



***Executive Evaluation***

***Presented to:***

***Jeff Stilwell, President/Chairman***

***Tangipahoa Charter School Association***

**February 8, 2018**



|  |
| --- |
| **WHO WE ARE** |

|  |  |  |
| --- | --- | --- |
| Accendo International (AI) is a human capital strategy firm that accelerates growth in individuals, teams, and organizations. With broad, deep expertise in all areas of Talent Acquisition, Talent Development, and Talent Strategies, Accendo is the catalyst that helps organizations maximize individual talents, align performance expectations to strategic goals, and achieve greater results at every level of the organization.* Founded in 2009
* Clients include a wide range of corporate and nonprofit organizations in industries such as oil and gas, healthcare, education, media, legal, real estate, entertainment, and more
* WBE Certified
* Recognized on the *Houston Business Journal* list of “Fastest Growing Women-Owned Businesses”

**Accendo International’s 5 Distinct Principles of Client Engagement™:**PrinciplesWe operate under a business model built on five distinct principles. This is how we make individuals, teams, and organizations…better:1. **Improving, Not Changing:** Our goal is to improve your performance by leveraging and building upon the strengths of your existing talent.
2. **Shared Goals:** We partner with our clients to create a strategy that aligns existing talent and resources with organizational priorities and objectives.
3. **Mutual Accountability:** We drive strategy execution through a focused process that minimizes risks and meets deadlines and budget expectations. We hold you accountable… you hold us accountable.
4. **Knowing vs. Doing:** We help you move from strategy to implementation by putting action behind your ideas and translating them into tangible results.
5. **It’s Always About You:** We develop customized strategies based on organizational requirements, considering your specific goals, challenges, opportunities, strengths, and risks.

**A sampling of the clients we have worked with include:**  |  |  |

Alpha Broadcasting Anthony & Sylvan Pools AWTY International School

BBVA Compass BHP Billiton Blazek & Vetterling

Camden Properties ChaseSource CHI St. Luke’s Health

DuPont GLG – Gerson Lehrman Group Harris County Hospital District

Houston Airport Systems Hobby Center for the Performing Arts Mindshare

Neuhaus Education Center O’Rourke Petroleum Precision Medical Billing

PRSM QualSafe Solutions Rice University

Ringers Gloves Riviera Broadcasting Rue La La

Sterling Crane Texas Children’s Hospital Total Safety

US Energy Recovery Waukesha Pearce Industries YMF Media

|  |
| --- |
| **OVERVIEW** |

Accendo International is pleased to have the opportunity to partner with the Tangipahoa Charter School Association to provide an Executive Evaluation of George Williams, the Chief Executive Officer (Head of School) of Tangi Academy. The purpose and goals of the Executive Evaluation are as follows:

* Fulfill legal commitments of evaluating the CEO in a structured, quantitative, and qualitative format
* Provide feedback and insights on strengths, gaps, leadership style, and leadership effectiveness
* Help the CEO set performance and leadership goals tied to organizational goals and desired outcomes, and determine benchmarks and metrics for success

This Statement of Work (SOW) outlines the deliverables for this executive leadership coaching engagement. At this time, these are the recommended steps based on what we know today. As we get further into the coaching engagement, we may adjust strategies and tactics based on progress, new information, and emerging opportunities.

**The deliverables outlined in this SOW include:**

* Intake
* Stakeholder Interviews or Stakeholder Survey
* StrengthsFinder Assessment and Debrief
* Executive Evaluation
* Leadership Action Plan
* Ongoing Executive Coaching
* Engagement Recap

To allow flexibility in this engagement, Accendo is offering various options for implementation/execution, which are outlined in the Investment Overview section of this SOW.

|  |
| --- |
|  **OBJECTIVES/DELIVERABLES** |

**INTAKE**

To get started, Accendo will participate in an in-depth Intake session with Jeff Stilwell, Board Chair, to gain clear understanding of the goals of the engagement, areas to explore in the Stakeholder Interviews, culture of the environment, learn more about George Williams and the key stakeholders who will participate in the process, current priorities, criteria for success, and overall expectations of the engagement.

**Deliverables:**

* Accendo will conduct a 1:1 call with Jeff Stilwell at the onset of the engagement

**STAKEHOLDER INTERVIEWS OR STAKEHOLDER SURVEY**

Following the Intake Session, Accendo will facilitate either 1:1 Stakeholder Interviews, or an electronic Stakeholder Survey, with a variety of individuals who will be critical to project implementation, in order to gain honest feedback relative to George’s success. This will include approximately (13) meetings\* with the following:

* CEO George Williams
* Four (4) direct reports of the CEO
* Eight (8) members of the Tangipahoa Charter School Association Board

These Stakeholder Interviews will be completely confidential, and will include an in-depth discussion to garner feedback/insights about George in the following areas (these topics may be adjusted based on information gained through our Intake process):

* Leadership Strengths and Gaps
* Managing and Developing Others
* Productivity
* Task Management
* Employee Relationships
* Communication Style
* Integrity and Trust
* Culture and engagement
* Personal Development

**Deliverables: Stakeholder Interviews**

* Accendo will conduct (13) 1:1 interviews\* with George Williams (1), all Board members (8), and all of George’s direct reports (4)

*\*As an alternative, Accendo can conduct an anonymous electronic survey with the 13 respondents rather than the 1:1 interviews; this has been priced both ways in the Investment Overview section*

*\*It is recommended that the 1:1 meetings are conducted in person rather than via phone; it has been our experience that in-person meetings provide a better opportunity to build rapport and trust which, subsequently, leads to more open and honest feedback during the 1:1 interviewing process*

 **STRENGTHSFINDER ASSESSMENT AND DEBRIEF**

To learn more about George’s personal and leadership Strengths, Accendo recommends completing the StrengthsFinder Assessment and an in-depth Debrief Session with George.

StrengthsFinder is an assessment tool developed by The Gallup Organization that helps individuals understand what drives them to be successful. It is based on more than 50 years of qualitative and quantitative research that helps individuals discover their innate, individual talents – the ways in which they naturally think, feel, and behave. Ultimately, having this knowledge helps an individual focus in on their areas of natural ability in order to consistently excel. StrengthsFinder is based on the premise that weakness-fixing may prevent failure, but strengths-building leads to greater success on a consistent basis.

Using Gallup’s StrengthsFinder tool as the framework for all leadership recommendations and progress, Accendo will initiate the StrengthsFinder Assessment and will conduct a Strengths debrief session that will incorporate the following:

* Identifying and understanding George’s Top 10 Strengths
* Learning how to enhance George’s own natural talents and put Strengths to use in both his professional and personal life
* Utilizing Strengths to work more effectively as a leader
* Mapping Strengths against individual goals

**Deliverables:**

* StrengthsFinder Assessment
* *Strengths 2.0* book
* Two (2) 1.5-hour StrengthsFinder Assessment Debrief Sessions:
	+ Debrief #1: Review Top 5 Strengths
	+ Debrief #2: Review Strengths 6-10

 **EXECUTIVE EVALUATION**

Using the information gained during the Intake Sessions/Stakeholder Interviews, and the StrengthsFinder assessments, and through our initial coaching conversations, we will begin to uncover common themes, patterns of behavior, determine gaps, and begin to focus on creating a strategic and impactful development plan.

Accendo will present an Evaluation of our findings/results to the CEO and, if necessary, the full Board in order to set a direction for George’s Leadership Action Plan, as well as metrics for success for George moving forward.

**Deliverables:**

* Review, analysis, and compiling of results of Intake Session, Stakeholder Interviews, and StrengthsFinder Assessment
* One (1) half-day, in-person meeting to present the Executive Evaluation to the CEO (and possibly the full Board), and make recommendations based on findings/results

 **LEADERSHIP ACTION PLAN**

Working together, George and Accendo will develop a list of ideas where he can generate positive movement in his role, troubleshoot and narrow the list, develop clearly defined goals, and begin creating a detailed Development Plan to achieve success.

**Deliverables:**

* Provide guidance around the development of George’s plan; revise and refine the plan as needed throughout the coaching engagement
* Two (2) two-hour sessions to help develop, review, and refine the initial plan; revisions, further refinement, and accountability of the plan will be handled throughout the engagement during the ongoing executive coaching; these may be conducted via phone to eliminate travel expenses

 **ONGOING EXECUTIVE COACHING**

To ensure continued forward movement of George’s Development Plan, Accendo will act as an accountability partner, coach, and mentor to help keep George focused and moving forward on key priorities. During this time, we will address challenges, opportunities, build upon existing strengths, provide insights and observations, and ensure ongoing progress to achieve the goals identified.

**Deliverables:**

Accendo will facilitate a total of 12 executive coaching sessions with George, beginning in May 2018 following the assessment phase and finalization of George’s Development Plan. The executive coaching sessions will be held as follows:

* Two (2) one-hour coaching sessions per month for the first four (4) months (May through August 2018) for a total of 8 coaching sessions; these may be conducted via phone to eliminate travel expenses
* One (1) one-hour coaching session per month for the remainder of the year (September through December 2018) for a total of 4 coaching sessions; these may be conducted via phone to eliminate travel expenses

**ENGAGEMENT RECAP**

At the conclusion of the engagement, Accendo will provide a formal recap outlining George’s progress, forward movement, successes achieved, as well as areas where there are still opportunities for continued improvement, and recommended next steps. This Recap/Evaluation will be delivered in person to George Williams (and others as deemed necessary).

**Deliverables:**

* Recap and Recommended Next Steps
* One (1) 1.5-hour meeting with George Williams (and others, if necessary) will be conducted in person

|  |
| --- |
| **RECOMMENDED TIMELINE** |

|  |  |
| --- | --- |
| **February 2018** | * **Intake Meeting**
* **Program Prep**
* **Initiate StrengthsFinder Assessment**
 |
| **March 2018** | * **StrengthsFinder Assessment Debrief (1.5-hour meeting)**
* **Stakeholder Interviews and/or Electronic Survey**
* **Evaluation and Presentation of Findings (4-hour meeting)**
 |
| **April 2018** | * **Development Plan Creation (2-hour meeting)**
* **Development Plan Finalization (2-hour meeting)**
 |
| **May 2018** | * **Ongoing Executive Coaching (2 sessions/month)**
 |
| **June 2018** | * **Ongoing Executive Coaching (2 sessions/month)**
 |
| **July 2018** | * **Ongoing Executive Coaching (2 sessions/month)**
 |
| **August 2018** | * **Ongoing Executive Coaching (2 sessions/month)**
 |
| **September 2018** | * **Ongoing Executive Coaching (1 session/month)**
 |
| **October 2018** | * **Ongoing Executive Coaching (1 session/month)**
 |
| **November 2018** | * **Ongoing Executive Coaching (1 session/month)**
 |
| **December 2018** | * **Ongoing Executive Coaching (1 session/month)**
* **Engagement Recap Meeting (1.5-hour meeting)**
 |

|  |
| --- |
| **INVESTMENT SUMMARY** |

To provide the most flexibility for this engagement, Accendo is offering Options A and B for execution.

* Both Options A and B include either 1:1 Stakeholder Interviews OR an Electronic Stakeholder Survey
* Option B offers the additional elements of Leadership Action Plan Development, Ongoing Executive Coaching for George, and an Engagement Recap at the conclusion

|  |
| --- |
| **OPTION A** |
| **With 1:1 Stakeholder Interviews** | **With Electronic Stakeholder Survey** |
| **Intake** | Waived | **Intake** | Waived |
| **Stakeholder Interviews (13)** * 1:1 in person interviews
 | 7,500 | **Stakeholder Interviews (13)*** Conducted via electronic survey
 | 3,500 |
| **StrengthsFinder Assessment and Debrief*** Assessment and (2) Debrief Calls
 |  925 | **StrengthsFinder Assessment and Debrief*** Assessment and (2) Debrief Calls
 | 925 |
| **Executive Evaluation*** Includes half-day in-person meeting
 | 3,500 | **Executive Evaluation*** Includes half-day in-person meeting
 | 3,500 |
| PROJECT INVESTMENT:5% Admin Fee\*:**TOTAL PROJECT INVESTMENT\*\*:** | $ 11,925596**$ 12,521** | PROJECT INVESTMENT:5% Admin Fee\*:**TOTAL PROJECT INVESTMENT\*\*:** | $ 7,925396**$ 8,321** |

|  |
| --- |
| **OPTION B** |
| **With 1:1 Stakeholder Interviews** | **With Electronic Stakeholder Survey** |
| **Intake** | Waived | **Intake** | Waived |
| **Stakeholder Interviews (13)** * 1:1 in person interviews
 | 7,500 | **Stakeholder Interviews (13)*** Conducted via electronic survey
 | 3,500 |
| **StrengthsFinder Assessment and Debrief*** Assessment and (2) Debrief Calls
 |  925 | **StrengthsFinder Assessment and Debrief*** Assessment and (2) Debrief Calls
 | 925 |
| **Executive Evaluation*** Includes half-day in-person meeting
 | 3,500 | **Executive Evaluation*** Includes half-day in-person meeting
 | 3,500 |
| **Leadership Action Plan Development*** Includes (2) 2-hour sessions
 | 1,600 | **Leadership Action Plan Development*** Includes (2) 2-hour sessions
 | 1,600 |
| **Executive Coaching*** May through December 2018
* (12) one-hour sessions total
 | 4,800 | **Executive Coaching*** May through December 2018
* (12) one-hour sessions total
 | 4,800 |
| **Engagement Recap/Evaluation*** (1) 1.5-hour meeting with George,

Jeff, and/or all Board members | Waived | **Engagement Recap/Evaluation*** (1) 1.5-hour meeting with George, Jeff, and/or all Board members
 | Waived |
| PROJECT INVESTMENT:5% Admin Fee\*:**TOTAL PROJECT INVESTMENT\*\*:** | $ 18,325916**$ 19,241** | PROJECT INVESTMENT:5% Admin Fee\*:**TOTAL PROJECT INVESTMENT\*\*:** | $ 14,325716**$ 15,041** |

*\*The 5% Admin Fee is waived if Project Investment is paid upfront upon signing this SOW*

*\*\*This does not include the cost of travel and related expenses for all in-person meetings/sessions*

*When needed, additional time for deliverables outside the scope of this SOW can be requested and billed on*

*an hourly basis as outlined in the Additional Costs section of this SOW.*

*Should the time to implement the above projects exceed the time allocated due to unforeseen circumstances or additional requests by the client, the project fee(s) will be adjusted accordingly and approval will be obtained in writing.*

|  |
| --- |
| **ADDITIONAL COSTS AND CANCELLATIONS** |

In addition to the project investment outlined above, Accendo charges an administrative fee equal to 5% of the project fee or monthly retainer. This is used to cover costs associated with the engagement such as operational expenses, logistics support, administrative expenses, mileage, parking, tolls, etc. This administrative fee is billed as outlined above with the project installment invoice or retained services invoice.

The following elements are billed at cost and are not included in the administrative or project fee:

* Additional time for meetings, conference calls, observations, interviews, executive coaching, etc. above and beyond the hours allocated in this SOW:
	+ $400 per hour
* Other pass-through expenses (only if needed or requested) such as:
	+ StrengthsFinder Assessment and (1) 1:1 Debrief ($525/person)
	+ 360 Assessment and 1:1 Debrief ($2500/person)
	+ More in-depth materials for workshops/sessions
	+ Shipping and postage
	+ Outside venues for sessions; event food/beverage
	+ Technical needs not provided by the client
* Travel, Lodging, Meals for Accendo personnel (as needed)
* Any additional requirements outside the scope of this SOW

*\*All additional costs will be presented prior to expense for written approval.*

**CANCELLATIONS:** *All cancellation notices must be received in writing. All out-of-pocket expenses incurred by Accendo prior to cancellation will be immediately billed to the client, in addition to the fees listed below.*

Retained Services:

* Cancellation of retained services must be received 60 days prior to the billing cycle, on the 1st of each month.  (Cancellation notices received after the 1st of the month will result in payment due for two months following the cancellation.)

|  |
| --- |
| **PAYMENT SCHEDULE** |

**Payments for this Statement of Work will be structured as a Retained Services Fee and will be billed in ten (10) equal installments beginning February 2018 through November 2018. The Retained Services amount will be determined when the Engagement Option is determined/selected by the client.**

**Should the client choose to pay the entire Project Investment up front, Accendo will invoice the Project Investment, without the Admin Fee, immediately upon signing this SOW.**

***All invoices are due upon receipt***

This agreement constitutes the entire contract of the parties hereto and supersedes any prior agreement between the parties and shall not be modified unless in writing and signed by both parties.  The terms and conditions of this agreement apply in full to the services and products provided under this Statement of Work.  Should the scope of work need to be revised based on mutual agreement by both parties, additional fees/costs may apply and approval will be obtained prior to implementation.

We appreciate the opportunity and look forward to working with you.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Jeff Stilwell, Tangipahoa Charter School Association

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Kimberly Cutchall, Accendo International