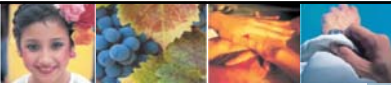


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COMMUNITY FOUNDATION of Jackson Hole

Leadership Skills

John Heymann
NewLevel Group

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Purpose

Explore how to build, practice, and sustain effective leadership in nonprofit organizations.

1

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Agenda

- ✓ Welcome, Agenda, Ground Rules
- ✓ Introductions
- ✓ Leadership vs. Management
- ✓ Leadership styles
- ✓ Building a culture
- ✓ Motivation – getting the most out of board, staff, and volunteers
- ✓ Lead More Manage Less
- ✓ Wrap Up

2

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Introductions

- Name
- Organization's name and mission
- One leadership challenge you're facing

1 minute report-out

3

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Importance of Good Leadership

The quality of leadership is one of the most important factors in predicting the success and sustainability of nonprofit organizations

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Leadership vs. Management

What's the difference?

Leaders lead people

Managers manage tasks

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Leadership vs. Management

Managers

- have subordinates
- authoritarian, transactional style
- work focus
- seek comfort

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Leadership vs. Management

Leaders

- have followers
- charismatic, transformational style
- people focus
- seek risk

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Are you a manager or a leader?

On your own:

- Select the statement for each line that best describes your style (pg 10)

5 mins.

8

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Manager or Leader?

5 10 15 20

START ← MANAGER LEADER →

<input type="checkbox"/>	Concentrate on the task to get it done	<input type="checkbox"/>	Question whether it's the right task
<input type="checkbox"/>	Form your own opinion, then listen to others	<input type="checkbox"/>	Listen carefully to others' opinions first
<input type="checkbox"/>	Avoid or minimize risks	<input type="checkbox"/>	Take risks
<input type="checkbox"/>	Get impatient for urgent progress	<input type="checkbox"/>	Make steady progress toward your goal
<input type="checkbox"/>	Concentrate more on the task	<input type="checkbox"/>	Concentrate more on relationships
<input type="checkbox"/>	Worry about what you haven't achieved	<input type="checkbox"/>	Take pride in what you've already achieved
<input type="checkbox"/>	Keep your excitement about the task private	<input type="checkbox"/>	Show your excitement about a task
<input type="checkbox"/>	Create adventure	<input type="checkbox"/>	Create a plan you can control
<input type="checkbox"/>	Keep your points of view to yourself	<input type="checkbox"/>	Persuade people to take your point of view
<input type="checkbox"/>	Often surprise people	<input type="checkbox"/>	Rarely surprise people

Manager answer = 2 pts Leader answer = 4 pts

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Leadership Styles

- Autocratic Leadership
- Charismatic Leadership
- Participative Leadership
- Situational Leadership
- Transactional Leadership
- Transformational Leadership
- Quiet Leadership
- Servant Leadership

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Leadership Styles

Psychologist Kurt Lewin (1939)

- Autocratic Leadership
- Participative Leadership
- Delegative Leadership

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Leadership Styles

Autocratic Leaders:

- provide clear expectations for what needs to be done, when it should be done, and how it should be done
- a clear division between the leader and the followers
- make decisions independently with little or no input from the rest of the group

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Leadership Styles

Participative Leaders:

- accept input from one or more group members when making decisions and solving problems, but retain the final say when choices are made
- often reach more effective and accurate decisions, since no leader can be an expert in all areas
- get a more complete basis for decision-making through input from group members with specialized knowledge and expertise

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Leadership Styles


Delegative Leaders:

- offer little or no guidance and leave decision-making up to group members
- recognize they cannot be an expert in all situations, so they delegate certain tasks out
- can be effective in situations where group members are highly qualified in an area of expertise
- often leads to poorly defined roles and a lack of motivation

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Different Styles for Different Needs?



- In small groups, discuss:
Do you use different styles?
If so, under what circumstances?

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Using Different Leadership Styles

- use an **autocratic style** if a group member lacks knowledge about a certain procedure
- use a **participative style** with group members who understand the objectives and their role in the task
- use a **delegative style** if the group member knows more than you do about the task

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Engaging Board, Staff, & Volunteers

Elements of a Culture

How do we build & maintain culture?

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Building Strong Cultures

In pairs, discuss the questions on pg 13

- What is culture?
- How do you create a culture in which board, staff, and volunteers contribute to their fullest and want to stay?

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Engaging Board, Staff, & Volunteers

Step 1: Recruit

3 Keys = Select based on:

1. Capability
2. Commitment
3. Chemistry




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Engaging Board, Staff, & Volunteers

Step 2: Grow and Retain

Motivation: What Does it Take?



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Engaging Board, Staff, & Volunteers

1. Working *individually* on page 14:
List ten things that motivate you
2. Number in priority order (#1 = top motivator, #10 = lowest of the top ten)
3. Share with colleague


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Engaging Board, Staff, & Volunteers

Step 2: Grow and Retain

First Break All the Rules



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Getting Started:

1. Do I know what is expected of me?
2. Do I have the resources I need to do the job right?

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Feedback:

3. Do I have the opportunity to do what I do best?
4. Have I recently received recognition or praise for doing good work?
5. Do my colleagues seem to care about me as a person?
6. Does someone in charge encourage my development?

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Belonging:

7. Do my opinions seem to count?
8. Does the mission/purpose of the organization make me feel my work is important?
9. Are my co-workers & colleagues committed to doing quality work?

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Growth and Development:

10. In the last 6 months, has someone talked to me about my progress?
11. This last year, have I had the opportunity to learn and grow?

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Summit:
Motivated Board, Staff, Volunteers!



Camp 3: Growth
How can I develop and grow?

Camp 2: Belonging
Do I belong here? Do I fit in with the mission, people and culture?


Camp 1: Feedback
How am I doing? What can I give?

Base Camp: Orientation
What is expected? What do I have to do?
Do I have what I need to do this job?

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Lead More, Manage Less



In pairs:
Review the information in your workbook on page 18.
Discuss:

- What are you already doing in your organization to lead more?
- What could you be doing more of?
- What are the obstacles that keep your board from leading more?

Be prepared to report out in 15 mins.

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Building Effective Teams

Results Focus
Accountability
Commitment
Constructive Conflict
Trust

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Next Steps

- What have you heard today you can take back to your organization and use?
- How will you communicate what you've learned to your board and other staff members?

