



# Calgary Centre for Non-Profit Management

## Addressing the Leadership Challenge



## Non-Profit Executive Directors' Views on Tenure and Transition in Alberta

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### 1. Introduction

The non-profit sector in Canada has become a significant contributor to the economy with about 161,000 non-profits and voluntary organizations posting \$112 billion in revenues in 2003 according to Statistics Canada. One-third of this figure is accounted for by hospitals and higher education organizations, with smaller organizations serving over 139 million members involved in sports & recreation, social services, professional associations, religion, environment, development & housing and arts & culture still contribute about \$75 billion to Canada's economy each year. As well, these organizations draw on over 2 billion volunteer hours and more than \$8 billion in individual donations.<sup>1</sup>

In Alberta alone, over 19,000 non-profit organizations had total revenue of \$10 billion and a total paid staff of 176,000 (\$9 billion revenue and 105,000 in staff when hospitals, universities and colleges are excluded) in 2003. A volunteer complement of 2.5 million people donated 449 million hours of time.<sup>2</sup>

The efficient management of the non-profit sector is critical to the country's future and various initiatives have been introduced to increase both the pool of managerial skills and the quality of these skills.

There is however a cloud on the horizon. Recent evidence from the United States suggests that the non-profit sector is facing a leadership challenge with a significant number of top executives planning to leave their position within the next two years and many will not be seeking another executive position.

The purpose of this research is to understand what is happening within the non-profit sector in Calgary and Alberta generally. What route did executives take to reach their current position, what are the factors that led to their decision, how satisfied are they, what are their future plans and what do they believe they need from their Boards and community?

Is change coming? Are we ready? Our hope is that the findings will contribute to understanding among Boards, Funders and the general public and serve as a call to action.

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<sup>1</sup> Cornerstones of Community – Highlights from the National Survey of Nonprofit and Voluntary Organizations (NSNVO) – Statistics Canada – 2003

<sup>2</sup> NSNVO – The Nonprofit and Voluntary Sector in Alberta – Statistics Canada – 2003

### 2. Report Format

This report presents the authors' conclusions and recommendations within ***Observations and Opportunities*** followed by a description of the methodology and specific data analysis on each area of tenure and transition investigated. Many readers will be most interested in the summary presented within the Observations and Opportunities section while others will want to explore and examine the distinct data in each section.

Interested parties may contact the authors for individual or group discussions on the results of the survey and the implications to Alberta's non-profit sector.

### 3. Acknowledgements

The Calgary Centre for Non-Profit Management (The Centre) has conducted this research in collaboration with Peter T. Boland & Associates Inc. Special thanks to The Muttart Foundation and anonymous donors who have funded us and made this research possible and to the following organizations that are supporting the research by encouraging their members and/or donees to participate in the survey:

- AFP - Calgary,
- Burns Memorial Fund,
- The Calgary Chamber of Voluntary Organizations,
- The Calgary Foundation,
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- EnCana Corporation,
- Federation of Calgary Communities,
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- Social Venture Partners Calgary,
- The United Way of Calgary & Area,
- The United Way of South Eastern Alberta, and
- Volunteer Calgary.

***Special thanks to Tim Wolfred of CompassPoint Nonprofit Services, Tom Adams of TransitionGuides, and Suzanne Mass of MassConsulting for their inspiration.***

### 4. Observations and opportunities

Change is coming and the change will be hard. The respondents are predicting high turnover in the near future; 36% within the next two years and 82% within five years anticipate leaving their current position. This suggests that for the next two years, every single day, four executive directors<sup>3</sup> in Alberta will leave their organization.

Turnover can be expensive in terms of lost relationships, decreased effectiveness during the transition and the cost of recruiting a new executive. Turnover can also be a wonderful opportunity for renewal.

The results of the Alberta study closely parallel those of the New England study and others in the United States. While there may be variances in the percentage, almost all responses have a similar pattern and consistent themes emerge.

Alberta executives say they are enthusiastic about their jobs and generally satisfied with their pay. Yet, a large number of them are anticipating a job change within the next few

*Enthusiastic and satisfied executives are mostly planning to stay in the sector but will leave their current position*

years. Whatever factors are driving the turnover, it does not appear to be general dissatisfaction with the non-profit sector or the job of Executive Director as a significant percentage indicate they will be looking for another Executive Director position – good news for the sector but still potentially hard on organizations.

Executives were influenced to accept their positions by such key factors as the agency's mission, the alignment of the agency's values with their own and doing work that gives back to the community. These factors remained the top three, even for those executives who previously held an Executive Director position. So, while one might assume that a seasoned executive might change to a different position for reasons of professional development or compensation, the data indicates that the factors are similar. The only difference of note between the two samples is that those in their first executive position rated the agency's mission a stronger first choice.

*Boards must come up with creative ways to keep their mission and values motivating and appealing to lengthen the tenure of their leaders.*

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<sup>3</sup> NSNVO Alberta Highlights 2003 – calculated based on 19,000 nonprofits in Alberta, with 42% having paid staff and an executive turnover rate of 36% over two years.

## Addressing the Leadership Challenge

Executives are ambivalent in their attitudes to compensation. While a majority of executives claim that pay was not a major factor in their decision to accept the job and that they are at least “satisfied” with their pay and its competitiveness, they also perceive compensation as a major obstacle to recruiting executives to the sector. These apparently

*Organizations must capture and leverage the intrinsic rewards of the non-profit sector to attract new leaders.*

conflicting findings are consistent with the New England study. Part of the explanation may lie in the apparent high regard for the intrinsic rewards of the position as evidenced by the enthusiasm of the executives for their job and the acknowledgement that “the people” and “making a difference” are the things executives liked most about their job.

Gender based pay differentials appear to exist and do not seem to be related to different tenure patterns of male and female executives or organizational size, although other factors not captured within this survey may have impact. The only factor that could explain the pay differences evident in these findings is the longer working hours reported by males. Boards and Funders must ensure equitable pay, especially given that two-thirds of executives are female and half of those feel they are not paid competitively.

*Equitable pay needs to become a priority*

Funders, Boards and management must address the general lack of readiness for the upcoming leadership turnover. Succession planning is weak perhaps partly as a result of a lack of leadership depth within agencies but also due to unclear role definitions between

*Be ready for the change that will come*

Boards and executives – whose job is it to raise the issue of succession planning? All stakeholders need to recognize that leadership change is coming and they need to be prepared for it in order to avoid losses that may threaten the organization’s sustainability

Grooming and preparing new leaders to take over also needs to become a priority. Mentoring and other forms of professional development for high potential employees have never been more important. While many executives plan on staying in the sector, one-third will be lost to retirement within the next five years and this number is anticipated to increase as the baby-boomer generation ages. Actions need to be taken to capture the knowledge of outgoing executives and transfer it to the next generation of leaders. Steps should be taken to attract new leaders with the promise of a great career that includes challenge, personal growth, achievement, comprehensive training and multiple levels of rewards, including compensation and benefits.

*Attracting the next generation of leaders through a comprehensive system of training, rewards and career development is vital*

## Addressing the Leadership Challenge

Professional development for the executive should become an integral part of the compensation and benefits of the sector's leaders. Executives identified a number of sources of support and training that they feel is important to them yet the vast majority (70%) say that they do not have the time to devote to professional development. Boards and Funders need to recognize and support the value of professional development in attracting, retaining and improving non-profit leaders. This is especially important given the large number of first time executives (62%)

There is a significant challenge and opportunity in developing solutions to the negative impacts executives currently feel and which potentially will hinder recruitment of new leaders. While nearly all jobs have components that are not always enjoyable, turning those negatives into positive challenges through training, knowledge transfer, team work and a supportive environment can and should be emphasized.

Board effectiveness in financial oversight/budgeting, strategic planning, and advocacy for the mission of the agency, are viewed as "effective" or "very effective" by roughly half the respondents. This means that the other half of the respondents feel Board effectiveness in these areas is less than adequate. Organizations need to strategically develop current Board Members, recruit new Board Members, or find other resources to improve effectiveness.

*Board development to increase effectiveness and support of the executive is needed*

Fundraising and human resources are also areas in which executives feel they need more technical skills and knowledge. Training and building networks of support in fundraising, HR, general management, and regulations can be key to solving these issues. Fundraising consistently comes across as an issue, both on a personal basis for the executive and also as a potentially damaging subject impacting Board/executive relationships.

Both Boards and candidates for executive positions need to perform more due diligence during the recruitment phase of a transition. Boards should ensure they have a complete and thorough understanding of the organization's financial health, history, issues, culture and "real problems" and the Board should be candid and honest with final candidates in disclosing these issues and the challenges facing the organization. In turn, candidates need to ask the appropriate questions and proactively solicit information on the agency and the type and level of support they will receive as Executive Director.

*Recruitment should include full disclosure of the state the organization is in – a responsibility of both the Board and the candidate*

## Addressing the Leadership Challenge

Funders need to encourage organizations to prepare for leadership change and support them in times of transition. This support can come in the form of grants for transition assistance and recruitment, leadership development, organizational assessments, succession planning, compensation reviews and Board development. Funders may need to protect their investments by encouraging and supporting the training of transition

*Funder support, before, during and after a transition is critical*

consultants and the development of infrastructure that provides transition assistance to organizations. All stakeholders need to be educated about the risks inherent with executive transitions as well as the opportunities that exist.

Organizations that embrace change and proactively address the issues and challenges have the potential to break out and become even stronger and more effective than before with a new leader – if the right leader is chosen. All stakeholders – Funders, Boards, executives, staff, volunteers, and the clients they serve, have the ability to make an impact during a transition.

*Change is coming. Change is hard. Change is an opportunity to build capacity.*

### 5. Methodology

This research is targeted at the top executives within non-profit organizations in Alberta. In this report the terms “Executive Director”, “top executive”, and “executive” are used interchangeably.

The questionnaire was modelled on similar studies conducted in the US, notably by CompassPoint Non Profit Services<sup>4,5</sup> and the New England Executive Transitions Partnership<sup>6</sup>. This allows an element of benchmarking of the Alberta results against those of the other regions. The survey was developed using the Internet based survey tool SurveyMonkey and all responses were completed on-line.

Responses were received from 248 total respondents within Alberta from which 16 were culled because the respondent indicated that he/she was not currently in an Executive Director role. The analysis herein is therefore based on the culled sample of 232 responses. Not every respondent answered every question. The percentages shown in the analysis that follows relate to the number of responses to the relevant question.

Respondents were asked to answer 58 questions, primarily multiple choice with a few open ended questions in areas of organizational and personal demographics, career paths, motivating factors and job satisfaction, personal development, Board relationships, and tenure and transition plans.

Participation in the survey was voluntary and anonymous. Invitations to participate in the on-line survey were sent via email to several hundred executives in Alberta using mailing lists from The Centre and other sources. The survey was intended to give us a sense of what is happening in Alberta, using a non-scientific sampling, and encourage dialogue on the issues of tenure and transition. The number of responses and the similarities to the US survey responses give us confidence that we have a reliable picture of the conditions in Alberta.

Unless noted, very little difference was found in the pattern of responses between the Calgary organizations and organizations located within the rest of the Province.

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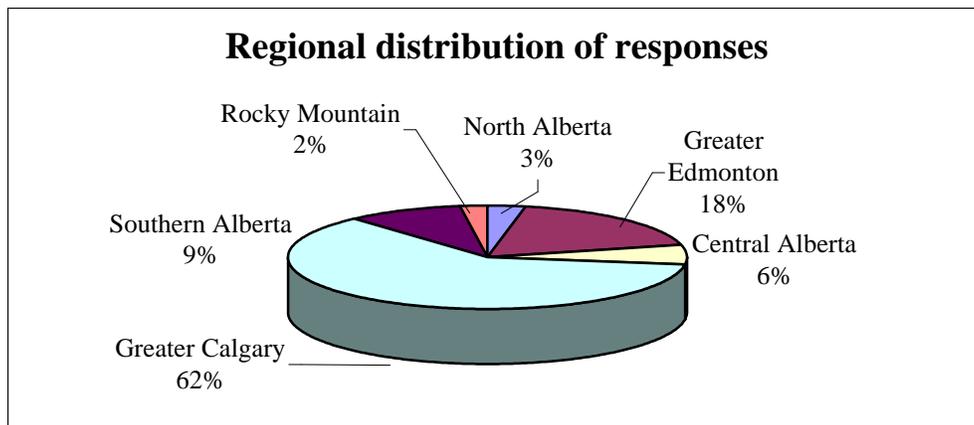
<sup>4</sup> “Daring to Lead: Non-profit Executive Directors and Their Work Experience”, Jeanne Peters and Timothy Wolfred, - San Francisco, CA: CompassPoint Nonprofit Services 2001

<sup>5</sup> “Leadership Lost: A study of Executive Director Tenure and Experience” Timothy Wolfred, Mike Allison and Jan Masaoka – San Francisco, CA: CompassPoint Nonprofit Services 1999

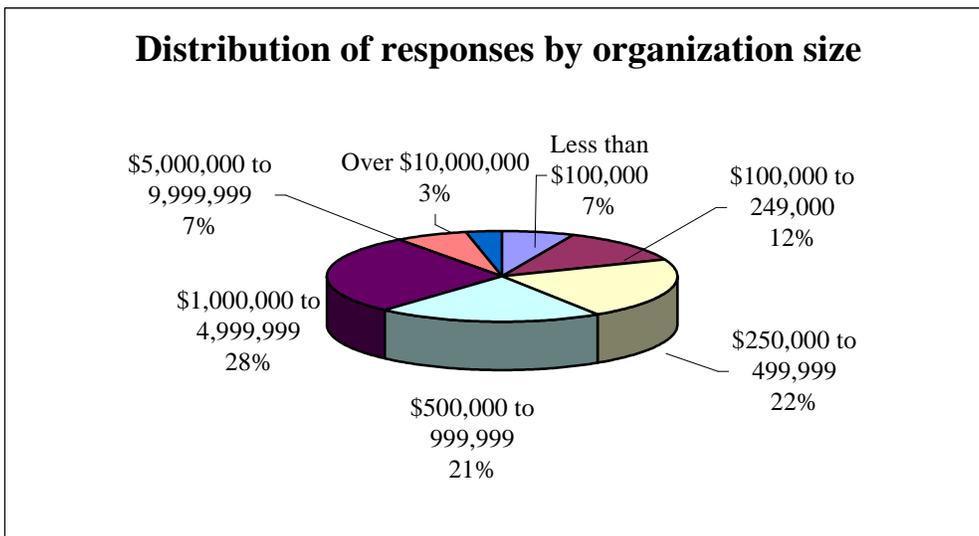
<sup>6</sup> “Executive Director Tenure and Transition in Southern New England”, Gail Randall, Suzanne Maas, Ron Ancrum and Ken Liss – Worcester, MA: New England Executive Transition Partnership 2004

6. Sample Characteristics

The survey invitations were distributed broadly within Alberta and responses were received from a variety of organizational types. Just under half, 48%, of the organizations are federally registered charities, 75% are Alberta registered non-profit societies and 9% are provincial non-profit companies. Most of the organizations represented have existed for many years with 46% having been in existence for over 25 years and 86% for over 7 years. All respondents represent organizations in Alberta with Calgary being dominant.

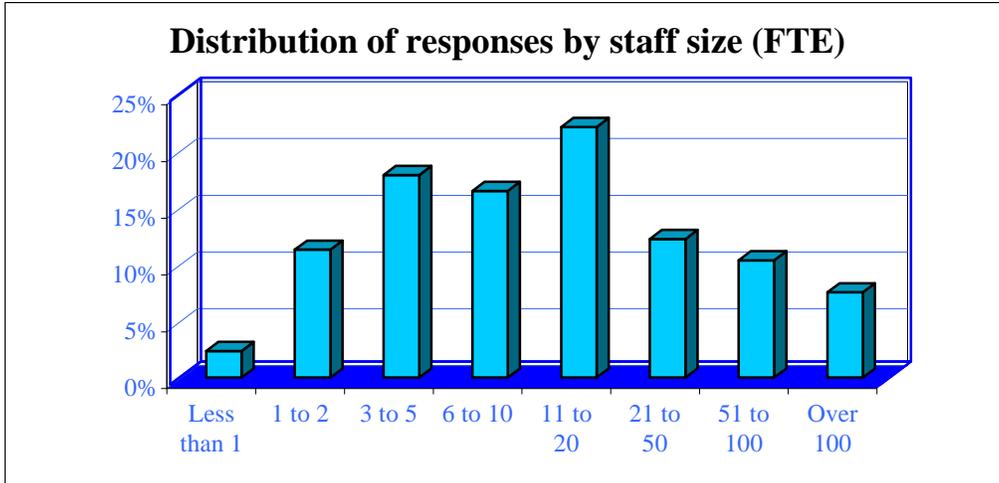


While all size organizations are represented, 48% of the responses were from organizations with operating budgets of \$1,000,000 or more.

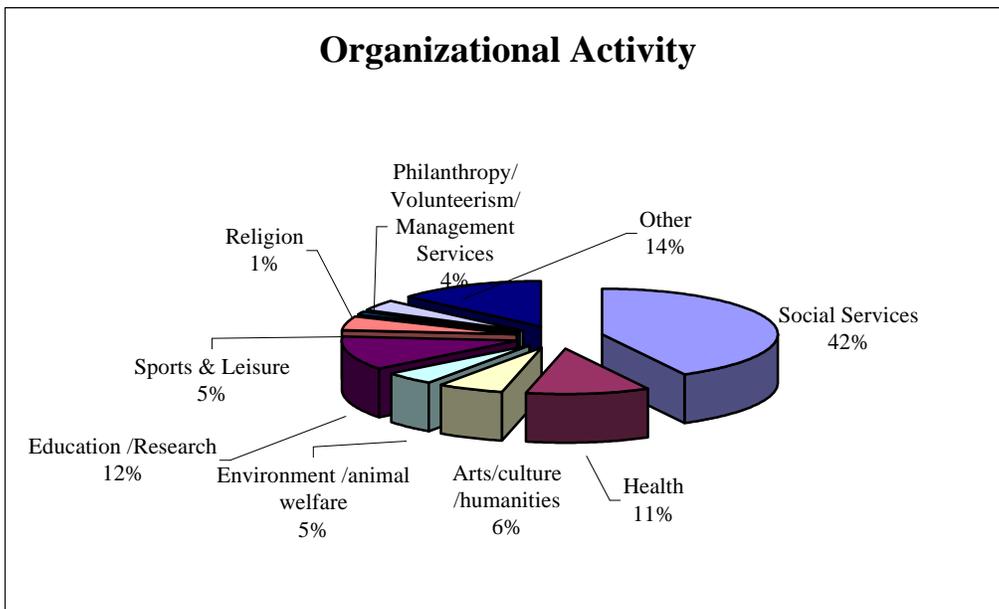


## Addressing the Leadership Challenge

Staff size is measured in Full Time Equivalents (FTE) e.g. two half-time persons represent one FTE. Staff size is highly correlated to budgets so it is not surprising to find that 52% of the respondent organizations have more than 10 employees (FTE).



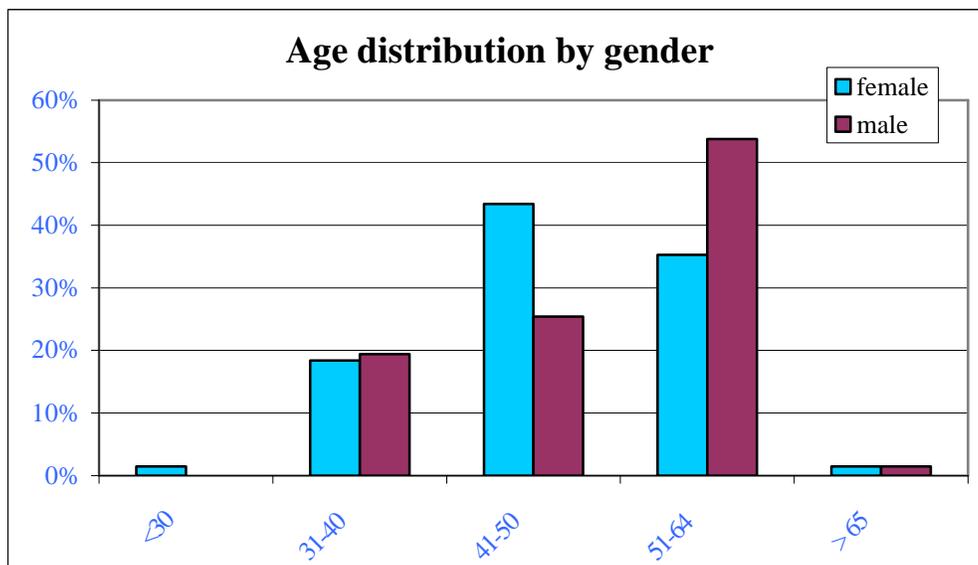
Social Service agencies comprise the largest group of organizations. The “Other” group is the next largest and includes such activities as Addictions, Seniors Services, Community Services, Youth Services, Diversity among others.



### 7. Participant Characteristics

Survey participants are identified by several key characteristics:

- Among executives women outnumber men by 2 to 1.
- Five percent of respondents declare themselves to be part of a visible minority.
- The majority of top executives (79%) are between 41 and 64 years of age and slightly more than half of these are over 50. Males are more likely to be older than their female counterparts.

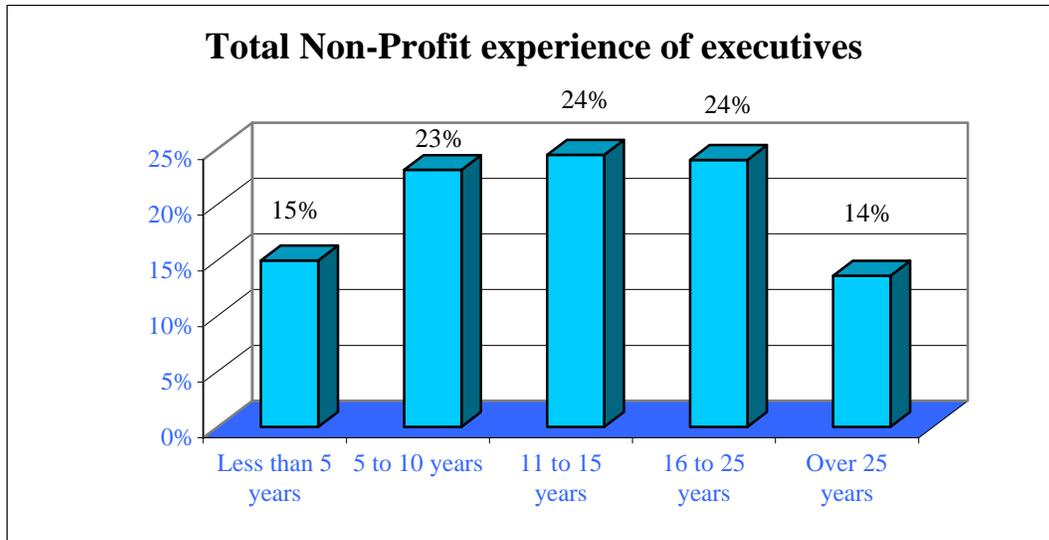


- Seventy percent are university graduates with 24% having a post graduate degree.
- Eleven percent of executives are the founder of their organization.

### 8. Where are they from? Executive career paths and tenure.

The survey asked a variety of questions about the executive's past employment experience and tenure with their current organization.

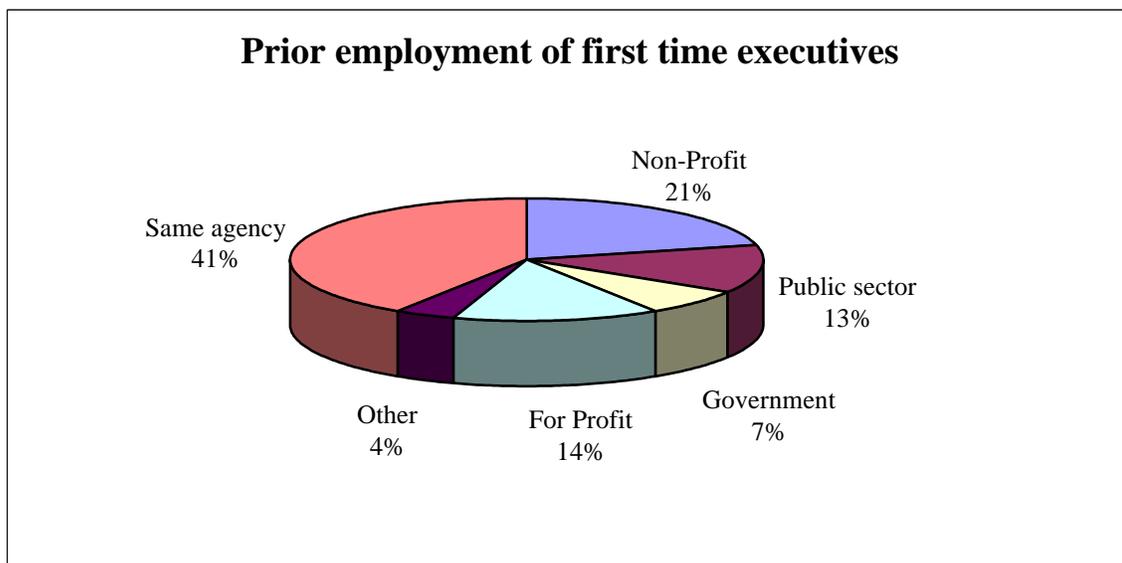
- Eighty five percent of respondents have worked for pay in the non-profit sector for over five years.



- Most respondents (54%) have been in their current position for less than 5 years and half of those have been in their position for less than two years.
- Male executives tend to have been in their position longer with 25% reporting over ten years in their current position compared to 17% of female executives with similar tenure.
- Sixty seven percent of executives have never been an Interim or Acting Executive
- Thirty two percent of executives were promoted from within their agency.
- Of those executives who came from outside their current agency, 49% were from the non-profit sector, 27% were from the government or public sector and 18% were from the for-profit sector. Fifty five percent had previously held an Executive Director position.

## Addressing the Leadership Challenge

- Sixty two percent of respondents are in their first Executive Director position.
  - Of the executives that are in their first Executive Director position 71% have never served as an acting or interim Executive Director.
  - Predominantly, first time executives tend to be female (71%)
  - Fifty one percent of first time executives have been in their current role for 5 years or more.
  - Fifty six percent of females in their first executive role have less than 5 years experience compared with 46% of males with the same time in their current position.
  - Non-profit or public sector experience is common among respondents in their first Executive Director role. Forty one percent were promoted from within their own agency where the most common previous position held was Program Director. Fourteen percent of first time executives were employed in the for-profit sector before their appointment to their current position.



### 9. Motivating factors and Job Satisfaction

Overall, executives report that their current role has met their expectations with 43% responding that the job met their expectations “very well” and 22% making a neutral or lower response on a five point scale. Regionally, Calgary executives expressed less agreement with 37% saying the job met their expectations “very well” compared to 52% of executives located in other parts of the Province.

Respondents were provided with an opportunity to provide comment regarding the ways their job has or has not met their expectations. Many respondents’ expectations of challenge, skill development and making a significant difference in the community have been met and many have experienced positive and supportive Board leadership. Some were provided with an extensive information package prior to accepting the Executive Director position. Many expected and have experienced a committed and competent staff.

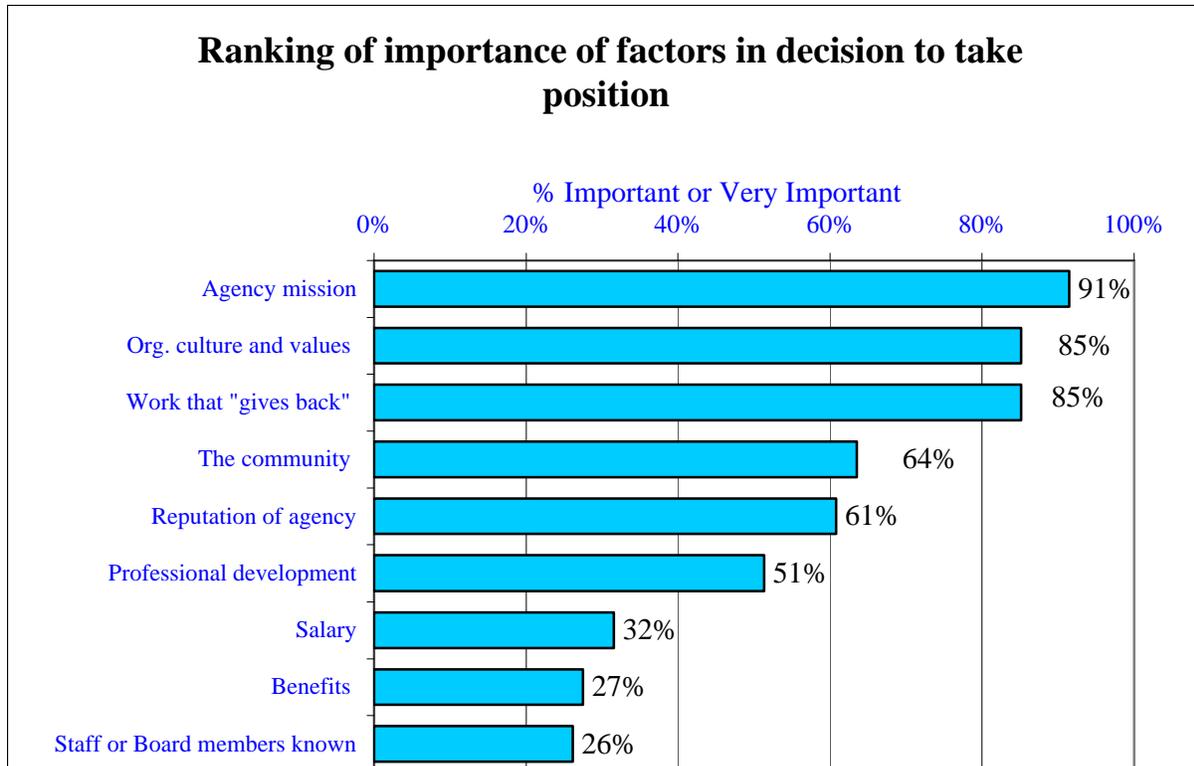
Gaps between the executives’ expectations and the reality have been captured in the following themes.

- The depth and frequency of Executive Director involvement in fund raising activities was much greater than expected. This was expressed more as a disappointment than a surprise. Many see excessive fundraising as a preoccupation that impedes other meaningful leadership work.
- ‘Skinny’ infrastructures require the Executive Director to wear many more hats than expected.
- Workload and responsibility is far greater than expected in light of low compensation levels.
- Some Executive Directors are surprised and frustrated by Funder insensitivity to administrative/infrastructure requirements and others are frustrated by issues related to poor job design, work-life imbalance, recruitment difficulty and, service responsiveness problems.
- Funder requirements (particularly government) for detailed applications and outcome reports are more complex than expected.
- The frequency of change in such things as client demand, regulatory environment, staffing, Board Member composition, and Funder requirements has been greater than expected.
- Poor Board recruitment and orientation resulting in poorly prepared Board Members has disappointed Executive Directors
- Executive Directors have been surprised and disappointed by their Board’s reluctance to disclosure and/or lack of knowledge with respect to the state and effectiveness of operational policies, systems and processes.
- Micro-management by Board is a source of frustration.
- Little or no strategic direction set by Board took many respondents by surprise.

## Addressing the Leadership Challenge

Respondents were asked to rate several factors in terms of their importance in motivating their decision to take their current position. The most important factors based on the percent saying they were “Important” or “Very Important,” are:

- The mission of the agency
- Organizational culture and values that align with my own.
- Doing work that “gives back.”
- The community in which the agency is located.
- The reputation of the agency

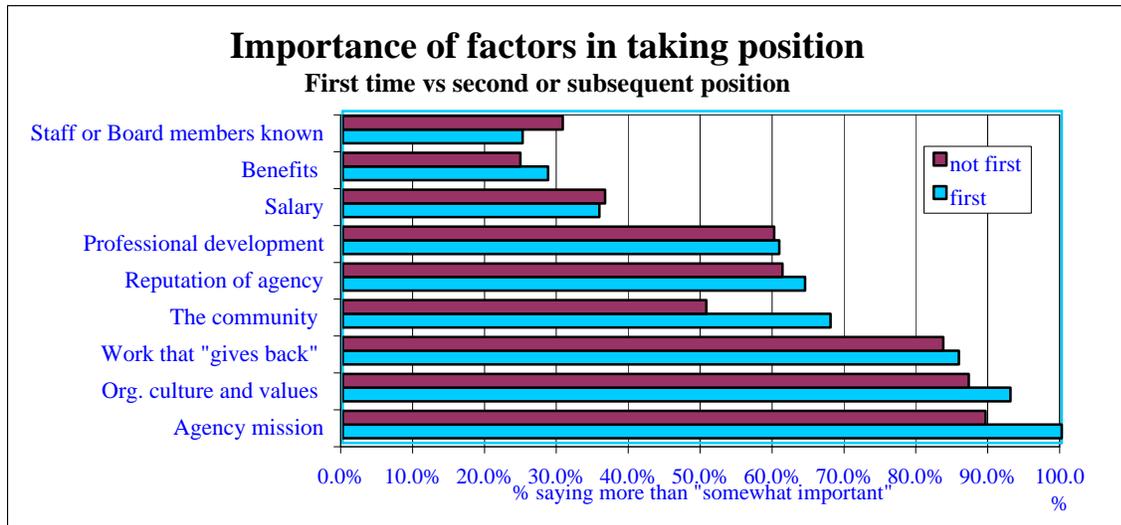


At the other end of the scale, the less important factors were:

- Professional Development
- Salary
- Benefits
- Staff and/or Board members I knew at the agency.

## Addressing the Leadership Challenge

When the ranking of these factors is compared between executives in their first Executive Director position and those having had one or more previous executive positions we find a very similar pattern.



When asked “What was it that you wish you had known before accepting your appointment?” answers fell into three major themes:

- Disclosure of issues facing the agency; including the financial health and history of the organization, past and current management issues, HR and internal culture challenges, past Executive Director legacy (good and bad), and “the real problems”.
- Understanding of the full scope of the Executive Director position; including the relationship between the Board and Executive Director, the sense of isolation, the breadth and scope of the role, the role the Board would play, the level of responsibility, and a clear definition of the role.
- Technical knowledge of human resource management, fundraising, general management, and charitable/non-profit regulations.

*“...agency’s funding was not as sound as the Board lead me to believe...”*

*“Pressure—is it worth it? Board did not have realistic expectations...”*

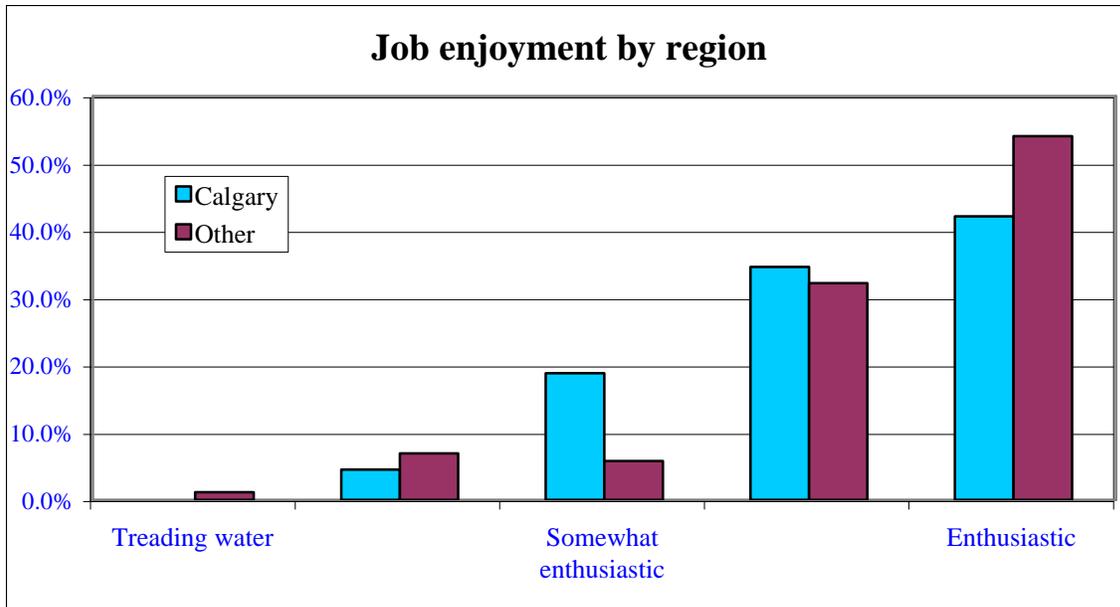
*“Raising funds is more difficult than anticipated”*

Overall job satisfaction has been measured by asking respondents to rank their enjoyment of their current job as Executive Director on a five degree scale ranging from, “Trading water/given up” to “Enthusiastic,” with “Somewhat enthusiastic” being the middle value..

Overall, respondents are quite enthusiastic about their jobs with 81% claiming to be more than “somewhat enthusiastic.” Calgary respondents are less enthusiastic than their colleagues elsewhere with 77% of Calgary executives reporting that they are more than “somewhat enthusiastic” compared with 86% of executives in other parts of the Province.

*“Never thought I would like it as much as I do!”*

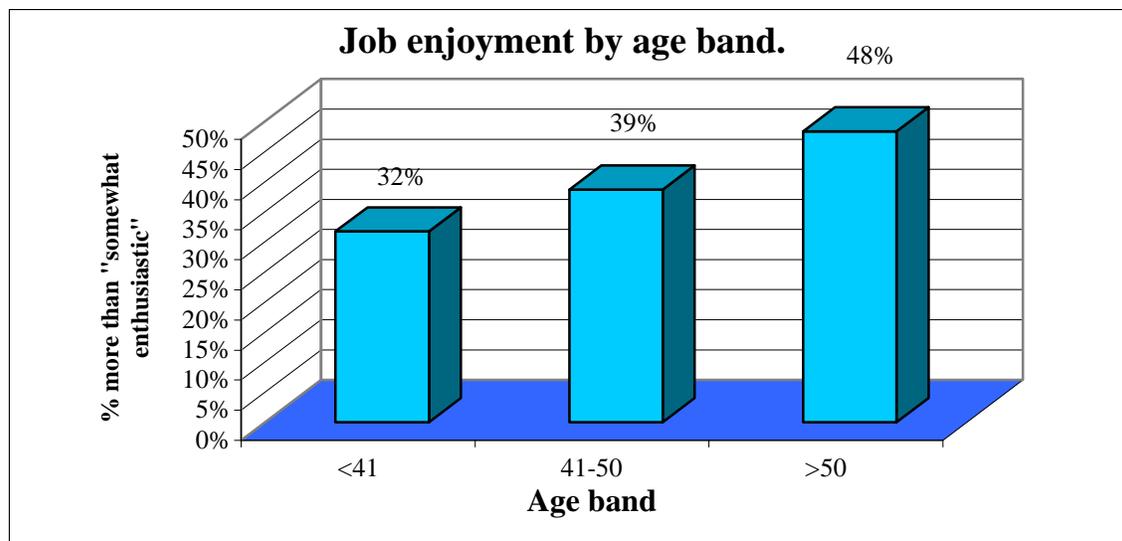
## Addressing the Leadership Challenge



Among the major reasons for the enthusiasm are:

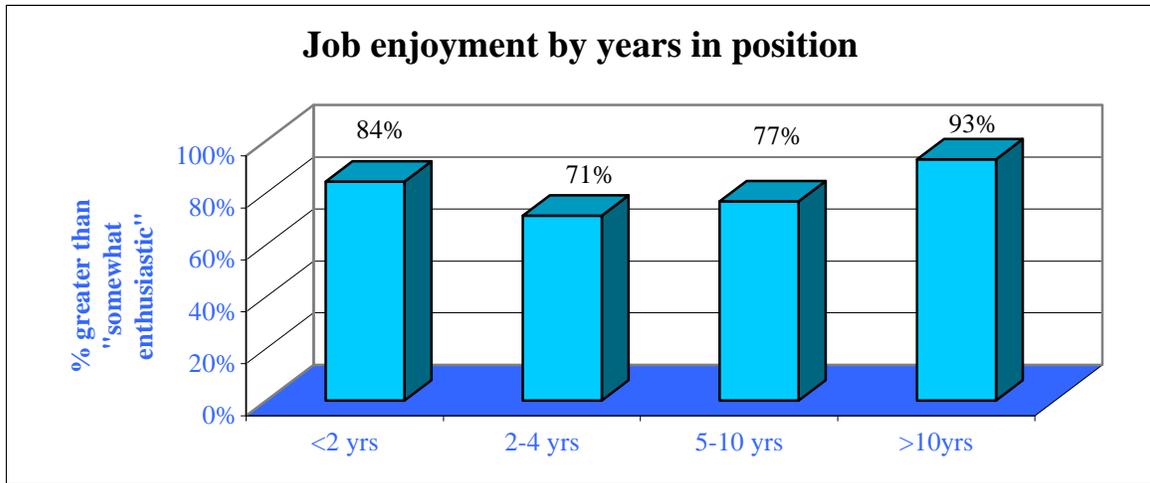
- Positive associations with other people including; clients, staff, volunteers and Board Members.
- Making a difference in the community.
- The autonomy and flexibility that the job allows.

When we examine the overall responses on an age basis we find that enthusiasm tends to be greater as the executive ages.

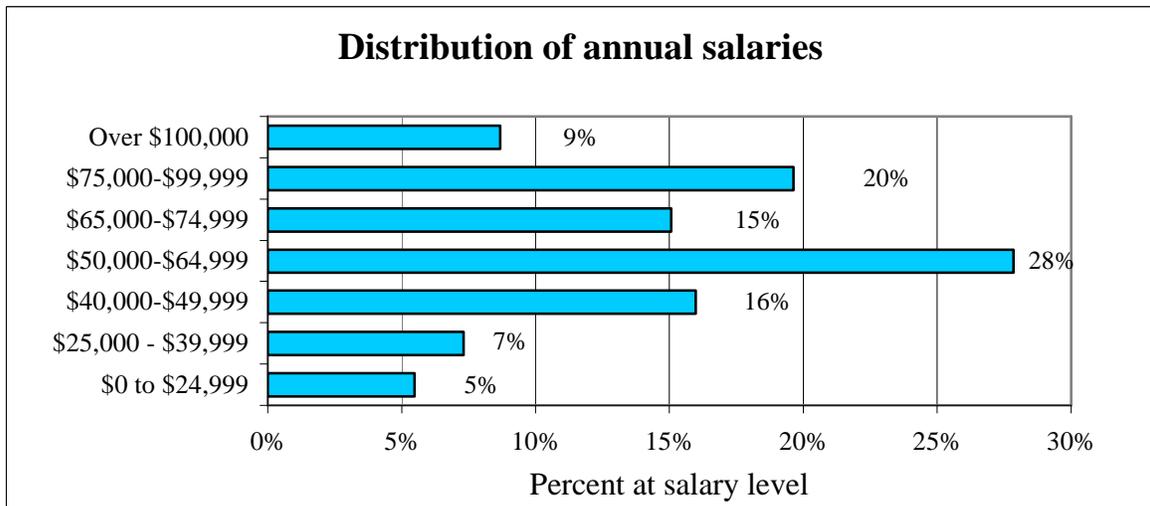


## Addressing the Leadership Challenge

Examined on a tenure basis, we find that enthusiasm starts high then wanes then recovers dramatically for those in who have ten or more years in their current role.

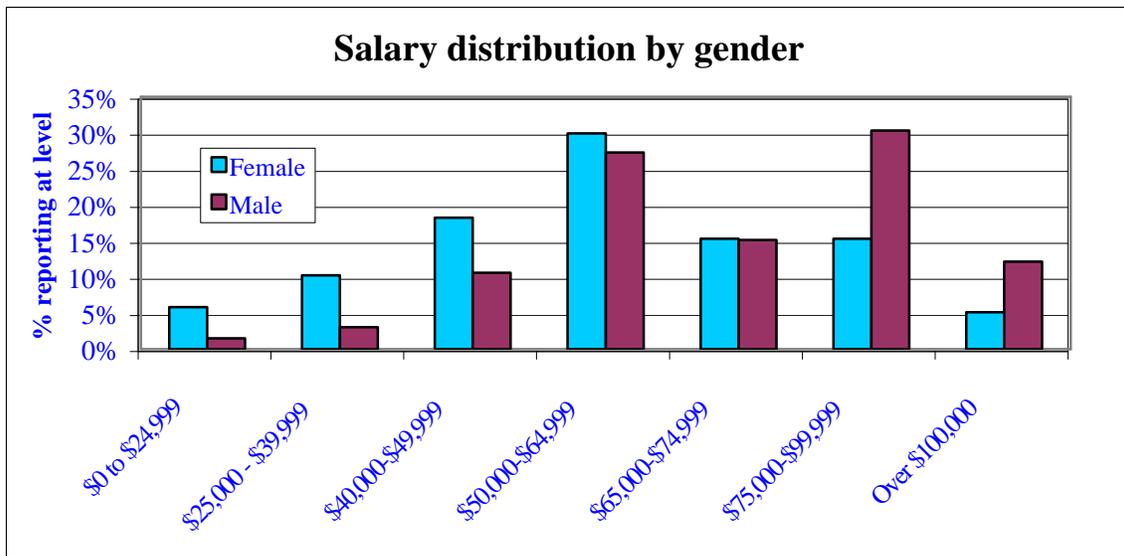


Salaries tend to be influenced by length of service and size of agency. Gender differences also exist.



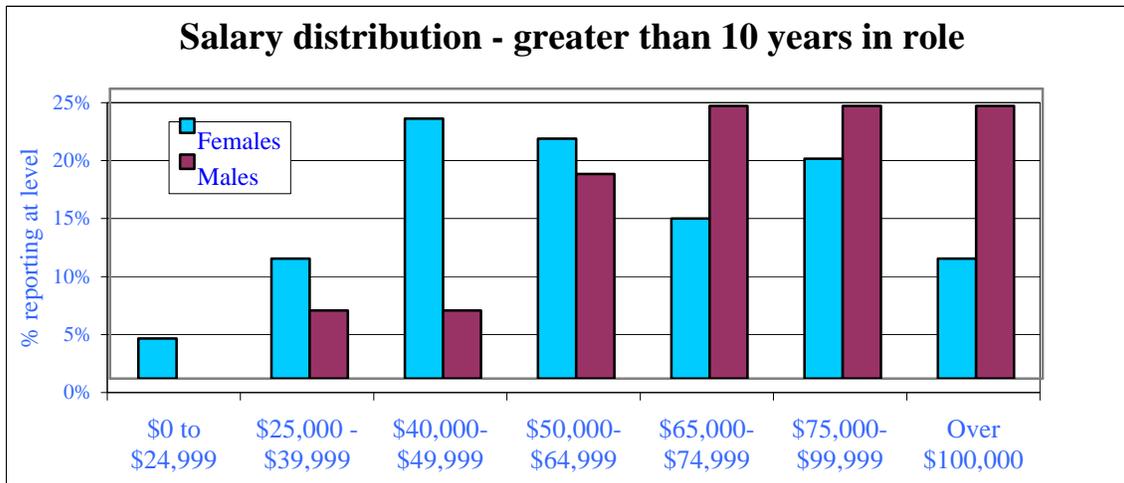
Salaries follow a differing pattern depending upon whether the executive is male or female. Female executive salaries tend to be skewed toward the lower end of the distribution and males to the upper end. Thirty four percent of female executives report salaries under \$50,000 compared to 15% of males. Forty two percent of males report earning over \$75,000 versus 20% of females.

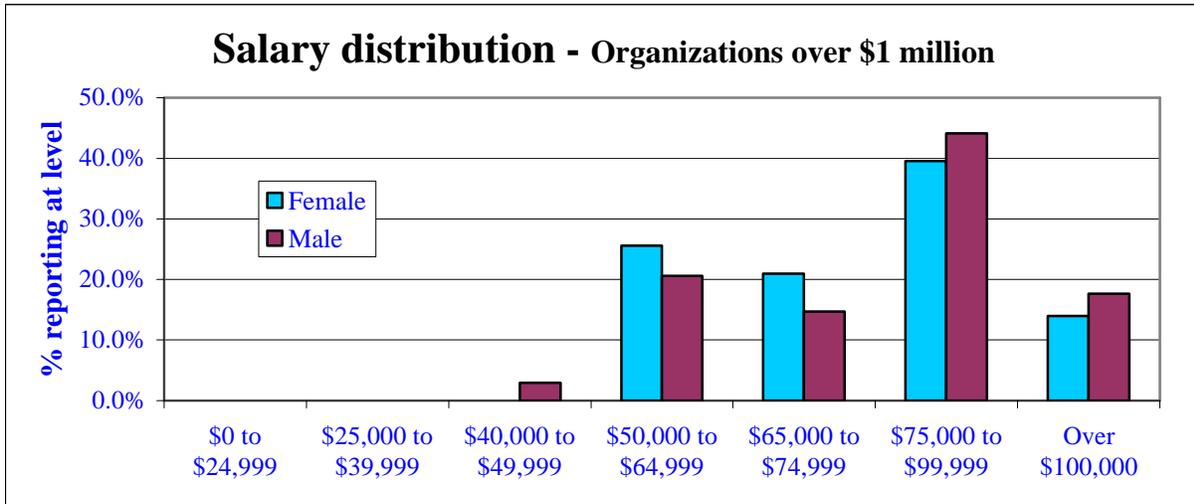
## Addressing the Leadership Challenge



As organizational size and tenure in a position can influence salary levels we attempted to control for these impacts to as great an extent as the data permit.

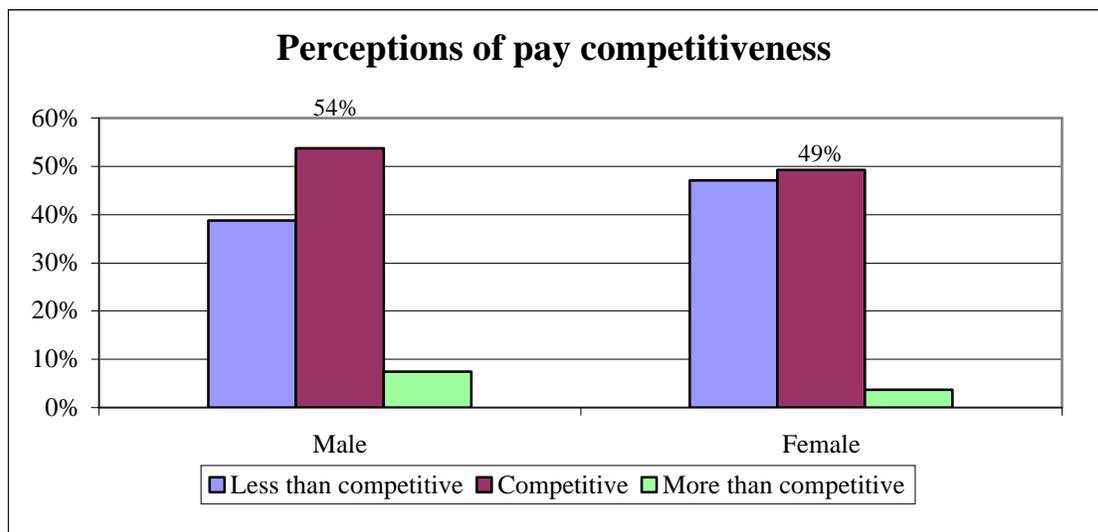
To examine the impact of different tenure patterns on salary practices, we isolated those respondents who have been in their role for more than 10 years in the belief that at this point any influences of experience or tenure should be neutralized.





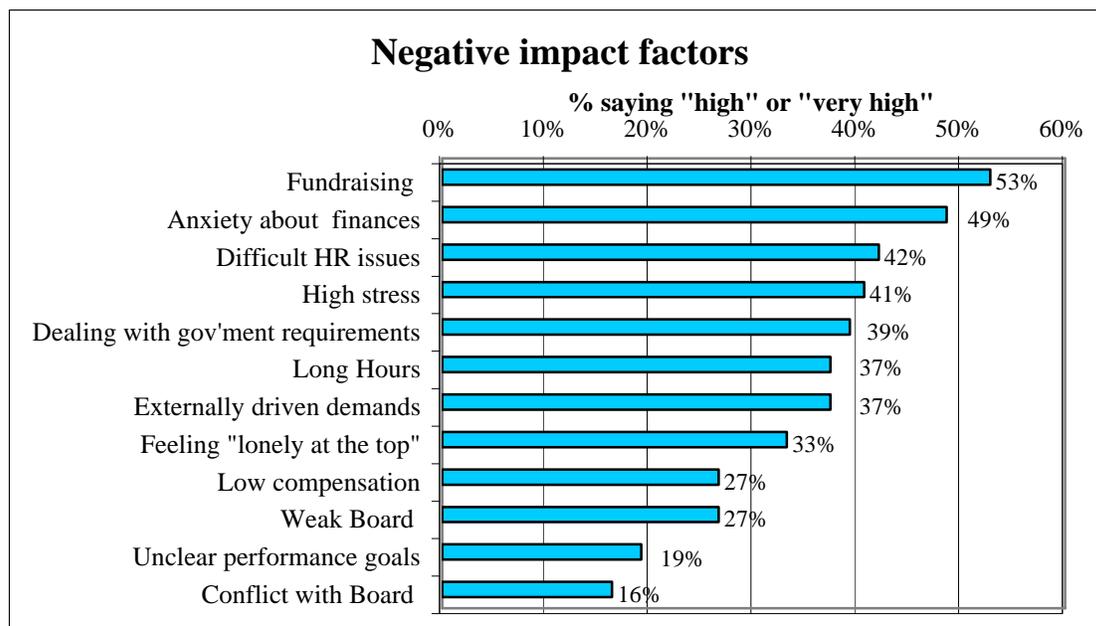
To control for size, we selected larger organizations having annual budgets of \$1,000,000 or more. As can be seen in the above chart, the pattern remains similar with female executives gaining ground in the \$65,000 to \$74,999 band.

Satisfaction with pay is mixed with 43% of executives more than “somewhat satisfied” with their compensation package and 37% who were “somewhat satisfied.” On a gender basis, female and male executives are equally ambivalent about their pay. Males tend to have stronger views with more males than females reporting at the extremes of the distribution. When asked whether they perceived their pay to be competitive with others doing similar work in their community, a slight majority of executives (56%) stated that they were paid competitively or “more than competitively.” On a gender basis a slightly greater percentage of males than females believed their pay to be competitive.



## Addressing the Leadership Challenge

As a further measure of job satisfaction, respondents were asked to rank a variety of factors in terms of their *negative* impact on the executive. When the responses are ranked based on the percent of “High” or “Very high” responses, “Fundraising” is at the top followed by “Anxiety about the agency’s finances”. “Difficult HR issues”, “High stress”, “Government Requirements” and “Long hours” are also among the more significant concerns.

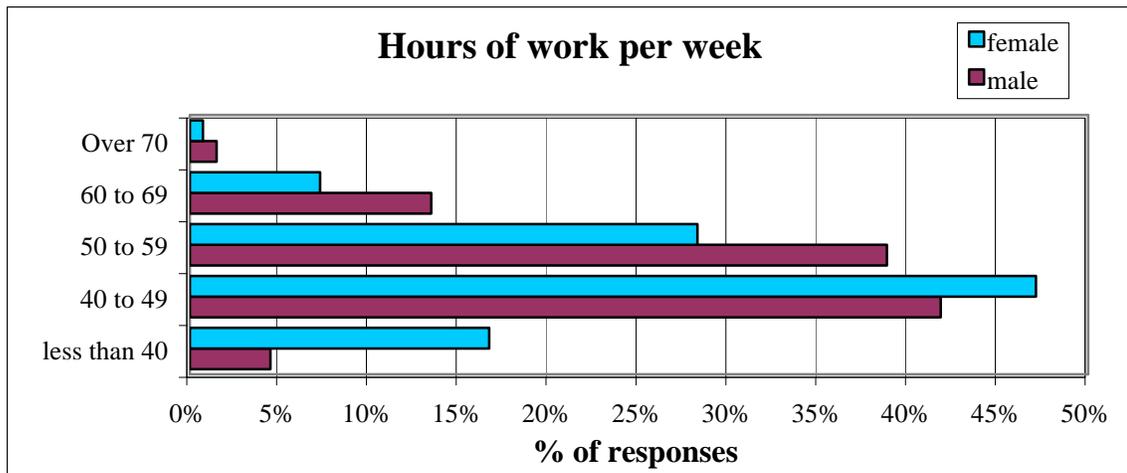


Fifty five percent of respondents reported that they are the only person in their organization carrying responsibility for human resource management and 48% reported that they are the only fundraising resource in their agency. The existence of additional resources dedicated to these areas does not change the executive’s view regarding the negative impact ranking of “Difficult HR issues” or “Fundraising”.

Long hours appear to be a fact of life for many executives with 41% reporting that they work in excess of 50 hours per week and only 13% reporting a workweek of fewer than 40 hours. Calgary executives report longer hours than those in other areas with 45% of Calgary executives working over 50 hours per week versus 35% working this long elsewhere.

Overall, male executives report significantly longer hours than their female counterparts.

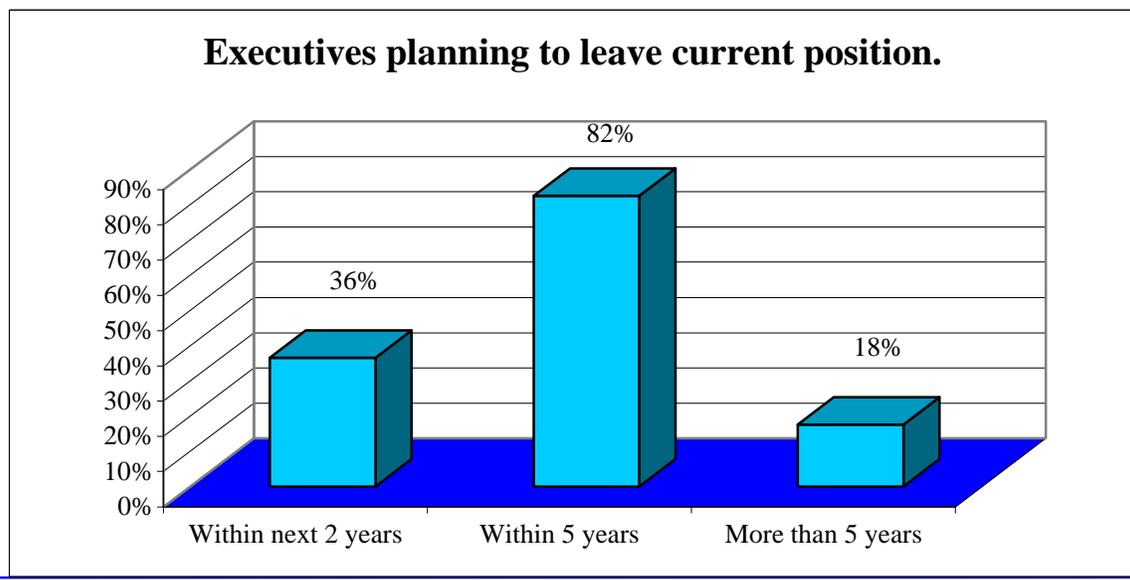
## Addressing the Leadership Challenge



## 10. Tenure and Transition

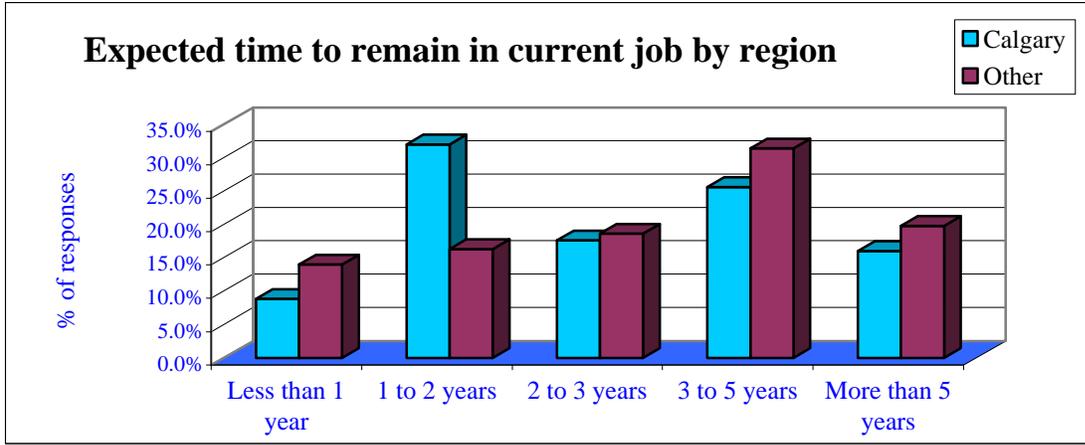
The data analysed to this point has focussed on the executive's past career experiences and their attitudes to their current position. An important part of this research is to understand what challenges Boards and Funders might face in striving for organizational excellence in the future.

When asked to predict how much longer they expect to remain in their current position, 36% of executives indicated that they planned to leave within the next two years. Over the next 5 years, 82% of current top executives predict that they will be seeking a new challenge.



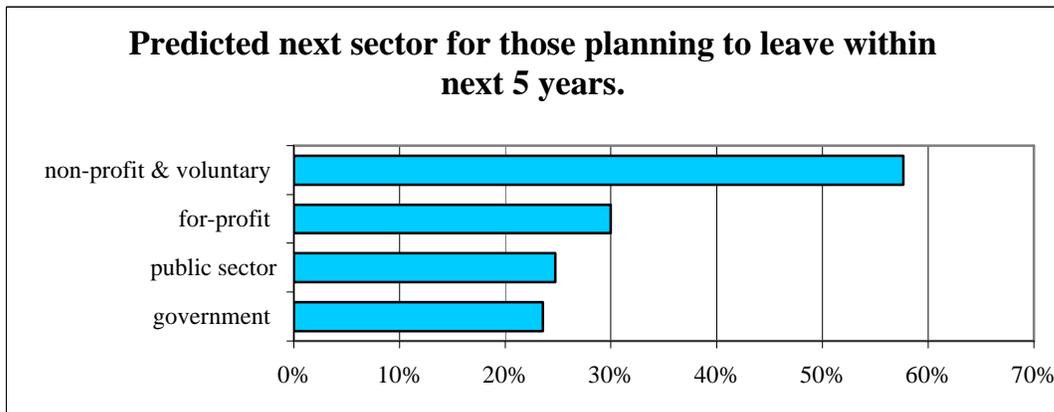
## Addressing the Leadership Challenge

Regionally the pattern is different with 41% of Calgary executives anticipating a transition within the next two years.



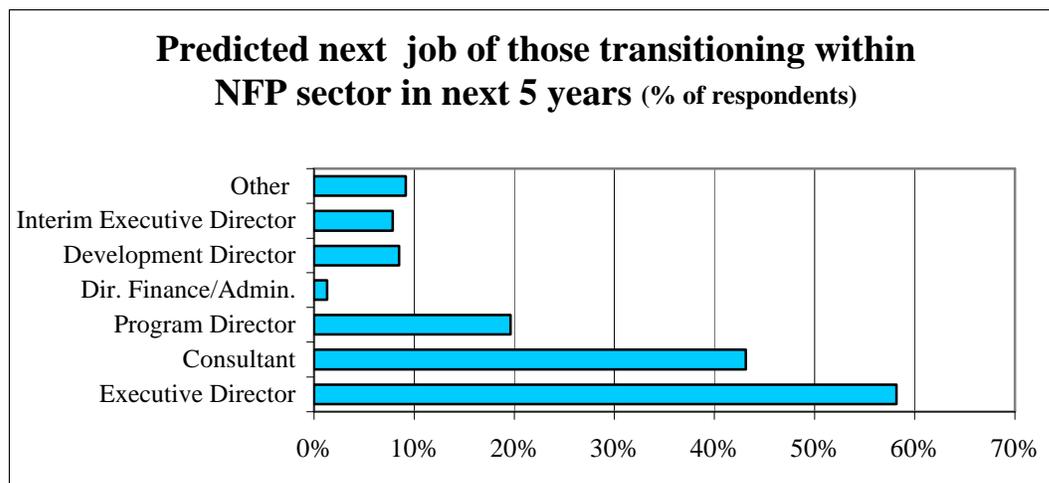
Retirement is not the reason most will leave. Sixty six percent of the executives planning to move on within the next five years indicated that they do not plan on retiring when leaving their current position.

Fortunately for the sector, a significant percentage of those planning to make a change plan to stay within the non-profit and voluntary sector.



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Further, most of the executives planning on remaining in the non-profit sector will be seeking an Executive Director position.



### 11. How prepared are organizations for executive transitions?

The survey responses suggest that the sector will be facing considerable executive transition over the next several years. What processes or strategies are in place to ensure minimal impact to the affected organizations?

Respondents suggest that there are challenges and opportunities for Boards and Funders.

Eighty two percent of executives stated that their Board had not created a succession plan for the organization. Agencies outside of Calgary are somewhat more prepared for succession with 24% of them reporting a succession plan in place as compared to 14% of the Calgary agencies.

Overall, 59% of respondents have not identified a staff member with the potential to be the future executive of their organization. Agencies outside of Calgary report slightly more leadership depth with 45% saying they have identified a staff member with the potential to be a future executive of their organization versus 38% for Calgary agencies.

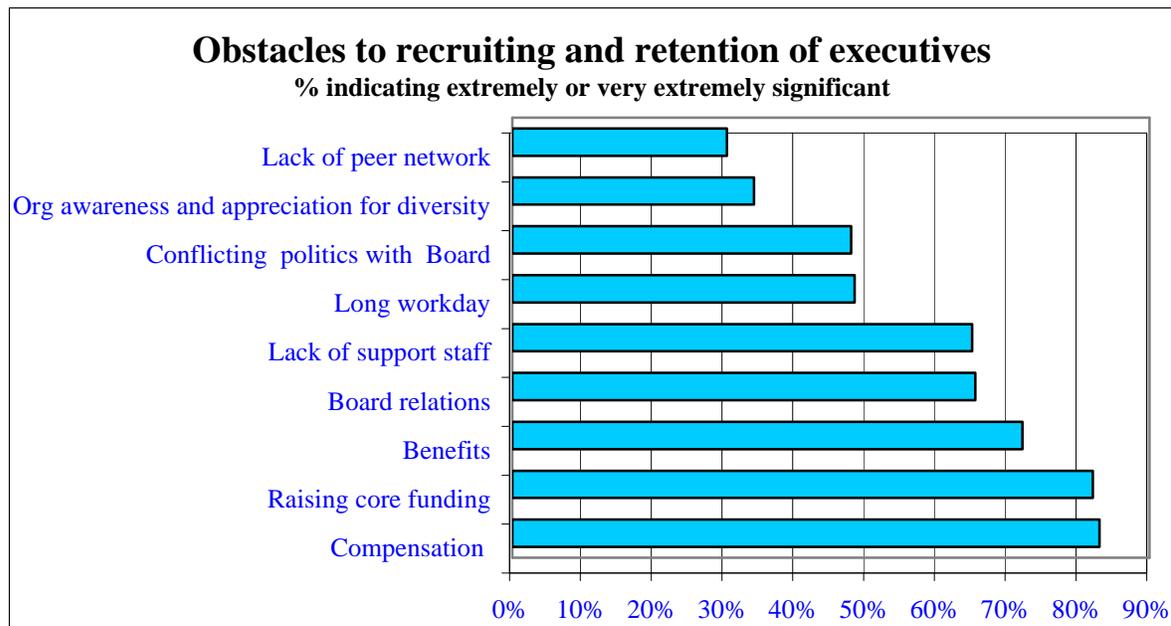
The current situation of high expected turnover in the near term is not unprecedented. Forty one percent of organizations have had two or more Executive Directors over the past 5 years and 25% report having been through an executive transition in the past twenty four months.

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Executive transition can be costly to organizations. In the opinion of many (48%) of the respondents, their organization experienced one or more negative influences as a result of the transition. Key impacts reported were:

<b>Impact</b>	<b>% reporting</b>
Decline in staff morale	27%
Loss of Board members	22%
Productivity decline	21%
Staff lost	21%
Volunteers lost	19%
Funding Decrease	14%

In the opinion of respondents, the non-profit sector faces several obstacles in attracting and retaining executive leadership. “Compensation” and “Difficulty in raising core funding” are ranked highest among several perceived obstacles. The high rank of compensation as an obstacle to recruiting and retention seems inconsistent with the low rank of compensation as a factor in the executive’s decision to take the job or as having a negative impact on the executive in the current job. The ranking of fundraising is consistent with the ranking of this factor as a negative impact on the executive in the job.



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Executives were asked to indicate whether specific support services would have been helpful to them during an executive transition. Seventy one percent of respondents stated that coaching and mentoring would have been helpful followed by consulting assistance with regard to such issues as Board development and financial management (62%) along with a grant for such assistance (56%). Assistance in finding an interim Executive Director or using a recruitment firm were not seen as helpful with 27% and 24% indicating that these areas would be helpful during a transition.

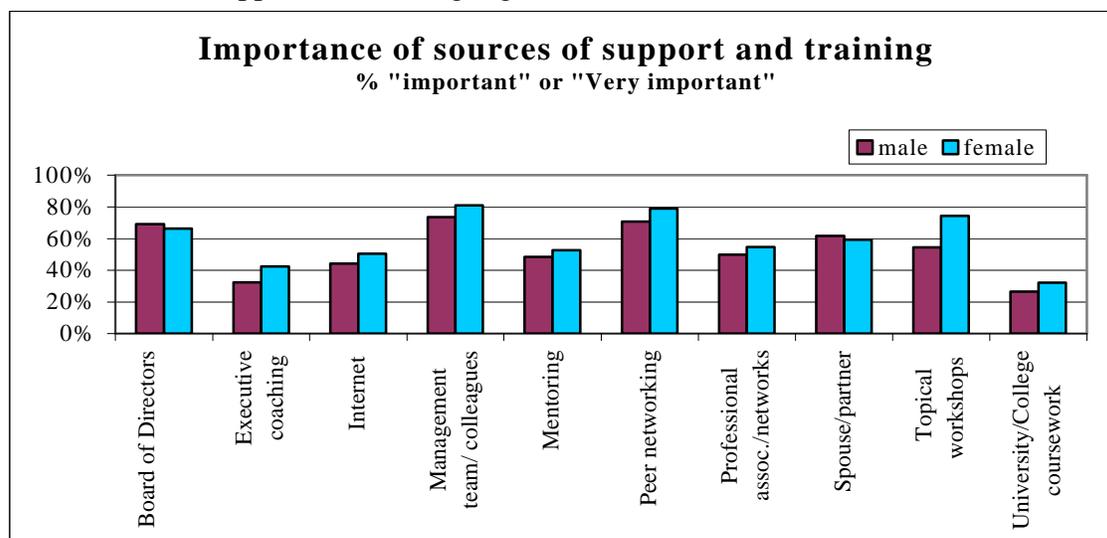
When respondents were asked to select the three best uses of funding to assist with leadership change from a list of several options, the following were selected as the most popular.

- Coaching support for the new executive (74%)
- Training in succession and transition strategies (64%)
- Funding to support the agency during the time of transition and search. (60%)
- Trained pool of transition consultants to assist the Board in addressing organizational needs and search (59%)

## 12. Personal development and Board relations

Personal development is seen as somewhat of an elusive activity by executives with 70% reporting that they do not have sufficient time to devote to this objective.

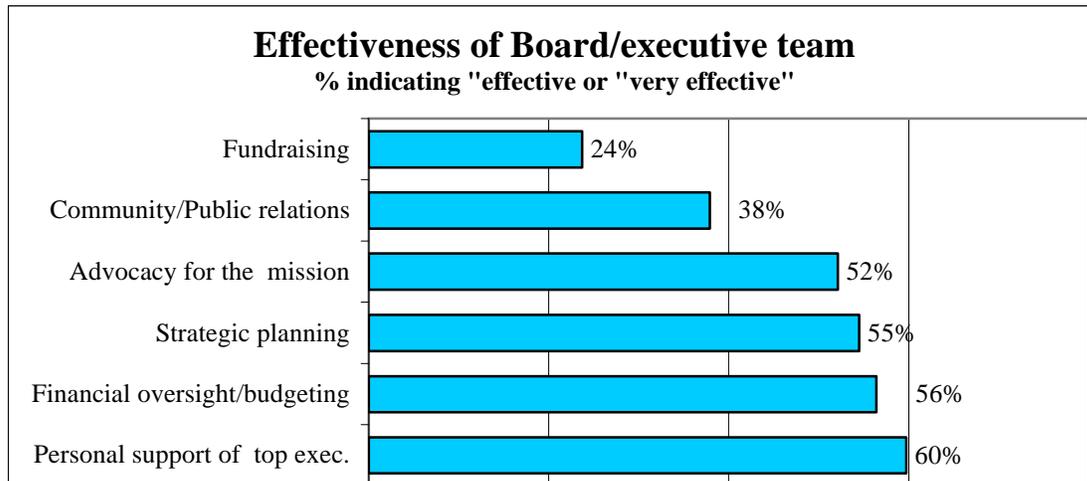
When asked about the relative importance of various factors in their ongoing development as an Executive Director, the “agency’s management team”, “peer networking”, “topical workshops” and “the Board” were ranked most important overall. Male executives rated the “Board of Directors” and their “spouse/partner” as “important” or “very important” more often than their female counterparts. Female executives rate all other sources of support and training higher than male executives.



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When asked how the executive and Board teamed up to address a variety of issues, the importance of the Board in the development of the executive was echoed with 60% saying that the Board's "personal support of the top executive" was "effective" or "very effective".

Boards do not appear to be effective in meeting executive needs with respect to fundraising, an area cited as a negative factor in the executive's work and also as a major obstacle to recruiting and retaining leadership.



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