

# Index

- Accountability
  - defined .....23, 31
  - leadership role in .....122
- Advertising and promotions
  - as outbound marketing.....113
  - leadership role in .....113
  - problems in .....132
- Assessments .. *See* Organizational assessments
- Benefits .....*See* Compensation and benefits
- Biases (identifying yours as leader) .....68
- Bibliography.....245
- Board Chair .....35
  - general guidelines for effectiveness of ....35
  - inherent struggles with CEO role .....43
- Board meetings (can employees attend?).....63
- Board members ....*Also see* Board of Directors
  - actions to resolve Founder’s Syndrome.239
  - ensuring effective relationship with CEO
    - .....42, 43
  - help them get unstuck .....161
  - in healthy Boards .....31
  - in organization charts.....58
  - involvement in management activities ....61
  - managing conflict among .....160
  - power vested in all, not one .....27
  - strategic partnership with CEO.....39
  - strategic questions to always ask .....31
- Board of Directors.... *Also see* Board members
  - Board development.....215
  - committees (if used) .....33
  - description of .....27
  - ensuring high-quality operations .....110
  - healthy (what might look like).....31
  - participation in change.....134
  - resources to learn more about .....245
  - should CEO be on? .....41
  - should staff be on? .....62
- Business
  - cycle of important functions in .....130
  - ensuring sustainability of .....120
  - how to structure and organize.....136
  - measuring overall health of .....128
- Capacity building .....*See* Leading change
- CEO.....*See* Chief Executive Officer
- Chief Executive Officer
  - be on Board?.....41
  - determining compensation for.....53
  - ensuring strong relationship with Board 42,  
43
  - evaluation of.....45
  - in ‘strategic relationship’ with Board..... 39
  - replacing outgoing ..... 50
  - reports to Board (officially).....27
  - succession management of role .....49
  - use employment contract with?.....57
- Coaching employees ..... 194
  - designing sessions ..... 195
  - examples of powerful questions during. 198
  - when to do ..... 193
  - why questions are useful during ..... 196
- Committees (Board) (task forces)..... 33
  - permanent (standing)..... 34
- Communications
  - be sure they really hear you..... 85
  - feedback (definition of) ..... 81
  - how to deliver presentations..... 93
  - listening ..... 88
  - non-verbal..... 87
  - tools with employees..... 95
- Compensation and benefits
  - basics of..... 169
  - basics of programs..... 170
  - determining for CEO ..... 53
- Conflict-of-Interest Policy
  - establish for accountability..... 122
- Conflicts
  - as cultural aspect ..... 91
  - conflict management ..... 200
  - helping to manage ..... 160
  - inherent struggles between Board Chair  
and CEO roles ..... 43
  - managing group..... 160
  - practices to minimize destructive ..... 43
- Consultants
  - good reasons to hire..... 142
  - how to make productive ..... 144
  - major types of..... 143
  - poor reasons to hire consultants ..... 142
  - to avoid problems with IRS..... 146
  - where to get ..... 144

Contracting with CEO (Board's) .....	57
Delegation <i>Also see</i> Performance management	
role during change .....	127
to employees .....	187
Directors and Officers Insurance .....	120
Empathy	
definition of .....	89
developing .....	89
Employees	
identifying when new needed .....	140
Employees <i>Also see</i> Performance management	
Employees..... <i>Also see</i> Hiring employees	
actions to address Founder's Syndrome	242
attend Board meetings? .....	63
be on the Board? .....	62
developing new positions .....	140
ensuring sustainability of.....	121
how to organize .....	136
in organization charts .....	58
resources to learn more about .....	245
Evaluation	
of Chief Executive Officer .....	45
of nonprofit organizations .....	225
of products .....	133
Facilitating .....	<i>Also see</i> Meetings
definition of .....	192
when to do .....	192, 194
Feedback (sharing)..... <i>See</i> Communications	
Finances	
ensuring sustainability of.....	121
leading the .....	115
Fiscal policies and procedures .....	115
Founders Syndrome	
actions Boards must take .....	239
actions founders must take .....	241
actions staff might take.....	242
defined .....	237
leadership and.....	238
Fundraising	
problems often caused by poor program	
planning.....	131
Glossary .....	215
Goals	
identifying during strategic planning.....	105
setting for employees.....	185
Hiring employees	
identifying best candidates .....	172
interviewing candidates .....	173
job offers.....	175
selecting best candidate .....	174
Human resources	
leading .....	112
Insurance (as benefit for Chief Executive) ..	55
Interviewing job candidates.....	173
Issues in job performance .....	209
Leadership	
basic principles in developing .....	239
definition of.....	21, 49, 217
first-time experiences .....	67
how to talk about topic of.....	93
in Founder's Syndrome .....	238
on the Board .....	35
resources to learn more about .....	245
role during change.....	127
Role of Board Chair .....	35
role of coaching in.....	194
traits of well developed .....	239
Leading change.....	124
assessing business health when .....	128
be sure Board participates in .....	134
champion role in.....	127
change agent role in .....	127
creating vision when .....	125
cultivating political support.....	125
discerning causes from symptoms when	129
initiator role in.....	127
leadership, supervision, delegation roles	
.....	127
major roles when .....	127
managing transitions .....	126
motivating change .....	125
requirements for successful.....	125
restructuring business when .....	136
sponsorship role in .....	127
sustaining momentum when.....	126
why change can be so difficult.....	124
Leading in business ..... 108. <i>Also see</i> Strategic	
planning	
advertising and promotions .....	113
Board operations .....	110
finances and taxes .....	115
human resources.....	112
inbound communications .....	108
organizational sustainability.....	120
performance management .....	116
products and services .....	112
risk management .....	118
strategic planning .....	109
transparency and accountability .....	122

Leading people..... <i>Also see</i> Compensation and benefits. <i>Also See</i> Policies (personnel)	
be sure they really hear you.....	85
fairly and equitably.....	165
first understand them.....	85
managing conflict.....	160
understand their body language.....	87
your skills in empathy.....	89
Leading teams	
how to.....	151, 156
how to build teams.....	152
life stages of teams.....	151
managing conflict when.....	161
types of teams.....	151
Leading yourself	
articulating your mission.....	69
articulating your values.....	69
be able to appreciate.....	72
how to avoid burnout.....	75
how to keep it real.....	73
know how to make decisions.....	79
know how you handle conflict.....	81
know how you handle emotions.....	82
know how you respond to feedback.....	81
know how you solve problems.....	79
know your body language.....	87
manage your development.....	83
managing your motivation.....	70
principles to stay sane when.....	84
understand how you view organizations..	82
understanding your biases when.....	68
Listening..... <i>See</i> Communications	
Management	
Board's involvement in.....	61
definition of.....	20
how involved should Board be in.....	61
how to talk about.....	92
levels of.....	21
myths about.....	19
resources to learn more about.....	245
typical functions in.....	131
what managers do.....	20
Meetings	
evaluation during.....	159
how to design effective.....	156
how to facilitate.....	157
Mission statement (draft initial).....	102
Motivating employees.....	188
Motivating yourself.....	70
Multicultural environments	
effects when leading in.....	90
learning about.....	91
Organization charts.....	139
Organization Development (OD)	
resources to learn more about.....	246
Organizational assessments	
role during change.....	128
to discern causes from symptoms.....	129
Organizational change..... <i>See</i> Leading change	
resources to learn more about.....	246
Organizing staff.....	139
Orienting employees.....	181
Performance appraisals.....	204
Performance management	
delegation during.....	187
facilitating, coaching, directing, training	
.....	192
managing conflict.....	200
motivating employees.....	188
of employees.....	185
performance appraisals.....	204
performance issues.....	209
role of leadership in monitoring.....	116
setting goals.....	185
sharing feedback during.....	200
Personnel..... <i>Also see</i> Employees	
Personnel Committee	
coach founders.....	240
Policies	
Board's policy-making versus management	
activities.....	61
levels of.....	61
Policies (personnel)	
employee manuals.....	168
how to develop and update.....	165
role of.....	165
sample list of typical.....	166
training about.....	166
Policy-making	
by Board.....	61
versus Board's management activities.....	61
Political support	
as requirement for change.....	125
role during change.....	125
Power	
as aspect of culture.....	92
in Board of Directors.....	28
role during change.....	126

Problems	
caused by poor program planning .....	131
caused by poor strategic planning .....	131
issues in job performance .....	209
Product evaluations.....	<i>See Evaluation</i>
Products	
ensuring sustainability of.....	121
Questions	
destructive types of .....	197
importance in coaching.....	196
useful during coaching .....	198
Risk management (role of leadership in) ...	118
Roles	
during change .....	127
of coach .....	193
of expert.....	193
of facilitator .....	192
of trainer .....	193
Sarbanes-Oxley Act of 2002 .....	122
Staffing the Board	
Chief Executive be on Board?.....	41
employees be on Board?.....	62
Stakeholders	
communications from.....	108
defined .....	218
Standing (permanent) Board committees.....	34
Strategic planning .... 100. <i>Also see</i> Leading in business	
basic external assessment for now.....	104
basic internal assessment for now .....	105
conduct basic action planning.....	106
drafting initial mission statement .....	102
drafting initial values statement.....	104
drafting initial vision statement .....	103
guidelines to develop basic.....	100
how to ensure implementation.....	106
identify most important issues .....	105
resources to learn more about.....	247
sample of basic, short-term process.....	101
what flows from.....	99
when to do .....	100
who should do.....	100
Strategic questions for Boards to ask .....	31
Stress management .....	75
Succession planning .....	<i>Also see</i> Staffing the Board
governance and management practices in	49
of Chief Executive role .....	49
replacing outgoing CEO.....	50
Supervising people .....	<i>See</i> Leading people
Supervision .....	21
role during change.....	127
Sustainability planning .....	120
of finances .....	121
of personnel.....	121
of products.....	121
strategic .....	120
Task forces.....	<i>See</i> Committees (Board) (task forces)
Teams .....	<i>See</i> Leading teams
Time management .....	75
Training	
definition of.....	193
when to do.....	193
Training employees .....	177
basic training .....	180
designing training programs.....	182
forms of training.....	177
orienting employees .....	181
Transparency (leadership role for) .....	122
Values statement (draft initial) .....	104
Vision statement (draft initial).....	103