

To: Networks Northwest Board  
From: Executive Committee  
Subject: CEO Board Feedback Results  
Date: November 27, 2018

Thank you to those who participated in the Board CEO survey, conducted in October 2018. There were 21 responses, with great feedback on what Matt is doing well and what opportunities exist. In addition to the Board survey, the staff also provided feedback to Matt. Forty staff members also provided feedback with a separate survey and Matt will be sharing the highlights with you.

This is to summarize the results of the Board feedback and provide an opportunity for any additional feedback. The intent is to assure alignment of the Board and the CEO; to provide feedback to improve overall effectiveness of the CEO; and to promote open dialog between the Board and CEO.

Following is a summary of the results:

- The survey was sent to 56 members of the Networks Northwest Board. With 21 responses, there was a response rate of 38%.
- Matt assumed the CEO position at Networks Northwest in January 2018; so the feedback reflected approximately 10 months in the role. The survey was conducted at the time Networks Northwest was working through the issues associated with the Beaver Island Lighthouse.
- Overall the results were very positive as indicated by the overall favorability of the responses (the percentage of strongly agree and agree out of a 5-point scale).
  1. The CEO is effective in moving the organization into a successful future: 95%
  2. The CEO is effective in connecting the diverse interests of community stakeholders in a forward, strong, and positive culture: 95%
  3. The executive is effective in implementing effective and efficient action plans and guides the organization to high-performance levels: 100%
  4. The CEO is effective in maintaining sound financial, technical and administrative practices: 100%
  5. The CEO is effective in bringing together, building and supporting a highly competent, responsive team: 100%
  6. The CEO is effective in dealing with the conflict and cooperation that are inherent in the nature of the organization's work both internally and externally: 71%
  7. The CEO is effective in continuously looking for ways to apply leading practices and successful strategies, initiating new ideas, and leading the organization in new direction: 95%
  8. The executive is effective adjusting and adapting to the changing climate in which the organization does business: 86%
  9. The CEO is effective in conveying information direction, motivation and vision: 100%

10. The executive is effective in listening and incorporating feedback and community needs into the organization's work: 90%

- The Board identified the following strengths of Matt, supported by comments from the survey:

#### **Leadership**

*...addressing topics that are important to the region and searching for real solutions*

*...is intelligent, collaborative and desires to facilitate growth. . .*

*...oversees a strong team and is very professional. . .*

*...transition was seamless. . .*

*...is an effective communicator; calm/professional under pressure . . .*

*...has the ability to work with all organizations. . .*

*...patience, thoroughness, listening, meets deadlines, organized, articulate orator, and super hero talents. . .*

*...is a strong leader who can and will bring his own ideas and strengths to the job. . .is well liked and was accepted right out of the gate*

*...is a quick study and met his new responsibilities head on. . .*

*...brings great knowledge of the industry, community and future needs of the region.*

#### **Financial strength**

*Organization is financially strong. . .*

*Matt has provided the guidance. . .with constant changes in funding to support their programs*

- The Board also identified the following opportunities:

#### **Board meetings**

*...Make good/productive use of everyone's time*

*...more discussion on [seasonal employees]. . .*

*...more labor representatives. . .although this is getting better*

*...more engagement of Board Members at meetings. . .*

#### **Vision**

*Clarify and share the current and future vision. . .[to understand the big picture]*

*...how can we own issues better and really bring about change. . .*

*...one of the challenges. . .is figuring out how to keep the large prosperity board fully engaged. . .have observed three types of Board members-ones that appear to have reviewed the presented material and participate in discussion; ones that I am not sure if*

*they have looked at the handouts. . . and hear what is going on and come who attend meetings occasionally. . .it might be a good idea for Matt to meet one on one. . .*

#### **Networks Northwest Role**

*...Touch more people and reach out to more people in the community*

*...Michigan Works is inconsistent in its effectiveness across the region. . .*

- Matt has received the full survey results and comments; and has discussed the results with the Executive Committee at its meeting on November 5<sup>th</sup>. The Executive Committee, with Matt, had a great discussion and identified the following actions to be taken:
  1. Implement a Board survey to determine interests of each Board member and get specific feedback on how the Board can be more effective
  2. Provide an annual “State of Networks Northwest Update” to the Board
  3. Get input from the Board in setting the Board agenda

The Executive Committee was pleased with the results and feedback from the Board, and remains confident in Matt’s effectiveness to lead the Networks Northwest organization. The full results are available to you upon request through Denise Culman. The survey is intended to be conducted on an annual basis.