ORGANIZATIONAL ASSESSMENT®
ADMINISTRATION AND MANAGEMENT / EXECUTIVE LEADERSHIP QUESTIONNAIRE

To be completed separately by each of the following:
• Executive
• Board Chair
• 10% of staff (in confidence) drawn from various levels

1. Does the executive take steps to articulate the mission of the organization and embody it in all of the programs?
   Yes ________   No _________
   Please describe: _______________________________________________________________________________________
   __________________________________________________________________________________________________
   __________________________________________________________________________________________________

2. Does the executive systematically monitor:
   external trends affecting the organization       Yes ________   No _________

   state-of-the-art knowledge and best practices
   in the organization’s field                    Yes ________   No _________

   state-of-the-art knowledge and best practices
   in nonprofit management                       Yes ________   No _________

   Does the executive bring the above to bear on what the organization does and how?
   Yes ________   No _________
   Please describe: _______________________________________________________________________________________
   __________________________________________________________________________________________________
   __________________________________________________________________________________________________

3. Does the executive monitor the organization’s overall performance and effectiveness on an ongoing basis, and implement course corrections as needed?
   Yes ________   No _________
ADMINISTRATION AND MANAGEMENT / EXECUTIVE LEADERSHIP QUESTIONNAIRE (continued)

Please describe: _______________________________________________________________________________________
____________________________________________________________________________________________________
____________________________________________________________________________________________________
____________________________________________________________________________________________________

4. Does the executive work closely, and in appropriate balance, with the board of directors on:

- long-range and annual planning  Yes ________   No _________
- budgeting    Yes ________   No _________
- fiscal monitoring   Yes ________   No _________
- policy and resource development  Yes ________   No _________

5. Does the executive see that the board of directors and board committees receive adequate staff support?

Yes ________   No _________

6. Does the executive see to it that the board of directors benefits from the expertise and experience of the staff and hears their voices when engaging in:

- policy deliberations  Yes ________   No _________
- budgeting and planning    Yes ________   No _________

Does the executive see that the staff is aware on an ongoing basis of board decisions?

Yes ________   No _________

Please describe: _______________________________________________________________________________________
____________________________________________________________________________________________________
____________________________________________________________________________________________________
____________________________________________________________________________________________________

7. Does the executive plan and implement an equitable allocation of internal resources, and distribution of workload, in consultation with staff?

Yes ________   No _________

Please describe: _______________________________________________________________________________________
____________________________________________________________________________________________________
ADMINISTRATION AND MANAGEMENT / EXECUTIVE LEADERSHIP QUESTIONNAIRE (continued)

8. Does the executive provide for ongoing communication with and among staff, including regularly scheduled staff meetings, so that staff has the knowledge and information they need in order to do their jobs as well as a means to offer their ideas about the organization and their work?

Yes ________   No _________

Please describe: _______________________________________________________________________________________
                                                                                                           _______________________________________________________________________________________
                                                                                                           _______________________________________________________________________________________

9. Does the executive play a key role in fostering positive working conditions and working relationships throughout the organization, including:

- problem-solving   Yes ________   No _________
- stress reduction   Yes ________   No _________
- recognition and rewards   Yes ________   No _________
- ordering internal conflict   Yes ________   No _________

Please describe: _______________________________________________________________________________________
                                                                                                           _______________________________________________________________________________________
                                                                                                           _______________________________________________________________________________________
                                                                                                           _______________________________________________________________________________________
                                                                                                           _______________________________________________________________________________________

10. Does the organization provide support to the executive to prevent/alleviate executive stress and burnout?

Yes ________   No _________

Please describe: _______________________________________________________________________________________
                                                                                                           _______________________________________________________________________________________
                                                                                                           _______________________________________________________________________________________
                                                                                                           _______________________________________________________________________________________

11. Does the organization have a succession plan in place for future executive leadership?

Yes ________   No _________

ANY “NO” ANSWERS INDICATE THAT THE ITEM NEEDS ATTENTION

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