

Nonscientific Survey of NonProfit CEOs
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1. How many years have you been a CEO?

13, 4, 5, 23, 1.3, 15, 2, 21, 14, 17, 9, 3, 19, 8, 8, 41

2. As CEO, what percentage of your time is focused:

- a. externally 60, 60, 30, 40, 67, 50, 60, 50, 75, 10, 35, 20, 70, 75, 25, 80
b. internally 40, 40, 70, 60, 33, 50, 40, 50, 25, 90, 65, 80, 30, 25, 75, 20

3. Do you think your internal/external focus should be different?

- A. external 90, 60, 60, 75, 67, 65, 50, 65, 90, 50, 65, 50, 70, 65, 50, 80
B. internal 10, 40, 40, 25, 33, 35, 50, 35, 10, 50, 35, 50, 30, 35, 50, 20

4. Do you have any daily routines you would recommend to a CEO, and if so, what would they be?

- Focus my first hour on major projects or meetings not email or office work. Always plan on my to-do list and major issues the day or night before. Subconsciously your mind works on these things while you are sleeping and you are better prepared. Do a daily inspiration to center yourself each morning.
- I receive various daily status updates related to use of our programs (number of beds occupied, clients referred by which contractor, at which sites, etc.), financial reports, etc.
- Clear emails in systematic way; Return calls quickly; Set aside time everyday for developing issues; Always find a daily prayer/quiet time routine; Keep notebook.
- Read Bible; keep journal; exercise; spend time with family.
- Prayer or meditation; newspaper; Starbucks
- Not daily, but bi-weekly meeting with senior management
- Exercise, talking with your admin staff and other staff and at least one board member daily
- Time to prepare for the next day, time to think, meditate, pray, plan
- check messages from night before; check major newspapers for anything pertaining to us; talk to my field and operations folks. Not in any particular order; but I try to do this every day.

- Show up for work.:) Really, I try to put a game face on every morning regardless of how I feel. I have an attitude that when you walk into the room it is show time and people need to see my best. Now if I was only successful at it all the time, that would be something.
- Try to do the most important task on your list first. It always helps to approach these tasks in the morning when you are fresh and then you don't need to have that nagging feeling in the back of your mind that says you should be doing this important task all day.
- Yes: relate on a personal level with those you work closely with each day. Let them know that they are critical to the organization's success. No leader support and teamwork, no quality service.
- Get in at least 1 hour early and get rid of admin type items. Return all calls in same day, emails in 24 hours.
- I call one Board Member, donor, significant volunteer, or VIP first thing every morning. I also try to check local and national news headlines before "hitting" the office so I'm up to speed with current events. And, as much as possible, *emphasis* on "as much," I try to respond to all phone calls and emails the same day. I should mention that my early phone calls aren't to ask for anything in particular ... just touching base and personalizing the relationship.

5. What 5 things "keep you up at night," concern you the most, are the most threatening, etc.?

- Financial Health of the organization, staff burnout, my own personal stress and what's on my plate, board development
- Being a 24-7 residential operation (with all of the challenges that presents), working with offenders (and the public's general fear of offenders doing anything wrong in the community), for-profits encroaching on our service lines, cash flow issues which come with opening new programs, and providing sufficient supervision for our remote locations.
- Responsibility for organization; Responsibility for finance/finance concerns; Employee challenge
- Creating a "to do" list; Communicating more effectively; How to get money to pay staff more and provide retirement benefits; Getting proposals/contracts done when they all seem to be due at the same time; Did that delegated task get done?
- Neighbor's cat; occasional employee performance issues; future of nonprofit sector
- human resource problems- these are 1,2,3 (mostly ones I inherited) changing government funding keeping up with everything
- Execution of programs and new program development.
- Money, Money, Money, Money and Reputation of Agency (bad press)
- Lack of funds, strategies for approaching key donors, crises in a program, struggles with personnel matters, how to best grow our program strategically with adequate resources to support services
- Things change from day to day; but essentially anything that would harm or embarrass the corporation.
- Long term dilemmas that do not have immediate opportunity for resolution.
- The most healthy change I have made in my life is to welcome those up at night times. Now I just enjoy the quiet of the night and see what is floating around in my head. My best ideas come at night - so I am generally grateful. The most common topics have changed from worry to "how to."
- Disciplining or terminating longer term employees. Loss of major funding source or an unexpected major building expenditure.
- a. war
- b. the current president
- c. lack of public support as it used to be

- d. inability to find funding for expansion
- e. not enough time!
- a. What is the proper amount of liability insurance? Worry about a major accident with clients in an agency van.
- b. Are sites following proper procedures to avoid major incident? Shooting, stabbing
- c. Are employees fraternizing with clients?
- d. How do I recruit board members who will raise funds?
- (a) time management and the explosive growth of our organization
- (b) maintaining a proper balance with staff and volunteers and professional responsibilities
- (c) wasted time on paperwork and totally useless and unproductive meetings
- (d) having to do things twice
- (e) my golf score

6. Most people think being a CEO ___

- is full of fun, power and prestige.
- is all about power.
- is glamorous.
- Means you forgot how to do things you did before you became the CEO. (e.g. writing your own letters, making copies, shoveling snow, fixing toilets, etc.!) I haven't figured out why people think the CEO suddenly forgot how to do everyday things.
- Is lots of fun
- Is glamorous
- is power and prestige
- is a challenging, exciting job; I often say that being a CEO of a non-profit organization is like being an artist, painting a beautiful work of art every day.
- Is having the time to do what you want
- Means you have all of the answers to problems and have control of situations
- is filled with high level decisions day after day and exotic cocktail parties with socialites galore and the feeling that it is very lonely at the top.
- prestigious and well paid.
- is one of the easier jobs
- is glamorous, exciting, filled with perks, parties and social events – telling others what to do without having to do much themselves with generous compensation

7. In reality, being the CEO ___

- is stressful, hard work and you must keep everything inside and always keep a positive face on.
- has more to do with drawing the very best from each of our employees, and positioning our organization for growth. It's a lot more work than anyone imagines!
- is a privilege and a challenge.
- means working along side other staff members, being a servant leader. Don't ask them to do something you wouldn't do
- Is lots of fun
- Is constant and 24/7

- is the hardest job I have ever had and pretty thankless (not that that is the reason we do it.
- exciting and like that of being an artist, creating a beautiful masterpiece
- is being available to do what everyone else needs or wants you to do.
- Means you know how to find the answers to problems and have no or little actual control
- is a lot of work but very rewarding
- being the CEO is made up of many small decisions, long days which extend from early morning breakfast meetings to late evening events or social requirements but filled with the joy of serving others and the freedom to control your own destiny.
- is a lot of labor, often a pain in the neck, and marginally lucrative.
- requires greater effort and dedication than most other positions.
- is hard work, stressful, risk-filled, political, lonely, awesome, better than any other, stimulating, rewarding and offers unlimited opportunity to effect change and policy.

8. What is the most important lesson you have learned about being a CEO?

- Care about your employees and they will always be there for you and NEVER micromanage.
- I'm not in this alone - there are others who may have experienced what I'm going through. And prayer is REALLY important!
- There is always more to learn. Always measure.
- Follow through. Staff figure it out right away and if they don't see the CEO following through, your words are empty. Also, people listen to what the CEO says...so be careful what you say and how you say it!
- Don't take it all too seriously
- To expect the unexpected
- Leading as a team member who demonstrates care, concern and trust of staff and board is most effective
- Never become complacent; change is near - embrace it, rather than brace for it!
- Keep focused on your goals and dreams and relationships. Growing too fast can be a challenge.
- Whatever it is that seems to be so critical will soon pass. The mission will always get done; it is the administrative stuff that will get you.
- To be patient with situations. Given enough time the answer will always reveal itself.
- I'm still working on this but...changing my idea of my job description from tasks to developing relationships with people.
- Get as much unfiltered feedback as possible because many people will tell you only what they think you want to hear and you may become isolated from the real situation in your organization.
- Think before you speak.
- Delegate, delegate, delegate.
- "It's not for real and that everything passes" -- words of wisdom from my first mentor. I work with some of the most powerful and influential community, business and political leaders. I have to remember I am not ONE of them ... I am with them because of my position. Perhaps the most important quality of an effective CEO is to be fair ... fair with people, in decision making and in all relationships. Personal integrity will be evidenced if fairness is the foundation. Perhaps one of the most important lessons a CEO must embrace is not to take "things" personally -- criticism, rejection, or flattery

9. Make a few comments about power and influence in your role as CEO. Power compared to influence. When to use one and when to use the other. Is one more effective than the other? What are the differences? How do they balance?

A. In general:

- I think they are very similar. Power is not a negative term. It's just that folks use power in negative ways. If you have power you have the ability to influence greater numbers of people and at higher levels within organizations.
- I have sought to surround myself with persons of outstanding talent and character. I negate that to some degree if decisions always come from me.
- An effective CEO masters influence and understands it as the effective way to do business. I see power as a form of force. Force has momentary impact that does not effect healthy change. It is usually fear based. Influence relies on communication and engaging constituents in vision. It becomes we/us.
- I'm still trying to figure out "power." "Influence" seems to be more of a personality trait or characteristic than something ascribed to you because of your title. More than anything I believe you need to be honest, hardworking, and truthful. Actions speak louder than word. If the CEO expects these things, they better be an example of them.
- influence is most effective. You want people to be inner directed as opposed to outer directed. Power is the last resort.
- Real power comes from your knowledge and experience and the respect this can command.
- In the role of CEO, you have the power, you are in charge and have been deemed responsible party, but what is really important is the influence on and with others.
- power is the authority to direct that something be done or to make a decision; influence is the ability to get it done or have the decision accepted. The only time that I try to exercise my power or authority is when time is critical. Otherwise trying to influence folks provides better and more longer term results. People buy into influence; they may recognize power or authority; but they will not embrace it. That is true both inside and outside the organization although there can be very little exercise of power externally.
- The power of a CEO is a Myth. The only power a CEO has is to make decisions when the need presents itself and to provide direction on a general course of action. Most of the time decisions have already been made for him/her at the recommendation of others. Influence/direction does occur by educating others on your needs, their needs or the organizations needs. I have never really thought of my position in the way of power but rather one of responsibility to provide leadership.

- I don't think there is that much difference for me. Power is limited to my own actions, thoughts, prayers. I am more powerful when I support other people using their power. Influence comes from respect - built over time.
- power should not be abused; it is a privilege to be utilized rarely.
- One needs to be extremely careful about what one says or asks for. Staff has a tendency to consider every request has a high priority. The CEO needs to be very clear as to what he wants and when he needs it. In the long term influence is much more effective than power.
- "Power corrupts; absolute power corrupts absolutely: -- an effective CEO will manage power to the advantage of the organization; mission and vision; the community and those who come under his/her influence. An important role of the CEO is to use "political" power for change ... to gain an edge in affairs that affect the organization, customers and constituents. In my opinion, the CEO needs to "use inherent power or lose it" -- and if the CEO is not viewed as having professional power -- community power -- personal power to "make things happen" he/she will not be seen as a leader of significant community influence.

Influence, in my opinion, is more personal and used most effectively on an individual basis. Influence should be cultivated on a continual basis ... and used to advance specific purposes, help individuals and, frankly, for individual gain. A CEO who creates (by hard work and good works) a persona of power and influence can make magic happen and generate miracles. Most of the time, the combination should be used quietly and behind the scenes. The CEO with power and influence will not have to flaunt it ... those who need to know, will know and will embrace that CEO and, by so doing, increase his/her center of influence.

B. In relation to staff:

- If you hire the right people you won't need to influence them or use power. You train them well and encourage them to influence you in the right direction. Give them the power they need to do their jobs.
- Consequently, I expect my senior staff to make some of the tough calls, and I support their decisions. However, everyone understands that there are occasions when my take on a situation must be, and will be direction we proceed.
- influence is most effective. You want people to be inner directed as opposed to outer directed. Power is the last resort.
- Never think you can control through power of position; that is an illusion. See A again.

- Influence and respect are essential in leading staff, with a carrot and not a stick.
- Creating courageous leadership amongst staff to act within the limits of their authority is a foremost responsibility
- appropriately influencing staff is much more satisfying and appropriate than the exercise of power with them. Influencing can lead to growth, utilization of power doesn't (usually)
- The CEO needs to get buy in from the staff. That means convincing them that a course of action is proper and getting them to feel ownership. Ordering someone to do a task makes it yours and in their mind relieves them of the responsibility to complete the task on time.

C. In relation to community contacts:

- Use your power/influence to advocate on behalf of your clients. If that is always the beacon, you won't use your power ineffectively.
- With regard to the community, it's a matter of influence - trying to constantly move folks to a better understanding and appreciation of what we do.
- influence is most effective. You want people to be inner directed as opposed to outer directed. Power is the last resort.
- Your knowledge, experience and reputation are very intertwined. You have to be clear where you stand on issues, as well.
- One's influence and connections in the community are vital.
- To be visual and engaging.
- "gently" influencing people is critical. Use of power generally only serves to alienate the public.
- Whether staff or community contacts -- the CEO who is sincere, honest, and fair in using power and influence will likely cause others to work harder, be more creative, see out of the box, take more risks, be more daring and experience personal and professional growth and development. Power and influence should be the primary motivating factor for the effective CEO because they are the two critical strengths that separate the CEO from the pack.

10. As a CEO who do you look to for support?

- God, my colleagues within the agency and on the outside and I surround myself with great friends who keep me from letting work consume me.
- A lot of my support comes from my board, but I also call other CEOs to get their take on situations. I would be remiss not to mention my wife!
- Prayer/meditation; God/trust colleagues and friends
- I look to two retired CEO's for support and I also get lots of support from my spouse and dog.
- Executive staff; spiritual life
- other local agency CEOs (we have a good network), some VOA CEOs, some board and community leaders
- Wife, board president, admin team, board members, other CEO's, and other friends.
- My spouse is a constant source of support. We made the decision together, for me to take this position. He soothes when it is appropriate; he kicks me when that is what is needed. Some of my VOA CEO peers are my support as well.
- Board members and peers
- My family, my staff, my faith
- God, other CEO's, wife, self.
- I am part of an area wide group of health and human service agencies and the other CEO's are my greatest support. Our board is wonderful and I can depend completely on them.
- Friends who are CEO's, my TEC Group.
- My colleagues, God, and a few significant others.
- Other CEOs, peers.
- Those few individuals I know I could call at 3:00 AM -- tell them I need \$5000 within an hour without any questions being asked

11. What 5 pieces of advice would you give a new CEO?

- Take 2 weeks off at least once a year(at the same time). You need to clear your head. Participate in training that is solely focused on leadership development (something you enjoy), Remember that you are never in control, God is, Stay organized (find a system that works for you), I live by the motto "Jump and the New will appear", which means take risks, have faith and be willing to make mistakes.
- Pick up the phone and call a fellow CEO if you have a knotty issue; don't be afraid to use the resources of the national office as a support; prayer is a very effective tool as you face the internal and external challenges at your affiliate.
- Know your higher power; You don't have to do it all; Execute within your skill area; Hire to do your weakness; Find a trusted confidant; Find a peer group of which be a part; Learn to measure always and be sure decisions have good data under them.
- Meet with staff and listen to them; Ask them what they think; Visit the different sites—be visible; Continue learning; Pray, read your Bible, stay connected with your church, take time to “think on these things”
- Listen; Ask questions; Listen; Ask questions; Listen
- Quickly assess your staff and know your leaders. Get to know your board - take them to lunch individually, go to their offices, meet Have 1-1 meetings with your funders
- Exercise, operate from a good philosophy of service and mission, develop a team approach, trust your board and staff and don't take it home.
- Make sure your family is ready for this job; they will be affected and it is critical they can support you. Pray, every day for guidance and humility. Use a management team approach, but understand some decisions are yours alone. Try to keep the big picture - the horizon - in view; you may be the only one who can and does. Believe in yourself; this is not self aggrandizing; it is critical to you being able to lead.
- It is all about mission.
 - Lead with passion.
 - Listen well to the needs of your community/service area.
 - Be creative, and know that "no" does not mean "no" when it comes to your services, programs and participants.
 - Don't be distracted by your competitors and/or what you can't do, stay focused on what you do best and what you can achieve.
 - Partnership and collaboration are essential in our business.

Manage growth well, you never know when another 911, a war or a drop in the economy will hit again.

- Sweat the small stuff, see 8 above, pay attention to your financial positions, stay out of the way of your program folks (let them run the programs; you run the corporation), let your staff grow.
- Don't overreact, take time to breath, evaluate, consult, decide.
- a. build relationships
 - b. identify your own weaknesses and look for others who can compliment your strengths.
 - c. treat everyone with respect - staff, board, clients, supporters
 - d. have fun - you really are not in charge of the universe
 - e. keep in touch with why you are doing your job - conversations with clients is a good start, person to person, not in any condescending way.
- Go slow
 - b. Be methodical
 - c. There is a solution to most any problem.
 - d. utilize your resources!
 - e. Mistakes are inevitable; learn from them.
- Listen. Make changes slowly. Don't try to change the culture to quickly. Emphasize new ideas by making suggestions and getting reaction from the staff before you jump.
 - (a) believe in yourself;
 - (b) don't second guess your decisions; make them and move on;
 - (c) be a risk taker;
 - (d) never lose your curiosity;
 - (e) don't depend on others for your success

12. What 5 or more books and/or periodicals would you recommend a CEO read?

- Harvard Business Review (journal and on line email)
- Organizing from the Inside Out (Julie Morgenstern)
- The Power of Focus (Julie Morgenstern) (I have read this 10 times)
- Jesus as a CEO
- Local newspaper (keep up on current events in your community)
- Daily newspaper with national/international information
- Daily inspiration from your faith walk
- Bible
- The Dance of Change
- Any books on leadership (you can usually pick up some piece of wisdom)
- Running on Empty
- Field and Stream Magazine (people voice their opinion, they offer great survival techniques and suggestions, they are passionate about the outdoors, they pay great attention to detail, the stories are usually interesting and you get exposed to different parts of the country and world. Also, people pay lots and lots of money to go on exotic excursions—could they be potential donors—not if I can't convince them I know something about what their interests are!)
- Leader to Leader journal; Harvard Business Review; Zen and the Art of Motorcycle Maintenance; Macbeth; Bible
- Stay in touch with LOCAL newspaper and Business Report Visionary Leadership Covey books on effective leadership Chronicle of Philanthropy or Nonprofit Times Something FUN at all times, including the Bible!
- Any book by Rensis Likert(organizational development), local newspapers, national periodicals such as US News& World Report and Business Week and Non Profit Times
- I read my local newspaper (where the administrative office is) daily. It helps me keep up with board members, politics both local and statewide since we are in the state capitol. I also read the local city business monthly magazine for the same reason. I read more email newsletters than periodicals, related to housing issues.
- The Power of Servant Leadership (Greenleaf)
God is my CEO--Following God's Principles in a Bottom-Line World (Larry Julian)
Good to Great (Jim Collins)

Hesselbein on Leadership (Frances Hesselbein)

Management Challenges for the 21st Century (Peter F. Drucker) Love and Profit: The Art of Caring Leadership (James A. Autry) The Power of a Praying Woman (Stormie Omartian)

Wouldn't Take Nothing For My Journey Now (Maya Angelou)

The Purpose Driven Life

- I would recommend that a CEO reads about those things that he/she thinks they need to learn but not try to become a subject matter expert. A CEO needs to know a little about a lot and to be able to find folks who know a lot about a little.
- Anything by Wilbur Smith, Dean Kootz or Tom Clancy. In a way I am kidding but also not. I read more to escape. Professional reading is done typically when someone has recommended a piece, I generally do not seek it out.
- From Good to Great
- I enjoy articles on Peter Drucker and his successes.
- In search of excellence – Thomas J. Peters and Robert H. Waterman, Jr.
- The 7 Habits of Highly Effective people – Stephen R. Covey
- How to win Friends and influence people – Dale Carnegie
- Board Source – periodical
- Leader to Leader – Hesselbein & Cohen
- ☐☐ (a) the Bible for inspiration, guidance, perspective and humor;
(b) Patton: A Genius for War - best textbook for effective strategic planning and implementation;
(c) Purpose Driven Life - for introspection and self evaluation;
(d) Forbes Book of Great Business Letters - an effective CEO will have the ability to sit down and create and write a truly coherent and personal letter that conveys sensitivity and empathy under any circumstance;
(e) Tuesdays With Morrie - so as not to forget what life is really all about;
(f) The Wall Street Journal and at least two other local newspapers. Books should be kept by ones favorite chair, by the bed, in the bathroom and in the car for professional and personal reading.