

LEADERSHIP OPPORTUNITY

You reside on the board for a non-profit service organization that has been severely impacted by a downturn in the economy over the last few years. The budget has already been cut to the minimum, and the only thing left to make ends meet is to reduce the payroll. Your job as a team is to figure out how to cut what you pay the staff of four full-time employees by 25 percent.

The Donor Relations Director was hired a year ago to prepare for growth. She is excellent at what she does, has sterling character and has been the key to this year's 10% growth, but the reality is that the company would have to be twice as big to really justify her role.

The Director of Counseling has not performed up to expectations. Problems at home with a young wife, new-born twins and an autistic son seem to constantly interrupt his work and divert his attention.

The CPA is very talented but difficult to work with. He has meticulously corrected his predecessor's errors and has been putting in extra hours to prepare for a pending IRS audit, but everyone else on the staff would heave a sigh of relief if he left.

The Volunteer Director has been there for 10 years, handles most of the daily issues and is greatly loved by the volunteers. However, as the company has grown she has struggled to adapt. Her resistance to raising up and empowering a team to share the load is pushing her toward burnout.

Keeping all four staff but temporarily reducing salaries by 25% is another option. Three of your staff have the resources to make it through the dip, but it would be very difficult for the Donor Relations Director, who has three teens and a single-income family. She has indicated she'd have to cut her hours and take another part-time job if that happened.