

Staff comments on FYA Executive Director

1. Are you getting what you need from Marylee to be able to do your job well?

- a. I get everything I need to be able to do my job well from my direct supervisor Niki. Marylee is supportive of all staff in any way they need support.
- b. Yes. Marylee is great at disseminating information and keeping me informed. She's readily available in person at the door, through texting, email, and frequently shares documents through the google drive as well as periodically refreshing our memories by re-sharing old information at TEAM meetings then again through the google drive, ultimately enabling me to do my job.
- c. Yes
- d. Yes, we problem solve what I need to do my job, and we get it done. She gives me the leeway and freedom I need to work with the staff, create a program and get things together.
- e. Yes. I feel like my success here is a direct result of Marylee's leadership. We've gotten very good at resolving problems in communication, and addressing struggles as they arise.

2. What does Marylee do well and what can she improve upon.

- a. She is approachable and values input from employees, consistently emphasizing our strengths and appreciates the work of staff and volunteers. She is kind and gracious and authentic and compassionate. She could improve on setting more clear limits. For example, "please have this done by this day." Or emphasize, "this is mandatory." Or "this is unacceptable."
- b. She's great at making important decisions in a timely manner (for example nothing seems to go undecided after leaving a Thursday TEAM meeting).
- c. Her heart and passion is top notch. Things I am confused about is the amount of hours Marylee puts in during open hours vs. the amount Niki puts in, I understand if Marylee is doing a lot of work outside of direct care for staff and youth but then I think she needs to let Niki take charge of the staff and youth. I feel Marylee has more input and control than what compares to how much she works with the staff and youth.
- d. Marylee is a great supporter, and great person to unload on, theres is always room to improve, decisions should appear to be more for the better of the team, and not what is convenient to the director. Would like to see more consistency in the chain of command who staff contact for what when and why.
- e. Marylee is very positive, encouraging, humble, and honest. "What you see is what you get." I know I can trust Marylee to do her very best – she leads by example. Marylee encourages me to grow personally and professionally by pushing me to break out of my comfort level, to always do more, and better - particularly of things I find challenging. She brings genuine joy and humor to the office. Marylee is incurably positive! It builds a great work environment. The places where I notice

Marylee is struggling mostly relate to expectations. Marylee is a perfectionist, and demands a lot of herself – and also her staff. She sets incredibly high expectations – which is why FYA has such a high standard of performance. She expects nothing less. As staff, times when we struggle to meet her expectations, or fall short of them - leads to disappointment or disapproval. Marylee doesn't accept failure well – there isn't much gray sometimes. She struggles, I think, sometimes, to be flexible and understanding of the capabilities and strengths of her staff - but she is always working to get better at this! Marylee also struggles sometimes to understand or empathize with the extra - emotional, spiritual, personal - needs of her staff. I believe that is because she is such a strong person! Marylee rarely lacks focus, rarely gets emotional or upset, and so I've heard her say numerous times, in response to a complaint or problem/disagreement, "well, that's a personal problem, isn't it?" Which, while true, gives the impression that our personal issues/opinions should stay out of our work lives completely (and while ideal, that isn't realistic), and sometimes that she is uninterested (uncaring?) about personal struggles and needs. Marylee is working on finding a balance between encouraging and supporting staff, but also remaining professional and leading us to get done what we need to is ongoing.

3. Do you observe that Marylee treats employees fairly and equitably?

- a. Yes. I believe she attends to each relationship with each employee as is appropriate and necessary. Some employees need and/or seek more guidance than others at one time or another.
- b. Yes. I think she is very fair with all employees.
- c. I think that her heart and passion allows too much kindness and forgiveness as an executive director. I personally see certain staff doing what they please with an attitude of entitlement or an attitude of “well it's not like Marylee will fire me”, instead of being more stern and holding them accountable for their actions without uncountable 2nd chances.
- d. Yes, I see no problem
- e. Absolutely! Marylee seems to treat us all with the same honesty, sincerity, kindness, and expectations... across the board. She's always thinking and talking about ways to better communicate and interact with each of us - and for us to become a better, more cohesive team.

4. How do you perceive Marylee's interaction with the community at large as she represents the agency?

- a. Excellent. I know the community supports FYA and what FYA stands for and Mary Lee is an honorable lady doing great work for the youth in the name of the Lord.
- b. It appears Marylee has a plethora of knowledge and connections with other community organizations (for example it seemed we quickly transitioned from FPC to Love Inc. because of prior relationships already forged).
- c. She has a great smile, very friendly and her energy shines her passion.

- d. I think it is well.
- e. Marylee's kind and genuine nature make her the best candidate I know to spreading awareness and building connections in the community for this agency. She is honest - precise to detail - while also speaking with kindness, sincerity and love. Marylee makes every effort to not only say the right things - but say them in the right way, with the right intention. This has built legitimacy and trust across the community. "What you see is what you get" is a great way for a young agency to function - Marylee works very hard to build and maintain open, good relationships with our partners.

5. Is there anything else you want to say about Marylee's performance?

- a. She knows kids. And what she does not know she seeks input and really listens. She prays about dilemmas and takes her time to make a decision that is best for FYA. There have been times when the TEAM has come to a decision that was not her ideal solution and she could very well trump us all if she choose, making an executive decision, but that is not how she works. It is not about her, it is about FYA and the precious Youth and serving a purpose greater, In Jesus Name. She has taught us IT IS NOT ABOUT ME. She is amazing, yet humble. A great leader.
- b. She's a great role model and strong leader. She makes morally right choices all the time and isn't afraid to share why they are the right choice.
- c. I think shes unbalanced as far as her tasks, time and understanding of what her job is but I think its something she can learn easily. Shes very intelligent and good at running the show but maybe too much sometimes.
- d. I think it is hard to switch off director cap, and fall into staff role, so interactions when working with youth and staff is always on director and sometimes we need to fall back and just be staff, and let routines and plans go thru as is to get the hang of them.
- e. Marylee is an outstanding leader. She has raised my expectations of what a positive work environment might feel like, she raises my self-esteem and self-expectations, and she makes me love my job. There is so much more you can accomplish with a good team.

6. What would you say to encourage Marylee in her work?

- a. Do not grow weary of doing good. You are an inspiration to many. We can see Him through you.
- b. Thanks for leading the staff decisively as we transition into The Door. Thanks for inspiring us to keep the house organized and being open with the staff about developing new operating procedures.
- c. with this field comes large amounts of gray area but she can make her job title and actions more black and white. not completely, just more.
- d. Keep Walking your walk.
- e. You are doing amazing work. Thank you for everything!

