

1

Pulse Check

Where does your organization feel most resilient?	
Where does your organization feel most fragile?	

2

Bottlenecks + Equity Risks (ED/SLT)

Ask yourself – does the bottleneck protect quality or just compensate for missing clarity or confidence?

- ED approval bottleneck
- Finance/HR “single point of failure”
- Relationship bottlenecks (one fundraiser/partner lead)
- SLT forum bottlenecks (everything routed to one meeting)
- Emotional bottlenecks (one conflict-holder)

Equity lens — ask yourself the following, and then address:

Who carries invisible labor?	
Who has authority without support?	
Whose expertise is discounted?	

3 Fast Diagnosis

What do we avoid talking about?

e.g., The board hasn't discussed ED succession, even though the ED plans to leave in 18 months

Where are people afraid to decide?

e.g., Staff won't approve routine vendor contracts without ED sign-off because criteria aren't clear

Where does work revert upward?

e.g., Directors draft budgets but the ED rewrites them—so the team stops owning the process

4 Discussion: Your Biggest Bottleneck

- **In pairs: Pick one decision that keeps coming back to you. Name the bottleneck type. Then identify your “smallest test”.**
- **Smallest test = a single, low-risk experiment that shifts one decision role, clarifies one piece of authority, or removes one unnecessary approval step**

Example smallest tests:

- **Directors approve grant renewals under \$10K without ED sign-off**
- **Publish written decision criteria for one recurring hiring decision**
- **Let program directors decide and report out, instead of routing through SLT**

5 My 2-week commitment (copy/paste friendly)

I will (action)	
By (date)	
Success looks like	
Support I need / who I'll involve	
To make this sustainable, I will stop / pause	