

**CEO/President/Executive Director Co-Commitment Letter for
Senior Manager Applicants:
CONSIDERATIONS BEFORE NOMINATION**

Dear CEO/President/Executive Director,

Strong support from you is essential to the success of your senior manager in this program. Your commitment is critical to the participant successfully tackling the organizational challenge that you identify together as one of the most important issues facing your organization in the coming years.

Note that we are not asking for a "nomination letter"--we are seeking YOUR commitment to this program as your staff member is the organizational representative in the program, but the entire organization will be involved.

***Considerations for Executive Directors who have an organizational leader
participating in Achieving Excellence***

- Make sure that the performance challenge that the participant(s) will work on has your full support, that you know this is who you want working on that challenge and that you will authorize the participant(s) to make transformational change in your organization
- Be sure that the rest of the organization knows that the AE participant has your full support in tackling this challenge
- Encourage open communication and specific feedback about what you can do—or stop doing—to be more helpful in supporting performance challenge goals. Check in with your participant(s) regularly on their progress--you may want to ask if there is anything more you can do to support this work, maybe even to ask if you are doing anything that is blocking progress
- Consider this an opportunity to strengthen your internal leadership ladder by delegating more responsibilities of substance, by focusing the organization on performance outcomes and by holding people accountable for results
- Encourage and support their ongoing learning and growth
- Allow time and space for their performance challenges and coaching calls
- Welcome this opportunity to strengthen your management team and to model honest and useful communication even when the going gets tough. To realize adaptive challenges participants may need to raise difficult issues with you—consider and implement ways that you can create a “safe space” for this conversation, perhaps even being explicit about it.
- Provide an opportunity for the AE participant to share their performance challenge with the Board of Directors, to consult with you about where the Board or individual members might be helpful, and to update the Board periodically on progress.

If one of your senior staff is accepted into Achieving Excellence, please share and discuss these commitments with them at an early stage in the program.

**CEO/President/Executive Director Co-commitment
Letter for Senior Manager Applicants:
COVER SHEET**

Nominee's Name _____

Nominee's Organization _____

Name of Recommending CEO/President/ED (Your name) _____

City _____ ST _____

Telephone Number _____ E-mail Address _____

ANONYMITY & HONESTY

Please note that we are seeking candid responses to the questions below and an even-handed assessment of your senior manager's abilities from your perspective. This information will never be shared with the applicant unless YOU choose to share it.

The NeighborWorks Achieving Excellence Program is comprised of a diverse group from across the nonprofit sector, including different lines of business, strengths and weaknesses, organizational sizes, backgrounds, etc. Your honest responses will help us select a diverse group of various talents that will help each other achieve even greater success across the field.

We recognize that you may want to avoid sharing any 'opportunities for improvement' in case they would negatively influence our decisions, but everyone has areas for improvement and knowing these will help us better match the applicant with a coach and appropriate peer group to actually achieve improvement in those areas

INSTRUCTIONS

- 1.) Please include in your letter at least the following information:
 - A description of this person's scope of authority (he/she should have principal responsibility for leading a large, substantive segment your organization)
 - Three most significant professional assets, especially his/her demonstrated leadership in the organization
 - Three of his/her professional limitations
 - In as much detail as possible, please tell us specifically how you plan to provide support to the candidate during their time in the program working to accomplish the organizational performance challenge and how, together, you decided on the challenge that the participant will work to address while in the program
- 2.) If at all possible, please convert your letter to PDF
- 3.) If at all possible, please combine this cover sheet WITH your letter so they are 1 PDF document
- 4.) When you submit, please use this naming protocol:
NomineesLastName_NomineesFirstName_Nomination_YourName (for example, Smith_John_Co-commitment_Sally Jones)
- 5.) Submit by email to aeprograms@nw.org (you can also use this contact if you have any questions 6.) Note that you should receive a response immediately or very soon after your email. If you do NOT get a confirmation email within 24 hours, feel free to contact aeprograms@nw.org to get confirmation that it was received.
- 6.) If you would like further information about the NeighborWorks Achieving Excellence Program, please go to www.NeighborWorks.org/ae