

Cultivating Adaptive Leadership in Theological Schools

10 Questions Boards Should Ask Themselves before Providing Annual Feedback to the President

FIRST:

Consider one specific example of a chronic institutional problem that has presented acute challenges for the President or institution within the past year.

SECOND:

Record the board's responses to the following 10 questions.

1. How did the board push the President to oversimplify the acute challenges for better clarity?
2. How did the board encourage or support the President and senior team to gain a deeper understanding of the complexities of the chronic problem?
3. How did the board incentivize the President to present a clear solution to quickly resolve the acute challenges?
4. How did the board provide mentoring or coaching support for the President as they confidentially contemplated the pros and cons of multiple potential solutions?
5. How did the board delegate its authority and responsibility to address the acute challenges to an internal expert or external consultant?
6. How did the board support the President while they took the time to engage stakeholders who were closest to the chronic problem, seeking creative solutions from them?
7. How did the board implicitly or explicitly require the President to demonstrate that a chosen solution would resolve the acute challenges?
8. How did the board secure the President in its position while making incremental progress toward addressing the chronic problem, asking good questions about unintended consequences of considered solutions, and making decisions without the desired information?
9. Review the responses to the odd numbered questions. What commitments will the board make to minimize those behaviors in the upcoming year?
10. Review the responses to the even numbered questions. What commitments will the board make to answer these questions even more supportively and credibly in 12 months?

THIRD:

Communicate the board's commitment to the President and carefully listen to their response.



In Trust Center members and affiliates have permission to print and share this resource.
To learn more, contact resources@intrust.org.