

POST-PANDEMIC LEADING IN JEWISH ORGANIZATIONS

Wexner Community Briefing | July 15, 2021

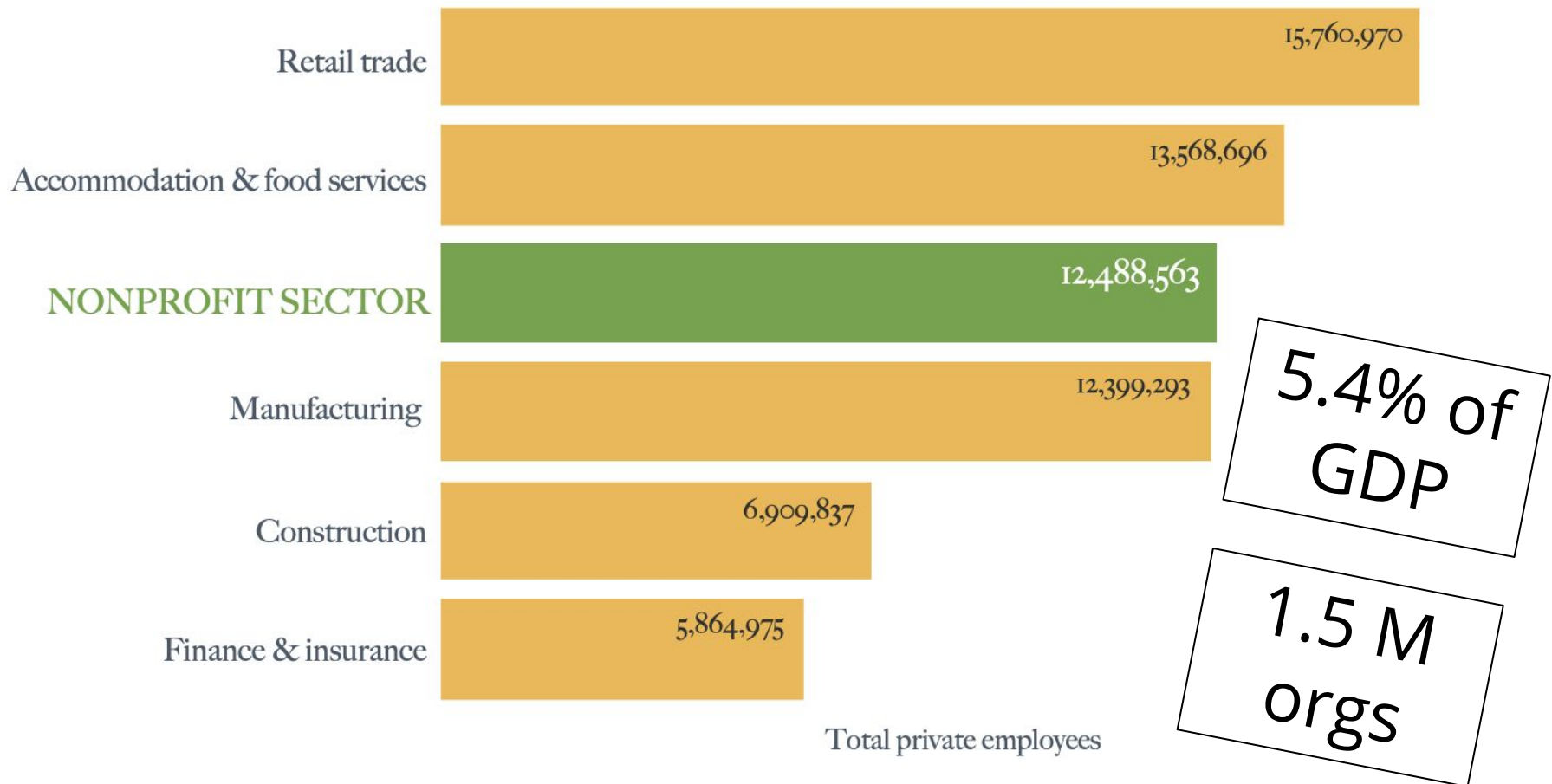


LEADING EDGE

Alliance for Excellence in Jewish Leadership

Nonprofits – 3rd largest employer in U.S.

FIGURE 1 • Employment in nonprofits vs. private employment in key industries, 2017





9,500 Jewish Organizations*

~100,000 Employees

75% to 90% of CEOs leaving
in 5 to 7 years (now)**

* **Source:** Burstein, Paul (2010). Jewish Nonprofit Organizations in the U.S.: A Preliminary Survey. Contemporary Jewry 31(1), p. 139.

** **Source:** Austin, Michael J. and Salkowitz, Tracy (2009). Executive Development and Succession Planning: A Growing Challenge for the American Jewish Community. Jewish Funders Network. p. 3.

2020



WOULD NOT RECOMMEND

In the chat...

When it comes to work,
what 3 words would you
use to describe the last
16 months?



+

 Culture Amp

What ■ Employee Experience Survey

When ■ 2016 + 2017 + 2018 + 2019 + 2021

Who ■ **325** organizations
 ■ **35,000+** respondents
 ■ **~35%** workforce

Factors of a “Leading Place to Work”

- Accountability and Feedback
- Collaboration
- Direct Management
- Diversity, Equity & Inclusion (DEI)
- Employee Enablement
- Employee Engagement
- Learning and Advancement
- **Organizational Alignment (Mission)**
- Professional Leadership
- **Psychological Safety**
- Salary and Benefits
- The Board
- **Wellbeing**

#1 Employees are still motivated by mission + feel proud

90% Feel **proud** to work at their organization

84% Feel like they are **making a difference** through their work.

91% Know **how their work contributes** to their organization's mission, strategy, and goals.

#2 Employees feel cared for, especially this year

74% Agree that their organization demonstrates **care & concern** for its employees

69% Believe employee **wellbeing** is a priority at their organization

#3 Internal communications is an ongoing challenge

68%

I feel I am kept appropriately **informed** – ↓12% US benchmark

60%

At my organization there is **open and honest two-way communication** – ↓10% US benchmark

51%

I am comfortable **sharing potentially unpopular opinions** at my organization – ←7%→ gender gap between women (50%) and men (57%)

#4 HR role is more critical than ever

March 2020

June 2021



The coronavirus crisis thrusts corporate HR chiefs into the spotlight

In a pandemic, a chief people officer can make or break a company

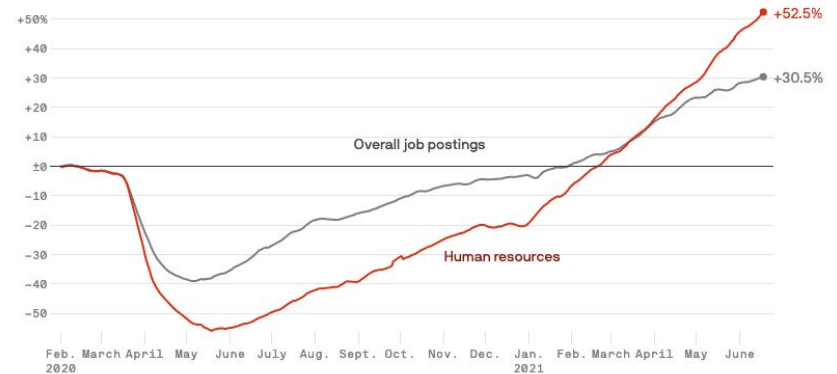
Why human resources job postings are spiking

 Erica Pandey, author of [What's Next](#)



HR job postings are up

Percentage change in Indeed job postings, Feb. 1, 2020 to June 18, 2021; Seasonally adjusted



Data: Indeed; Chart: Axios Visuals

#5

The crisis accelerated and exacerbated existing trends in our community -- including the board-staff partnership.

LAY/PRO

- Strategy development
- Capacity building
- Board composition & engagement

CEO/ED

- Hire, manage staff
- Manage budget
- Bring strategy to life

BOARD

- Hire, evaluate CEO
- Approve budget
- Build strong, accountable board



- Return to the workplace
- Long-term mental & physical health implications
- DEI

Thoughts for leaders

- Communicate, communicate, communicate
- Think of where you can create certainty
- Keep experimenting and iterating
- Pace yourself!