



*Executive Search  
Nonprofit Leadership  
& Board Performance*

# DCM INSTITUTE FOR TRANSFORMATIONAL NONPROFIT LEADERSHIP & BOARD PERFORMANCE

**AN AFFORDABLE APPROACH TO  
ADVANCING NONPROFIT PERFORMANCE**



## **OUR COMMITMENT TO DIVERSITY, INCLUSION, EQUITY AND BELONGING**

DCM believes that diversity, equity and inclusion are essential to our firm's effectiveness and excellence. We are committed to conducting searches that are inclusive and that reflect the values and aspirations of our clients. DCM encourages applicants from diverse backgrounds and strives to identify qualified candidates to reflect the rich diversity of the clients we serve. We define diversity in broad terms to include race, ethnicity, age, gender, religion, sexual orientation, gender identity and expression, disability, geography, and socio-economic status.



HEALTHY MINDS  
STRONG COMMUNITIES

**DCM ASSOCIATES  
IS A PROUD MEMBER**



# ASSESSMENTS AND EVALUATIONS

## EXECUTIVE LEADERSHIP & BOARD GOVERNANCE ONLINE ASSESSMENT SURVEY

This online survey will identify how well your executive leadership team and Board members work together as true partners in sustaining your social mission and achieving your strategic vision.

You will receive a final report of findings and recommendations on the final topics including a one-hour virtual consultation:

- **Mission, Vision, Values and Culture**
- **Strategic Goals**
- **Board and CEO Partnership**
- **Impactful Programs and Services**
- **Positive Brand Identity**
- **Philanthropy**

Ideal for board retreats, strategic planning and annual organizational performance evaluations

➤ **ONLY \$975**

## ANNUAL CEO PERFORMANCE EVALUATION

The goal of the annual Chief Executive Officer performance review is to recognize how well the executive is performing in their job and to identify any needed improvements. The annual CEO evaluation review also includes the CEO Self-Evaluation survey as well. All members of your Board are encouraged to participate in the CEO evaluation.\*

The DCM Associates Chief Executive Officer Performance Evaluation includes the following topics for assessing the annual review of the CEO:

- **Overall Organizational Performance**
- **Strategic Leadership**
- **Board Relations**
- **Community Relationships**
- **Positive Brand Identity**
- **Fiscal Stewardship**
- **Culture of Philanthropy**

➤ **ONLY \$975**

**WHEN PURCHASED TOGETHER ONLY \$1450 - SAVE \$500**

*\* We recommend that the Board include our 360 Leadership Development System to include feedback from the CEO's direct reports on their perspective of their performance to enable the Board to have a better understanding of the CEO's relationship with the organization and his/her leadership team.*

## ANNUAL LEADERSHIP TEAM MEMBER PERFORMANCE EVALUATION

Annual reviews of individual members of the Executive Leadership team member's performance are an excellent way as well to identify areas of strengths as well as communicate any key areas of needed improvement. Our individual executive leadership team member's performance evaluation also includes their self-evaluation survey.

- **ONLY \$350 PER INDIVIDUAL EXECUTIVE TEAM MEMBER**
- **ONLY \$1500 FOR UP TO SIX TEAM MEMBERS**

## THE 360 LEADERSHIP DEVELOPMENT SYSTEM

The DCM 360 Leadership Development System is a non-threatening way to identify how executives are perceived by those they work with - their boss, direct reports, and peers on the leadership team. Feedback to the executive is given freely and honestly with the focus on development by rating performance of 62 leadership behaviors. This report includes a personalized debrief and the formulation of a personalized leadership development plan for each member of your team. The insights gained from the 360 Leadership Development System is to promote professional development to enable the leader to become more effective and efficient member of the team.

Leadership Competencies assessed include:

- *Communications*
- *Engagement*
- *Decisiveness*
- *Achievement*
- *Teamwork*
- *Resourcefulness*
- *Leadership*

➤ **ONLY \$375 PER EXECUTIVE**

## LEADERSHIP ASSESSMENT & DEVELOPMENT

The DCM Leadership Assessment measures a candidate's behavioral traits, cognitive abilities, and professional interests. This assessment is helpful when considering upper-level leadership openings and promotions. It provides information which reflects the responses provided by the prospective executive leadership candidate or a current team member when completing the assessment. The report will also provide your organization with the individual's abilities and personality traits and how they are likely to interact with other members of the team.

The DCM Leadership Assessment features the TalassureMX which measures the following core Leadership and personality traits:

- *Reasoning Ability*
- *Competitiveness*
- *Sense of Urgency*
- *Take Charge*
- *Manageability*
- *People Contact*
- *Attitude*

➤ **ONLY \$275 PER EXECUTIVE**

# ONLINE BOARD AND LEADERSHIP COURSES

## INVEST IN YOUR NONPROFIT BOARD MEMBERS AND EXECUTIVE LEADERSHIP TEAM'S SUCCESS

Most nonprofit organizations, business and trade associations have great causes and powerful missions that are being advanced through the efforts of dedicated professionals, yet far too organizations still struggle to achieve the level of excellence their mission requires.

DCM's online courses will enable your Board members and leadership team to learn the skills, competencies and self-confidence required to become a high performing nonprofit organization with those you serve becoming the ultimate beneficiary. You can take these one-hour online courses from the convenience of your home, office or mobile app.

## HOW TO BECOME A HIGH PERFORMING NONPROFIT BOARD

Topics covered include:

- *The Four Stages of Board Governance*
- *The Characteristics of High Performing Boards*
- *The Board & CEO Partnership*
- *The Board's Role in Strategic Planning*
- *Board Leadership Succession*
- *How to Engage the Board in Philanthropy*
- *Dealing with Difficult Board Behavior*
- *Measuring the Board's Annual Performance*

## HOW TO BECOME A HIGH PERFORMING NONPROFIT EXECUTIVE LEADERSHIP TEAM

Topics covered include:

- *Visionary Thinker*
- *Emotional Intelligence*
- *Entrepreneurial Spirit*
- *The CEO's Role in Philanthropy*
- *Positive Brand Builder*
- *Strategic Collaboration*
- *Leadership Development*
- *Inspirational Motivator*

➤ **EACH ONLINE COURSE ONLY \$975 TO REGISTER UP TO 25 PEOPLE FOR OUR ONE-YEAR LICENSE**

**- PURCHASE BOTH COURSES ONLY \$1450 – SAVE \$500**

## LEADERSHIP DEVELOPMENT PROGRAMS

DCM's experienced national nonprofit leadership experts can assess and develop your organization's leadership development programs to:

- *How to proactively identify and develop new leaders within your organization*
- *How to identify the competencies and skills that they will need to be successful*
- *How to create a professional leadership development plan for your entire organization*

## CERTIFICATE PROGRAMS

DCM offers three well-respected leadership and board certificate programs each Fall and Spring

- *Transformational Nonprofit Emerging Leadership Certificate*
- *Nonprofit Board Governance Certificate*

**FOR MORE INFORMATION VISIT [WWW.DCM-ASSOCIATES.COM](http://WWW.DCM-ASSOCIATES.COM)**

## DIVERSITY, EQUITY INCLUSION & BELONGING DEVELOPMENT PROGRAMS

Our team of experienced and nationally recognized DEI&B experts will assist you in developing your organization into a more inclusive and culturally sensitive workplace. Our team of talented experts will help you assess, create and implement effective policies and practices at every level of your organization. DCM's approach to DEI&B ensures a comprehensive assessment of current practices and a developmental strategy that begins with cultural competency and builds an organizational structure that values inclusion. DCM's experienced leadership team posits inclusion as the heart of leadership competencies and strategic management. Our team's commitment to enhancing a diverse culture starts with a focus on Belonging as the essential ingredient for enduring and successful DEI practices. Creating a workplace culture that values diversity in background, culture, ability, experience, and skills will promote individual achievement, and will enhance your organization's unique contributions.

## EXECUTIVE LEADERSHIP AND BOARD COACHING SERVICES

DCM'S executive leadership coaching services are specifically designed for nonprofit leaders and board members. Our flexible coaching services are equally valuable for the emerging nonprofit leaders, mid-career individuals and current executive leaders and board members. Whether leaders are looking to build culture, improve efficacy or lead new strategic initiatives, DCM's coaching team provides excellent support and capacity building to support every level of leadership in leading their organizations successfully forward.

Our team of national experts has decades of experience and successful outcomes. DCM is recognized as thought leaders who are effective in helping organizations to recruit and develop great leaders. At DCM, we realize that each situation and the needs in leadership are different. For that reason, we encourage you to contact us for a confidential free consultation to discuss how our coaching services can help you and your leaders achieve the great results and personal satisfaction they are seeking.

*DCM's Annual CEO Performance Evaluation including the CEO Self-Evaluation survey, the Executive Leadership and Board Governance Online Assessment Survey and the DCM 360 Leadership Development Survey create a comprehensive review and communication tool for the Board and CEO. The feedback provided from the assessment and evaluation tools was insightful and validating. The tools provide a comprehensive review of management competencies, leadership behavior, and progress toward meeting strategic organizational goals by incorporating the perspective of the board members and direct reports, compared to your own perceptions. I highly recommend these tools and the process supported by Dennis and his team!*

**Anne Ogden, Executive Director**  
**CTC Academy**

*The DCM Executive Leadership & Board Governance Assessment Survey and their CEO Annual Performance Evaluation tools enabled our board and CEO to create a baseline evaluation of our current performances and helped us develop a specific plan of action going forward to ensure the sustainability of our mission. I highly recommend them.*

**Robert Kley, Chair of the Board**  
**Monarch Housing Associates**

*One of the most important responsibilities of a Governing Board is the annual assessment of the Chief Executive Officer to whom operations of an organization are delegated. Not for profit organizations with rotating officers on the board have a daunting task to standardize the evaluation. To make the process objective, and to engage all officers of the Board, takes much effort and time. CAHME determined to outsource the initial part of the process in 2020-21. DCM assists in standardizing the Performance Evaluation survey to make it timely and more efficient. DCM created and performed a Board survey with elements of our prior assessments. The survey was completed much earlier in the past with the entire participation of the Board. DCM also facilitated the CEO self-evaluation and summarized all results. I am extremely pleased that the Board chose DCM to assist CAHME in the Performance Evaluation survey and assessment process. I highly recommend that other organizations consider DCM.*

**Dolores G. Clement, DrPH, FACHE**  
**Chairperson**  
**Commission on Accreditation of Healthcare Management Education**

*Dennis Miller and his team developed an extremely valuable assessment of our governing board at the Santa Fe Recovery Center. His perceptions and insights resulted in actional recommendations our board understood, embraced, and implemented. Those recommendations led to more effective oversight enabling us to become a more effective substance use disorder recovery organization. Furthermore, Allan Weisberg of DCM conducted 360 evaluations of both the board chair and CEO—one of the recommendations of Dennis's assessment. These evaluations were comprehensive, they effectively collected the perspectives of the many people who participate in our organization's success. Allan's insights into the meaning of the 360 results enabled me as board chair to develop an improvement plan that's paying great dividends.*

**Thomas Starke, Board Chair**  
**Santa Fe Recovery Center**

*I recently completed the training “How to Become a High Performing Nonprofit Board”. This training covered the characteristics and obstacles of being a high performing board. Yes, this training should be an essential component of the new board member orientation and can be very useful for long serving board members. The key topics can lead to a very rich discussion and learning by board members. I also believe this training is essential for Chief Executive Officers that report to the board – whether you are just beginning in your job, or a veteran. I look forward to utilizing the wealth of resources Dennis C. Miller has to offer to nonprofit leaders to move our agency mission forward.*

**Laura Heintz, Psy.D.**  
**CEO – Stanford Sierra Youth & Families**

*Wishing I had the benefit of this digestible yet comprehensive governance overview when I began working with boards. Dennis’ online courses provides organizational defining fundamentals that shouldn’t be left to figure out “on the job” or by stringing together issue centric best practice sessions more typically offered in conferences. The clarity and ease of use makes this resource valuable to the newer practitioner, to the seasoned practitioner as a refresher, or to the best intentioned boards that have simply lost their way and need to get back to the center.*

**David L. Flood**  
**AHP’s 201 Si Seymour Award Recipient for his Distinguished Leadership in the Healthcare Philanthropy Community**

*Dennis Miller has created a wonderfully informative and instructive resource for nonprofit executives and boards in his new online courses “How to Become a High Performing Nonprofit Board” and “How to Become a High Performing Nonprofit Executive Leadership Team. The courses are full of great information and tips that will assist executives and board members at all levels of their board and leadership development. The videos are engaging and matched well with a companion handbook I found the questions at the end of each module to be excellent for both stimulating discussion as well as a sound exercise in determining the functioning of the board and CEO. Many thanks to Dennis for sharing his sound knowledge and experience!*

**Allison Blake, PhD MSW, Chief Executive Officer**  
**Child and Family Agency of Southeastern Connecticut**

## **WORKSHOPS ★ WEBINARS ★ RETREATS ★ SPEAKERS**



Click here to see what  
**Stephen N. Lawrence, PhD, MPA - Chair, Council on Trustees / Bonnie Brae**  
has to say about us.



Click here to go to [www.dcm-associates.com](http://www.dcm-associates.com) and scroll down to our client videos section to see what they have to say about us.

**TO LEARN MORE ABOUT HOW DCM’S TEAM OF EXPERIENCED AND DEDICATED NONPROFIT LEADERSHIP EXPERTS CAN ASSIST YOU AND YOUR ORGANIZATION, PLEASE VISIT [WWW.DCM-ASSOCIATES.COM](http://WWW.DCM-ASSOCIATES.COM)**

Please feel free to schedule a free no-obligation consultation with  
**Dennis C. Miller, Founder & Chairman**  
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