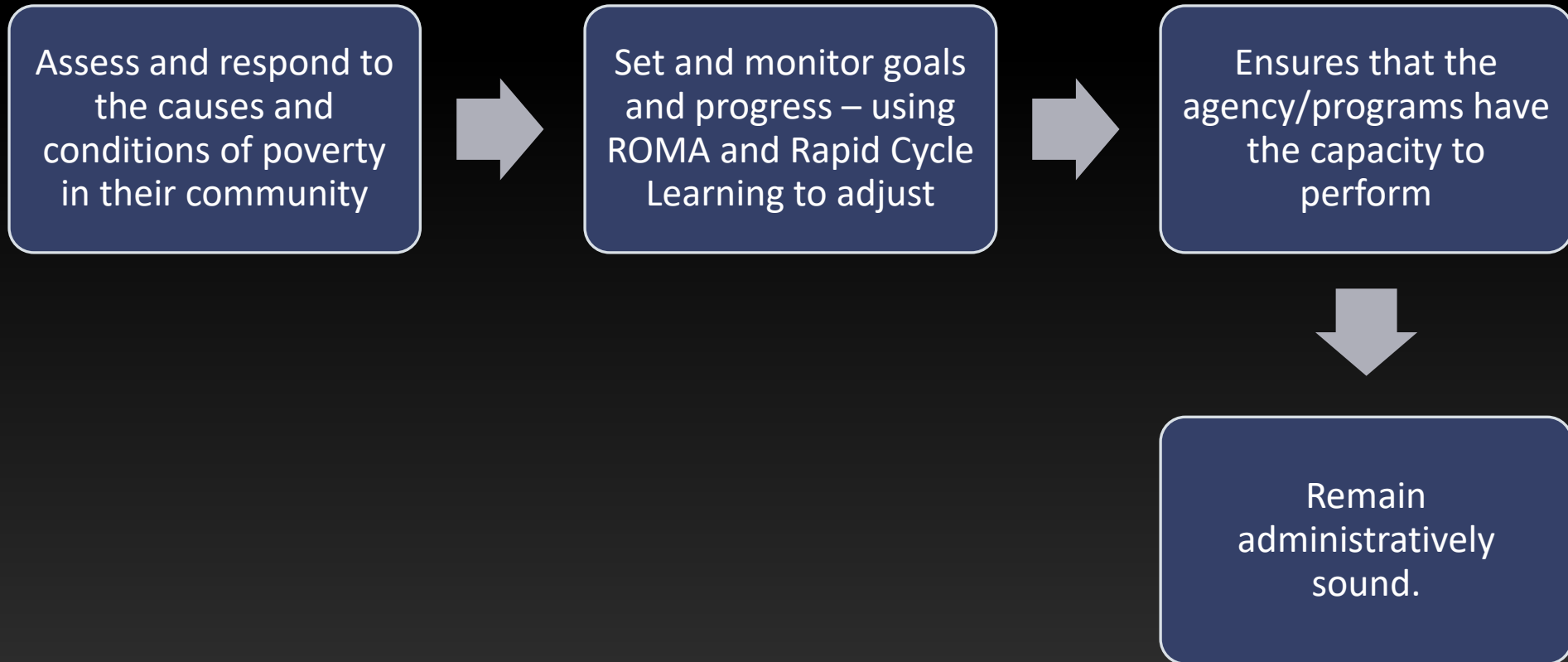
Program Development:
Designing initiatives to
address identified
needs

Resource Allocation:
Allocating funding and
resources to support
programs

Oversight and
Evaluation: Monitoring
program effectiveness
and impact

Advocacy: Representing
community interests
and advocating for
policy changes

Functions and Responsibilities of CAA Boards



Composition and Structure



BOARD MEMBERSHIP: REPRESENTATION
FROM DIVERSE SECTORS AND
COMMUNITIES - TRIPARTITE



LEADERSHIP ROLES: CHAIRPERSON, VICE-
CHAIRPERSON, SECRETARY, TREASURER,
COMMITTEE CHAIRS



COMMITTEES: SPECIALIZED COMMITTEES
(E.G., FINANCE, PROGRAM, GOVERNANCE)
FOR FOCUSED WORK

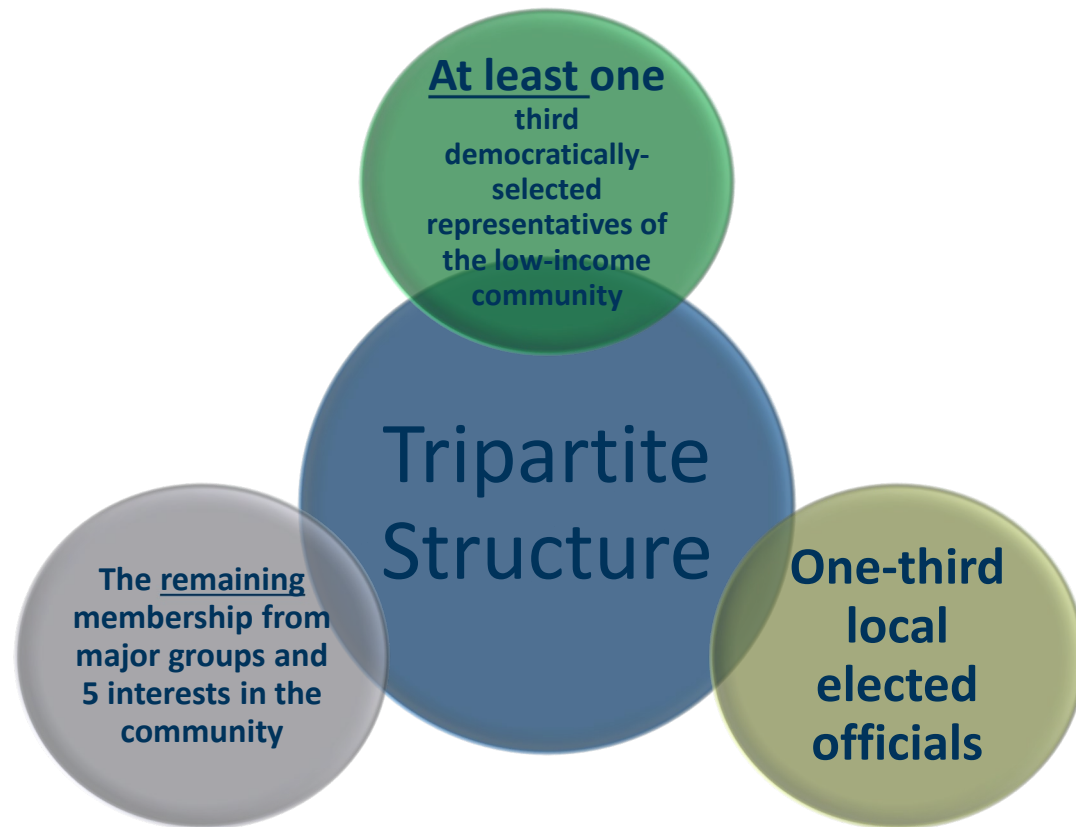
Maximum Feasible Participation

A Community Action Agency has a tripartite board structure that is designated to promote the participation of the entire community in the reduction or elimination of poverty.



- Quie and Green Amendments

Tripartite Structure



Key
Responsibilities
of CAA Board
Members

- The Duty of Loyalty
- The Duty of Care
- The Duty of Obedience

Duty of Loyalty



Give undivided allegiance to the organization when making decisions about the organization



Personal or business interests cannot be put above the organization's interests



Avoid conflicts of interest in fact and in appearance

Duty of Care

Attending board meetings regularly

Showing independent judgement

Being informed about organizational resources

Delegating only to responsible individuals

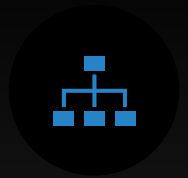
Following up routinely

Duty of Obedience

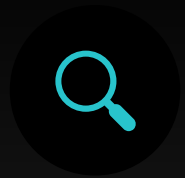
Ensure that the organization remains obedient to its central purpose.

Establish accountabilities; such as policies, programs, performance, process, value, outcomes, effectiveness, efficiency, economy, planning

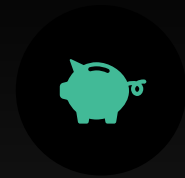
Key Responsibilities of CAA Board Members



Governance: Setting strategic direction and policies for the organization



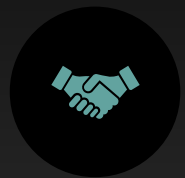
Oversight: Monitoring organizational performance and financial health



Fundraising: Supporting fundraising efforts to sustain programs and operations



Community Engagement: Representing and engaging with the community



Accountability: Ensuring transparency and accountability in decision-making

Best Practices



Effective Board Recruitment:
Recruiting members with
diverse skills and expertise



Training and Development:
Providing orientation and
ongoing training for board
members



Strategic Planning: Engaging in
regular strategic planning
processes to guide the
organization's direction



Collaboration: Building
partnerships with other
organizations and stakeholders
to maximize impact

Defining clear roles and responsibilities between the CEO and Board

1

Establishing governance framework

- The board and CEO must work together to define and adhere to a clear governance framework, outlining their respective roles and responsibilities.

2

Clarifying decision making process

- Its essential for the board and CEO to establish transparent decision-making processes to ensure effective collaboration and decision making.

3

Aligning strategic direction

- Both the board and the CEO should align on the organization's strategic direction, ensuring unified efforts towards achieving the mission and vision.

Defining clear roles and responsibilities between the CEO and Board



Promoting transparent communication

Creating an environment of open and transparent communication fosters trust and understanding between the board and CEO, enhancing their working relationship.



Building mutual respect

Mutual respect is crucial for a productive board-CEO relationship, promoting constructive dialogue and collaboration in decision making processes.



Embracing feedback culture

Encouraging a culture of feedback and open dialogue allows the board and CEO to address concerns and adapt to changing circumstances effectively.



Fostering Open Communication and Trust

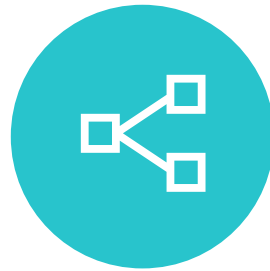
Understanding Open Communication

- § Definition of open communication
- § Benefits of fostering open communication between the board and CEO (e.g., alignment, trust, strategic decision-making)

Key Elements of Open Communication



**TRANSPARENCY: SHARING
INFORMATION OPENLY AND
HONESTLY**



**TRUST: BUILDING TRUST
THROUGH MUTUAL RESPECT
AND HONESTY**



**COLLABORATION: WORKING
TOGETHER TO ACHIEVE
COMMON GOALS**



**ACCOUNTABILITY: HOLDING
EACH OTHER ACCOUNTABLE FOR
COMMITMENTS AND DECISIONS**

Barriers to Open Communication



POWER DYNAMICS: FEAR OF
CHALLENGING AUTHORITY OR
REPRISAL



INFORMATION ASYMMETRY:
LACK OF ACCESS TO RELEVANT
INFORMATION



CONFLICTING AGENDAS:
MISALIGNMENT OF PRIORITIES
AND INTERESTS



COMMUNICATION STYLES:
DIFFERENCES IN
COMMUNICATION PREFERENCES
AND NORMS

Strategies for Fostering Open Communication



Regular Meetings: Scheduled meetings between the board and CEO to discuss strategic priorities and updates



Transparent Reporting: Providing regular reports and updates on organizational performance and key initiatives

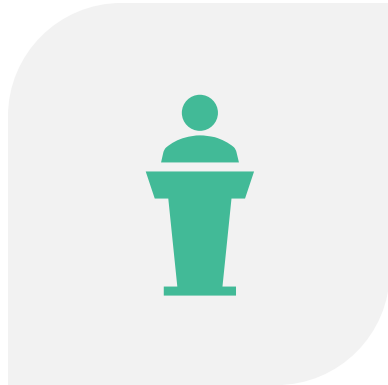


Open Door Policy: Encouraging accessibility and approachability of the CEO for board members to raise concerns or provide input



Constructive Feedback: Creating a culture where feedback is welcomed and valued, both from the board to the CEO and vice versa

Leadership's Role in Fostering Open Communication



CEO LEADERSHIP: MODELING OPEN COMMUNICATION BEHAVIORS AND CREATING A CULTURE OF TRANSPARENCY

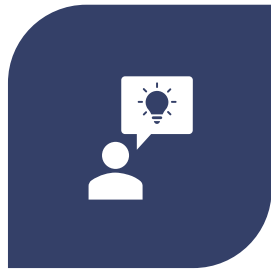


BOARD LEADERSHIP: ESTABLISHING CLEAR EXPECTATIONS FOR COMMUNICATION AND FOSTERING AN ENVIRONMENT OF TRUST AND COLLABORATION



JOINT ACCOUNTABILITY: HOLDING BOTH THE BOARD AND CEO ACCOUNTABLE FOR FOSTERING OPEN COMMUNICATION AND ADDRESSING BARRIERS

Benefits of Open Communication



IMPROVED DECISION-MAKING:
BETTER INFORMED DECISIONS
BASED ON SHARED INFORMATION
AND PERSPECTIVES



ENHANCED TRUST AND
ALIGNMENT: BUILDING TRUST AND
ALIGNMENT AROUND
ORGANIZATIONAL GOALS AND
PRIORITIES



GREATER ACCOUNTABILITY:
INCREASED ACCOUNTABILITY FOR
ACTIONS AND DECISIONS MADE BY
BOTH THE BOARD AND CEO



STRONGER RELATIONSHIPS:
BUILDING STRONGER
RELATIONSHIPS AND A SENSE OF
CAMARADERIE BETWEEN THE
BOARD AND CEO



Establishing Accountability and Performance Evaluation

Understanding Accountability



DEFINITION OF ACCOUNTABILITY



IMPORTANCE OF
ACCOUNTABILITY IN
ORGANIZATIONAL SUCCESS



EXAMPLES OF ACCOUNTABLE
BEHAVIOR

Accountability Framework



ESTABLISHING CLEAR
GOALS AND OBJECTIVES



DEFINING ROLES AND
RESPONSIBILITIES



IMPLEMENTING
TRANSPARENT
REPORTING MECHANISMS



CONSEQUENCES FOR
LACK OF ACCOUNTABILITY

Key Elements of Board Accountability



FIDUCIARY DUTY: ACTING IN THE
BEST INTERESTS OF THE
ORGANIZATION AND ITS
STAKEHOLDERS



OVERSIGHT: MONITORING
ORGANIZATIONAL PERFORMANCE
AND COMPLIANCE WITH LAWS AND
REGULATIONS



TRANSPARENCY: PROVIDING CLEAR
AND ACCURATE INFORMATION TO
STAKEHOLDERS



INTEGRITY: UPHOLDING ETHICAL
STANDARDS AND VALUES IN
DECISION-MAKING

Board Responsibilities



SETTING STRATEGIC DIRECTION:
ESTABLISHING THE
ORGANIZATION'S MISSION, VISION,
AND GOALS



HIRING AND EVALUATING THE CEO:
SELECTING AND EVALUATING THE
CEO TO ENSURE EFFECTIVE
LEADERSHIP

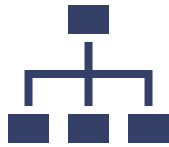


FINANCIAL OVERSIGHT: APPROVING
BUDGETS, MONITORING FINANCIAL
PERFORMANCE, AND ENSURING
FINANCIAL SUSTAINABILITY



RISK MANAGEMENT: IDENTIFYING
AND MANAGING RISKS TO THE
ORGANIZATION'S REPUTATION AND
OPERATIONS

Mechanisms for Ensuring Accountability



Board Policies and Procedures:
Establishing clear governance policies and procedures



Board Committees: Assigning responsibilities to committees for focused oversight (e.g., audit, governance, compensation)

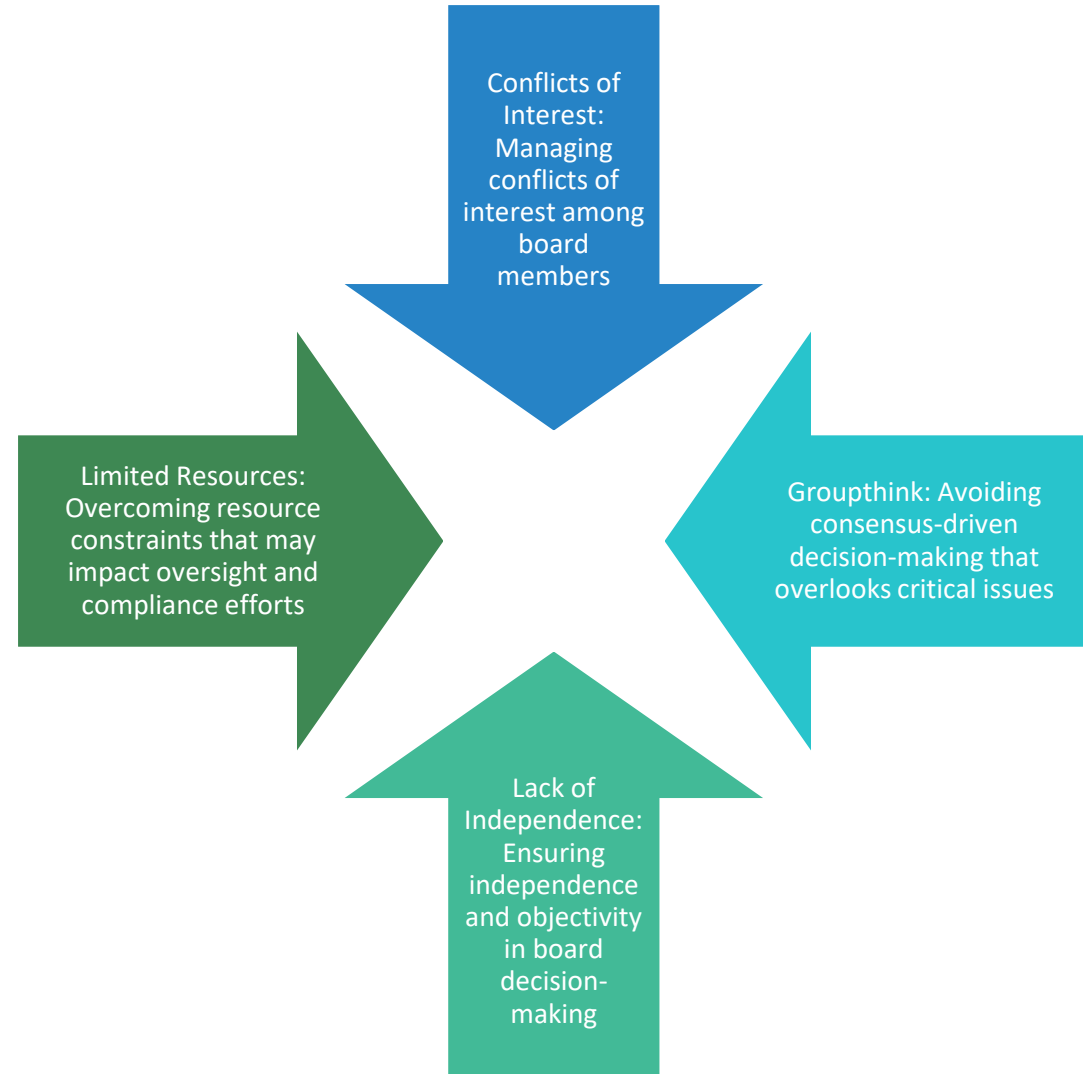


Performance Evaluation:
Conducting regular evaluations of board performance and effectiveness

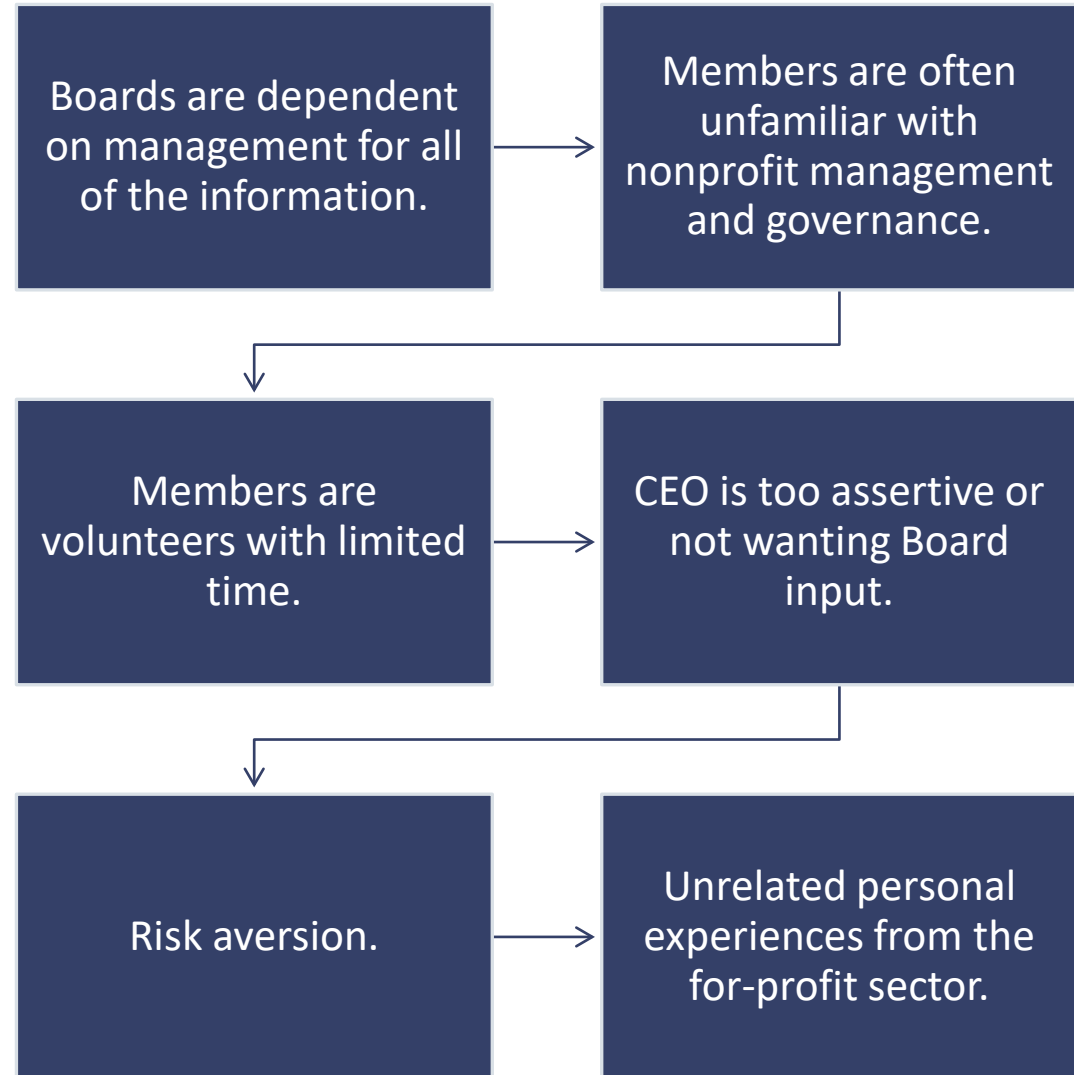


Transparency and Reporting:
Communicating with stakeholders through regular reports and disclosures

Challenges to Board Accountability



Challenges to Board Accountability

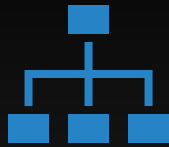


Challenges to Board Accountability



- Little consequence to decision-making process. Lack of accountability or perspective.
- Members avoiding tension and conflict.
- Influential stakeholders improperly influencing members or staff (founders, retired Board, etc.)
- Board has difficulty working as a team.
- Board doesn't truly understand the work of the organization.
- Board doesn't focus strategically.

Key Elements of CEO Accountability



Strategic Leadership: Setting the organization's vision, mission, and strategic direction



Performance Management: Monitoring organizational performance and ensuring achievement of goals



Financial Stewardship: Managing financial resources effectively and responsibly



Ethical Conduct: Upholding ethical standards and values in decision-making and behavior

CEO Responsibilities



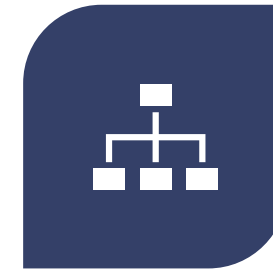
LEADING BY EXAMPLE: MODELING
ACCOUNTABILITY AND INTEGRITY
IN ALL ACTIONS AND DECISIONS



BOARD RELATIONS:
COMMUNICATING TRANSPARENTLY
WITH THE BOARD AND SEEKING
THEIR INPUT AND GUIDANCE



STAKEHOLDER ENGAGEMENT:
ENGAGING WITH STAKEHOLDERS
TO UNDERSTAND THEIR NEEDS AND
CONCERNS



CRISIS MANAGEMENT: TAKING
RESPONSIBILITY AND LEADING THE
ORGANIZATION THROUGH
CHALLENGING SITUATIONS

Mechanisms for Ensuring CEO Accountability



PERFORMANCE EVALUATION:
CONDUCTING REGULAR
EVALUATIONS OF CEO
PERFORMANCE AGAINST
ESTABLISHED GOALS AND
OBJECTIVES



BOARD OVERSIGHT: PROVIDING
OVERSIGHT AND GUIDANCE TO THE
CEO THROUGH REGULAR MEETINGS
AND REPORTING



TRANSPARENCY AND REPORTING:
COMMUNICATING WITH
STAKEHOLDERS THROUGH
REGULAR REPORTS AND
DISCLOSURES

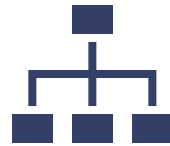


COMPLIANCE AND ETHICS
PROGRAMS: IMPLEMENTING
PROGRAMS TO ENSURE
COMPLIANCE WITH LAWS,
REGULATIONS, AND ETHICAL
STANDARDS

Challenges to CEO Accountability



Short-term Pressures: Balancing short-term results with long-term sustainability and responsibility



Complexity: Managing the complexities of organizational leadership in rapidly changing environments



Stakeholder Expectations: Meeting the expectations of diverse stakeholders with conflicting interests



Personal Bias: Overcoming personal biases and interests that may conflict with the organization's best interests

Best Practices of CEO Accountability



Continuous Learning and Development: Investing in CEO development and leadership training



Transparent Communication: Communicating openly and transparently with stakeholders about organizational performance and challenges



Ethical Leadership: Demonstrating ethical leadership through integrity, honesty, and accountability



Collaboration and Teamwork: Building a culture of collaboration and teamwork to achieve organizational goals

Performance Evaluation Process



SETTING SMART (SPECIFIC,
MEASURABLE, ACHIEVABLE,
RELEVANT, TIME-BOUND) GOALS



REGULAR PERFORMANCE
REVIEWS AND FEEDBACK
SESSIONS



DOCUMENTATION OF
PERFORMANCE METRICS AND
ACHIEVEMENTS



CONTINUOUS IMPROVEMENT
AND DEVELOPMENT PLANS

Components of Performance Evaluation



Goal Alignment: Aligning individual goals with organizational objectives



Metrics and KPIs: Establishing measurable indicators of success



Feedback Mechanisms: Providing timely and constructive feedback



Recognition and Rewards: Recognizing and rewarding high performance

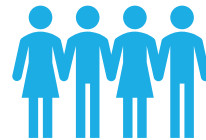
Purpose of CEO Performance Evaluation



Clarifying Expectations: Aligning CEO's performance with organizational goals and objectives



Providing Feedback: Offering constructive feedback on strengths and areas for improvement



Enhancing Accountability: Holding CEO accountable for organizational performance and leadership effectiveness



Supporting Development: Identifying development opportunities to enhance CEO's skills and capabilities

CEO Evaluation Process



Annual Review: Conducting formal performance evaluations on an annual basis



Multi-source Feedback: Collecting feedback from various sources, including board members, peers, and direct reports



Performance Review Meeting: Holding a face-to-face meeting to discuss evaluation results and set goals for the upcoming year



Documentation: Documenting evaluation results and action plans for future reference

Criteria for CEO Evaluation



LEADERSHIP COMPETENCIES:
ASSESSING CEO'S LEADERSHIP
QUALITIES, SUCH AS VISION,
COMMUNICATION, AND DECISION-
MAKING



GOAL ACHIEVEMENT: EVALUATING
CEO'S PERFORMANCE AGAINST
ESTABLISHED GOALS AND
OBJECTIVES



FINANCIAL PERFORMANCE:
REVIEWING FINANCIAL RESULTS
AND ACHIEVEMENTS AGAINST
BUDGETARY TARGETS



STAKEHOLDER RELATIONSHIPS:
ASSESSING CEO'S EFFECTIVENESS IN
BUILDING RELATIONSHIPS WITH
STAKEHOLDERS

Benefits of CEO Performance Evaluation

Improved Leadership Effectiveness: Enhancing CEO's leadership skills and capabilities

Accountability: Holding CEO accountable for organizational performance and outcomes

Organizational Alignment: Aligning CEO's priorities and actions with organizational goals and objectives

Employee Engagement: Demonstrating commitment to fairness and transparency, which can boost employee morale and engagement

Challenges and Considerations



Bias and Subjectivity: Addressing potential biases in evaluation process and ensuring objectivity



Data Availability: Ensuring availability of accurate and relevant data for evaluation purposes



Legal and Ethical Considerations: Adhering to legal and ethical guidelines in conducting CEO performance evaluations

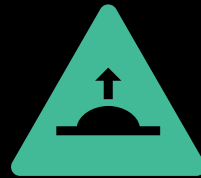


Communication: Communicating evaluation results and feedback effectively and sensitively

Challenges and Solutions



COMMON CHALLENGES IN
ACCOUNTABILITY AND
PERFORMANCE EVALUATION



STRATEGIES FOR OVERCOMING
BARRIERS (E.G., RESISTANCE TO
CHANGE, LACK OF RESOURCES)



BUILDING A CULTURE OF
ACCOUNTABILITY AND
CONTINUOUS IMPROVEMENT



Key Components of Effective Relations

Communication:

- Importance of transparent and open communication
- Regular updates, both formal and informal
- Building trust through honest and clear communication

Key Components of Effective Relations

Alignment on Vision and Strategy:

- Ensuring the board and CEO are aligned on the organization's mission, vision, and long-term strategy
- Regular strategic discussions and updates
- Adjusting strategies as needed in response to changing market conditions




Key Components of Effective Relations

Mutual Respect:

- Recognizing and valuing each other's expertise and perspectives
- Creating an environment of mutual respect and collaboration
- Constructive feedback and criticism





Key Components of Effective Relations

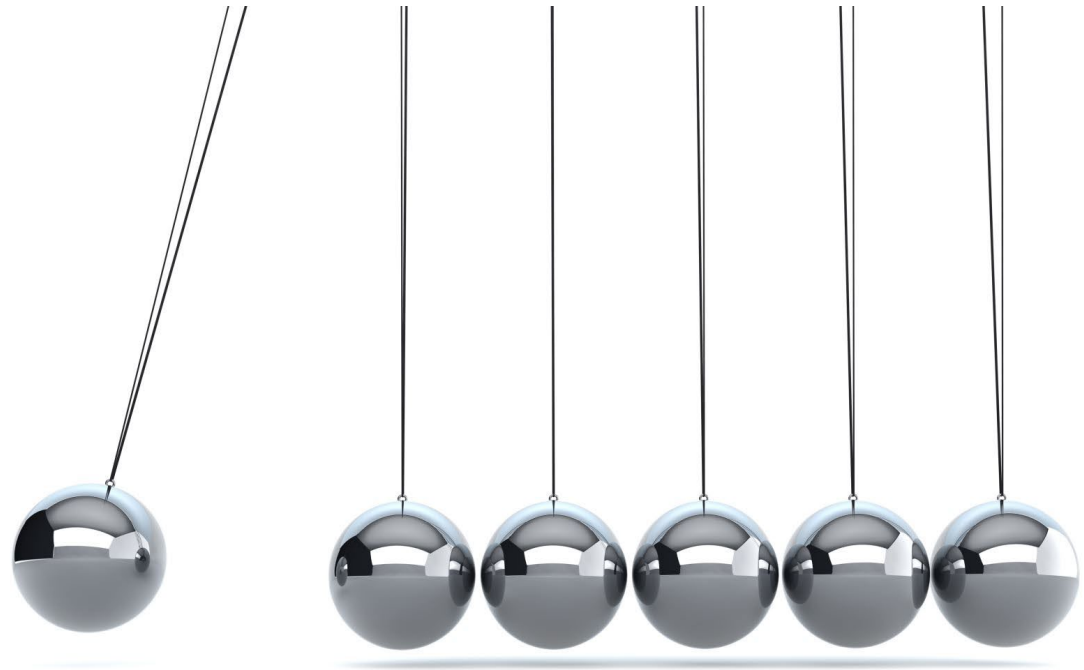
Board Composition and Diversity:

- Importance of diverse perspectives on the board
- Ensuring the board reflects the stakeholders and the broader community
- Avoiding groupthink and promoting innovative thinking

Key Components of Effective Relations

Clear Governance Framework:

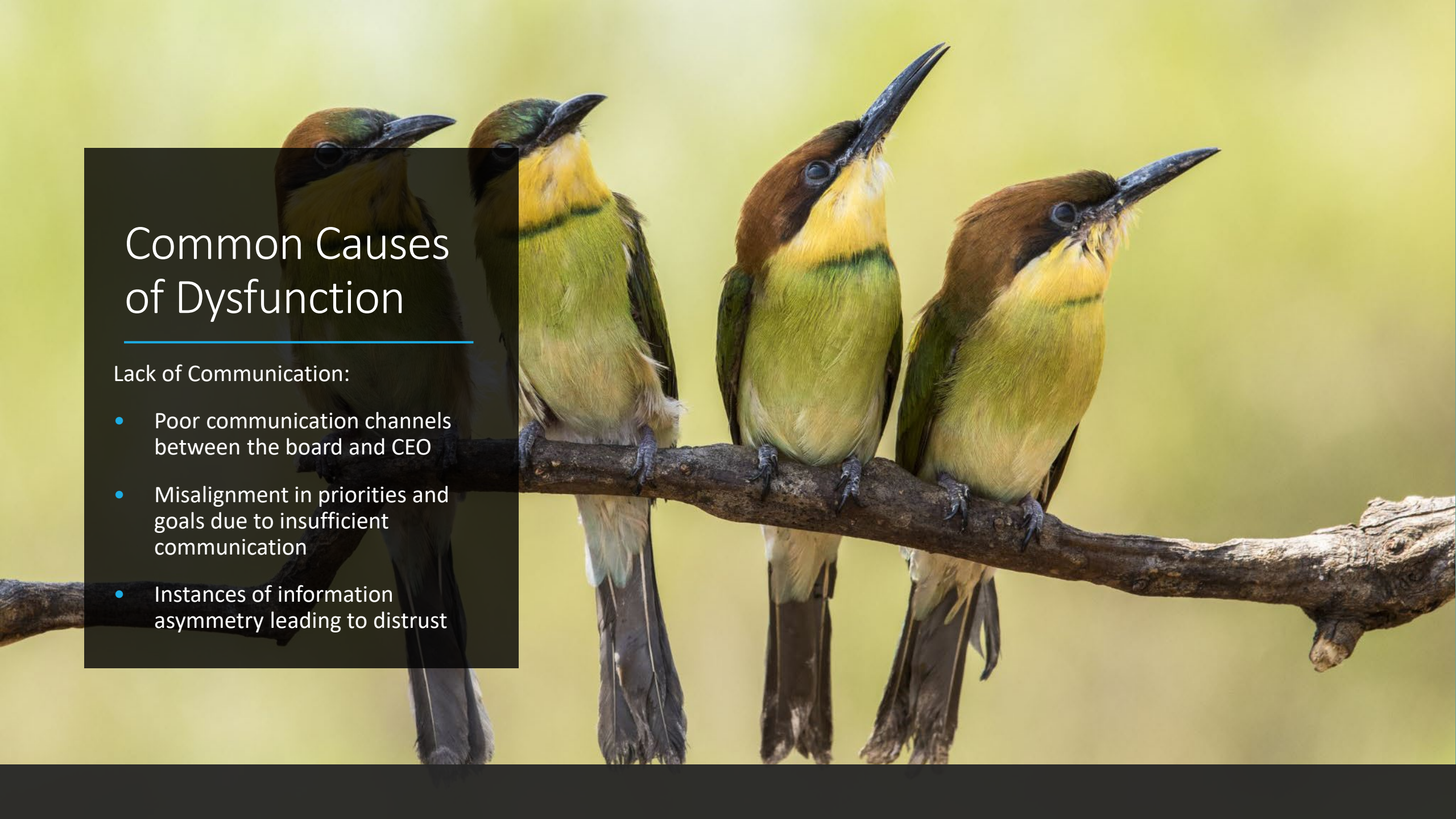
- Establishing clear governance policies and procedures
- Roles and responsibilities of board committees
- Compliance with regulatory requirements



Best Practices of Board and CEO Relations

- Examples of successful board-CEO relationships
- Case studies highlighting effective communication, alignment, and collaboration



A photograph of four bee-eaters perched on a dark, textured branch. The birds have brown heads, yellow chests, and green bodies. They are facing right, with their long, dark beaks pointing forward. The background is a soft, out-of-focus green.

Common Causes of Dysfunction

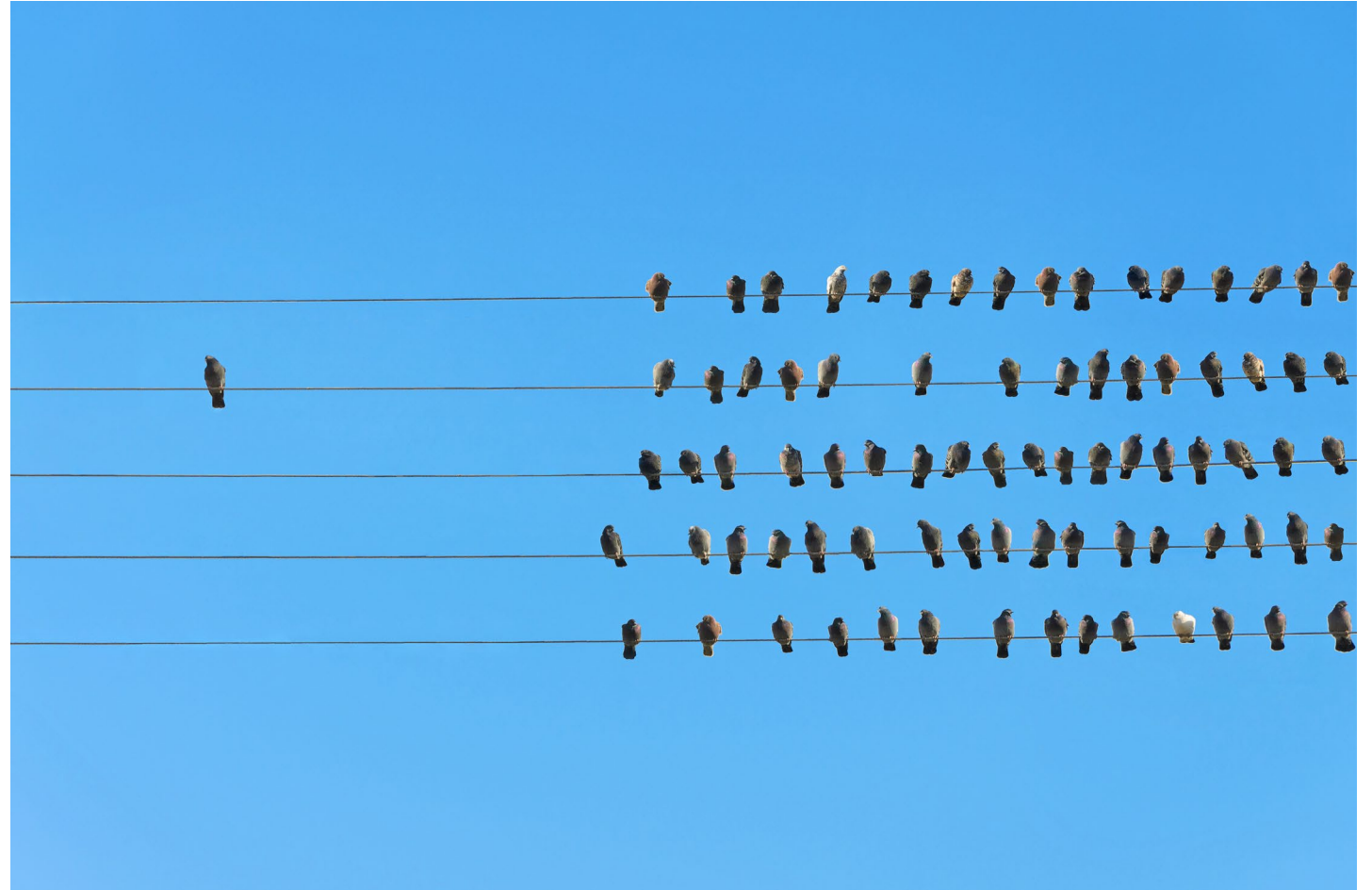
Lack of Communication:

- Poor communication channels between the board and CEO
- Misalignment in priorities and goals due to insufficient communication
- Instances of information asymmetry leading to distrust

Common Causes of Dysfunction

Power Struggles:

- Ego clashes and power struggles between the board members and the CEO
- Lack of clarity on decision-making authority
- Board members overstepping their boundaries into operational matters



Common Causes of Dysfunction

Micromanagement vs. Lack of Oversight:

- Micromanagement by the board hindering the CEO's ability to lead effectively
- Conversely, lack of oversight by the board leading to unchecked CEO actions
- Balancing accountability and autonomy



Common Causes of Dysfunction

Divergent Agendas:

- Misalignment of interests between individual board members and the CEO
- Factionalism within the board leading to competing agendas
- Impact on decision-making and strategic direction



Consequences of Dysfunctional Relations

- Erosion of trust and confidence among stakeholders
- Negative impact on organizational culture and morale
- Hindered strategic decision-making and execution
- Potential legal and regulatory implications



Case Studies

- Examples of organizations that faced challenges due to dysfunctional board-CEO relations
- Analysis of what went wrong and the consequences faced

Strategies for Improvement

- Establish Clear Roles and Responsibilities:
- Define the roles of the board and the CEO clearly
- Clarify decision-making processes and boundaries





Strategies for Improvement

Promote Open Communication:

- Foster an environment of transparency and open dialogue
- Regular communication channels for sharing information and updates

Strategies for Improvement

Build Trust and Mutual Respect:

- Invest in building relationships based on trust and respect
- Address conflicts openly and constructively





Strategies for Improvement

Board Evaluation and Development:

- Regular evaluation of board performance and dynamics
- Training and development opportunities for board members to enhance governance skills

Q&A:





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