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## Executive Coaching for ALL Staff

What's your take on executive coaching? Let me tell you mine.

### Highly Effective Nonprofit CEO

I had lunch recently with a highly effective nonprofit CEO. Most nonprofit staff members leave after two to three years, but his had stayed with him for more than ten. When I asked him why his staff was so loyal, he replied, "I tell every one of my staff members that their goal should be to take my job away from me."

Now *there's* a challenge! He wanted every person on his staff to be so knowledgeable and so effective that they could take over his job if something happened to him.

I call that the "Mack Truck Theory of Management." And that's really what effective executive coaching is about: training staff to be so well-rounded that they could take over if a Mack Truck hit the CEO.

So, if you, as the executive director, are prepared to develop staff that can give *you* a run for your money, read on.

### Executive Coaching for ALL Staff

By developing a comprehensive executive coaching program for ALL staff, we build sustainability within the organization. This not only increases the potential for mission success, but it greatly enhances the outcomes and effectiveness of every aspect of the nonprofit.

The lesson plans outlined in the table are based on *The Hour Series of Guides for Nonprofit Management* available at [mldonnellan.com](http://mldonnellan.com), which form the inspiration for a new series to be published by CharityChannel Press later this year, called *Nonprofit Management Simplified*.

Lesson	Practical Goals	Assignments	Expected Outcomes
Resume Evaluation	Develop one-page resume	Have resume reviewed by 5 people	Resume adapted to job description
Nonprofit Start-up	Evaluate need for the nonprofit	Read "The Four-Hour Nonprofit Start-up Plan" and answer questions in chapter 3	Will know if there is a need for the nonprofit in the community
Administration	Evaluate administrative policies and procedures of nonprofit, using assessments	1. Read "The Four-Hour Personnel Management Assessment" and do assessment 2. Read "The Two-Hour Financial Management Assessment" and do assessments (financial and facilities) 3. Read "The Three-Hour Risk Management Assessment" and do assessment	1. Understanding of all aspects of administration 2. Know how to evaluate a nonprofit's level of adherence to basic administrative standards
Programs	Evaluation of programs; determine if the current outcomes measurements process is adequate for all programs.	Programs: 1. Read "The One-Hour Program Evaluation" and evaluate programs 2. Read "The Eight-Hour Outcomes Measurements Process" and determine if nonprofit is measuring outcomes	1. Understanding of the critical components of program development, evaluation 2. How to do outcomes measurements
Board & Volunteer Development	Determine if the nonprofit has adequate policies and procedures for all aspects of board and volunteer development. Determine if the nonprofit has an active strategic planning process; have the ED complete the organizational assessment	Board and volunteer development: 1. Read "The Two-Hour Board Training" 2. Read "The Four-Hour Volunteer Development Process" 3. Read "The Six-Hour Strategic Planning Process" 4. Read "The One-Hour Organizational Assessment"	1. Understanding of the roles, responsibilities and lines of authority for all three types of volunteers: board, committee and program. 2. Understanding of the simplified strategic planning process. 3. Understanding of the Core Elements Assessment and how to use it with a nonprofit.
Resource Development	Determine if the nonprofit has less than 20% of funding from any single source; the income and expenses ratio for each fundraising strategy	Resource development: Read "The Two-Hour Resource Development Assessment" and assess ratios	1. How to assess effectiveness of resource development strategies. 2. Knowledge of various RD strategies.
Marketing	Determine the brand identity of the nonprofit and its effectiveness	Marketing: Read "The Two-Hour Marketing Plan"	Understanding of how to identify brand and develop marketing strategies
Community Involvement	Determine how the nonprofit is involved in the community	Community Involvement: Read "The Six-Hour Community problem-solving Conference."	Understanding of the various ways to develop community collaborations
Management Skills	Evaluate management skills	Read "The Eight-Hour Excellent Manager" and evaluate level of management competency	Understanding of management excellence techniques
Evaluation and Development of Decision-Making Skills	Evaluate decision-making skills	1. Take quiz on decision-making (MindTools) 2. Review suggestions for improving decision-making skills (MindTools)	Understanding of current decision-making skills and identification of ways to improve
Optional Lesson Plans	Clarification of professional future	Based on the ED competencies in "The Two-Hour ED Performance Review," develop an ideal list of core competencies based on the job description and then rate yourself	Core competencies clarified
	Development of an ED Performance Review Plan	Develop a performance review document, based on the job description and core competencies, compared to "The Two-Hour ED Performance Review"	Understanding of performance review components

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These sample lesson plans can be completed in once a month, one-hour meetings between the coach (an experienced nonprofit consultant or a nonprofit executive retiree) and the coachee, usually over a one-year time frame. And, I have found that by issuing a “Certificate of Completion” at the end of the year to the coachee, it provides a sense of completion as well as something that they can add to their resume.

I have also found that when the person being coached completes an application, such as the following sample, which is signed by a supervisor, it increases the level of commitment.

### Coaching Application

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Address: \_\_\_\_\_

Phone: \_\_\_\_\_ Email: \_\_\_\_\_

Website: \_\_\_\_\_

Supervisor: \_\_\_\_\_

*By checking “yes or no” for each statement and by signing this document, you agree that you are ready and willing to participate in the coaching program, with meetings held on (date/time/location) \_\_\_\_\_*

1. I am prepared to devote the time needed to make coaching work, including time for virtual or in-person meetings and homework in between.  
 yes  no
2. I am ready to work on personal issues that affect my capacity to lead effectively.  
 yes  no
3. I am open to new ideas and ways of doing things to facilitate positive change and growth;  
 yes  no

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4. I am not experiencing personal challenges or crises that might get in the way of successful coaching.  
\_\_\_yes I am \_\_\_ no I am not
  5. My supervisor supports coaching for me and understands the reasons for and goals of the coaching.  
\_\_\_yes \_\_\_no
  6. The organization is experiencing a change in strategy, leadership or external conditions that can become a focal point for coaching.  
\_\_\_yes \_\_\_no
  7. The organization is suffering because of interpersonal conflicts or other problems that might hinder the effects of coaching.  
\_\_\_yes \_\_\_no
  8. I am in need of additional tools, resources or concrete approaches to a variety of leadership and organizational challenges.  
\_\_\_yes \_\_\_no

Signed (Coachee): \_\_\_\_\_

Signed (Supervisor): \_\_\_\_\_

Signed (Coach): \_\_\_\_\_