



Peeler Associates

Helping Leaders Grow



ECCF's Institute for Trustees

Everyone Leads! An All-Encompassing Approach to Board Leadership

Presented by Nadia J. Prescott and Marie Peeler

March 25, 2017





Objectives of this Master Class

Participants will learn to

- Apply the Lifecycle approach to their nonprofit org.
- ID competencies that promote creative nonprofit leadership .
- ID reactive leadership tendencies that derail organizations.
- Recognize the effect of underlying assumptions and habits of thought on individual leadership behavior.
- Apply an understanding of the competencies and reactive tendencies to the board activities at different life stages.










Defining Capacity


Strengthening the **organizational platform** which supports nonprofit Mission and Programs

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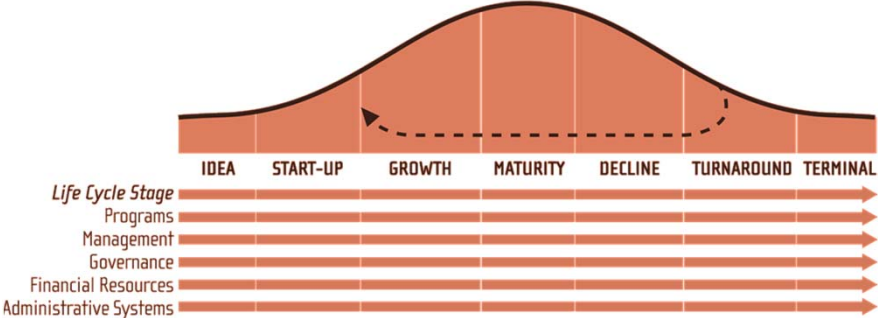









Capacity Indicator Placement



	IDEA	START-UP	GROWTH	MATURITY	DECLINE	TURNAROUND	TERMINAL
<i>Life Cycle Stage</i>							
Programs							
Management							
Governance							
Financial Resources							
Administrative Systems							

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Overview Diagnostic Criteria

Idea	Perceived community need sparks a founding idea or vision of what that could be.
Start Up	Beginning state of operations when energy & passion are at their highest, but systems generally lag behind.
Growth	Program opportunity & service demand exceed current systems & structural capabilities.
Maturity	Reputation for steady & vital services & operates with solid organization foundation & sense of security.



Overview Diagnostic Criteria

Decline	Organization makes status quo decisions based on internal factors rather than external client needs resulting in diminished clients and insufficient income.
Turnaround	Organization at critical juncture because of lost market share and revenues but has taken decisive actions to reverse course in favor of market relevance.
Terminal	Organization lost its will, reason or energy to exist.



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CENTRAL ASIA INSTITUTE

- Founded in 1996
- \$20m organization
- \$100k donated from President Obama



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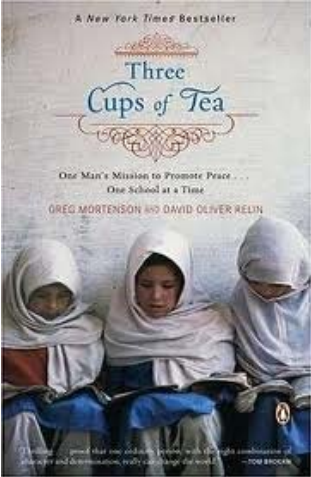
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CENTRAL ASIA INSTITUTE

Better known as....

“It’s indisputable that Greg has educated many thousands of children, and he has been nominated for the Nobel Peace Prize”. Nick Kristof, NY Times




A New York Times Bestseller

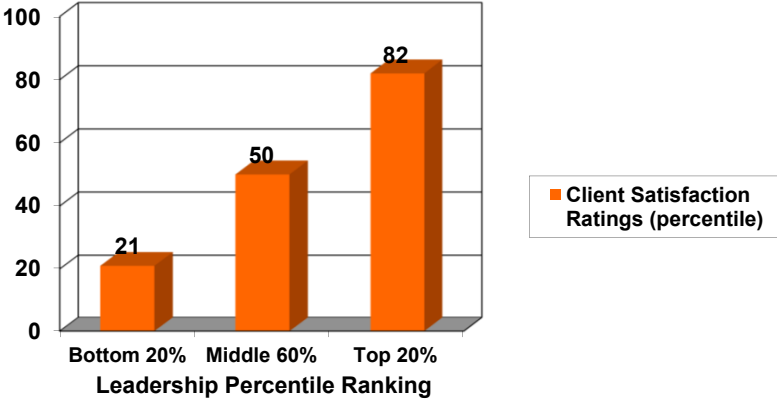
Three
Cups of Tea

One Man's Mission to Promote Peace . . .
One School at a Time

GREG MORTENSON AND DAVID OLIVER REUN



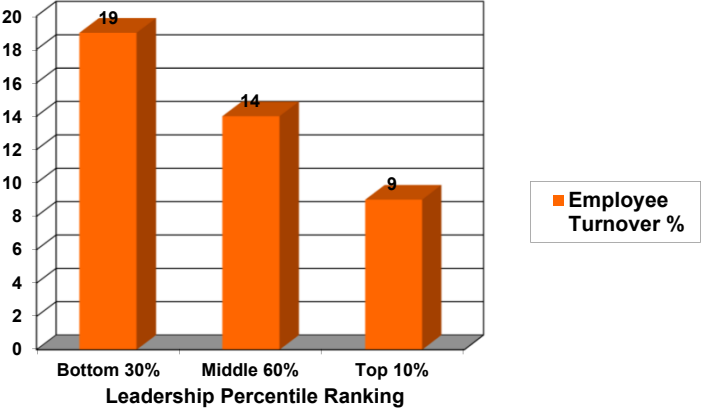
What the Data Says



Zenger & Folkman, The Extraordinary Leader, 2009

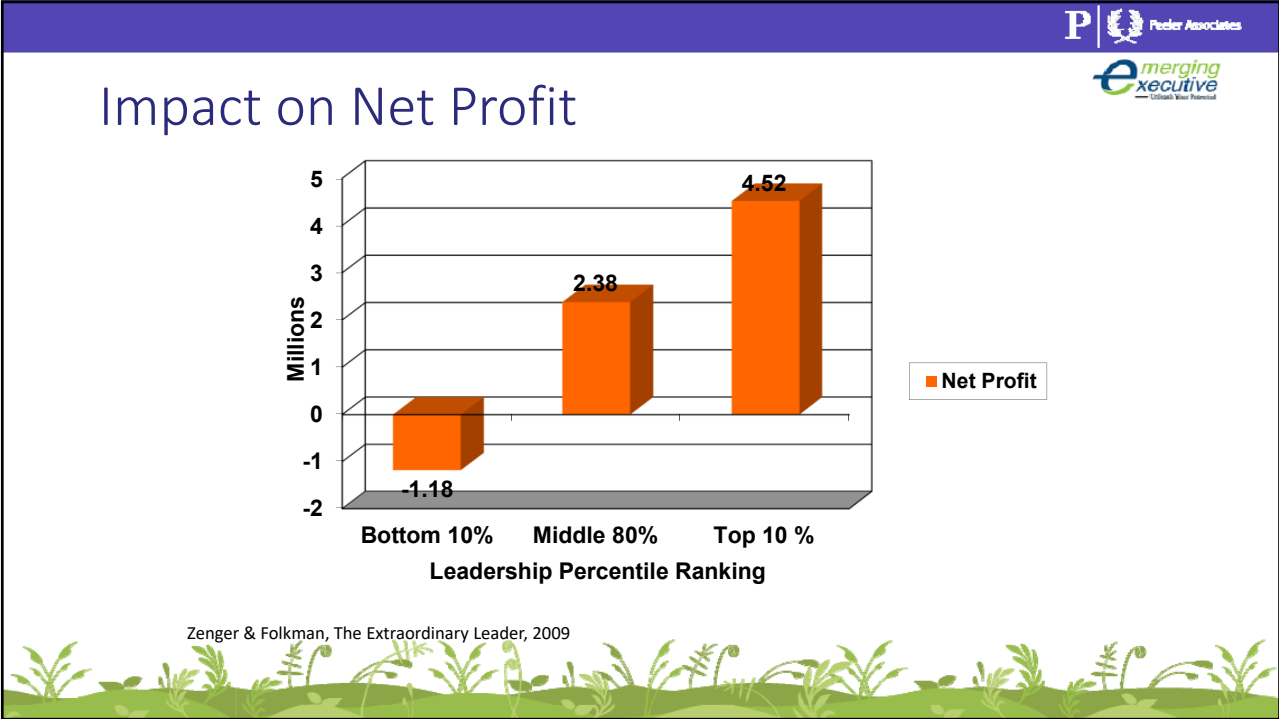


Impact on Turnover



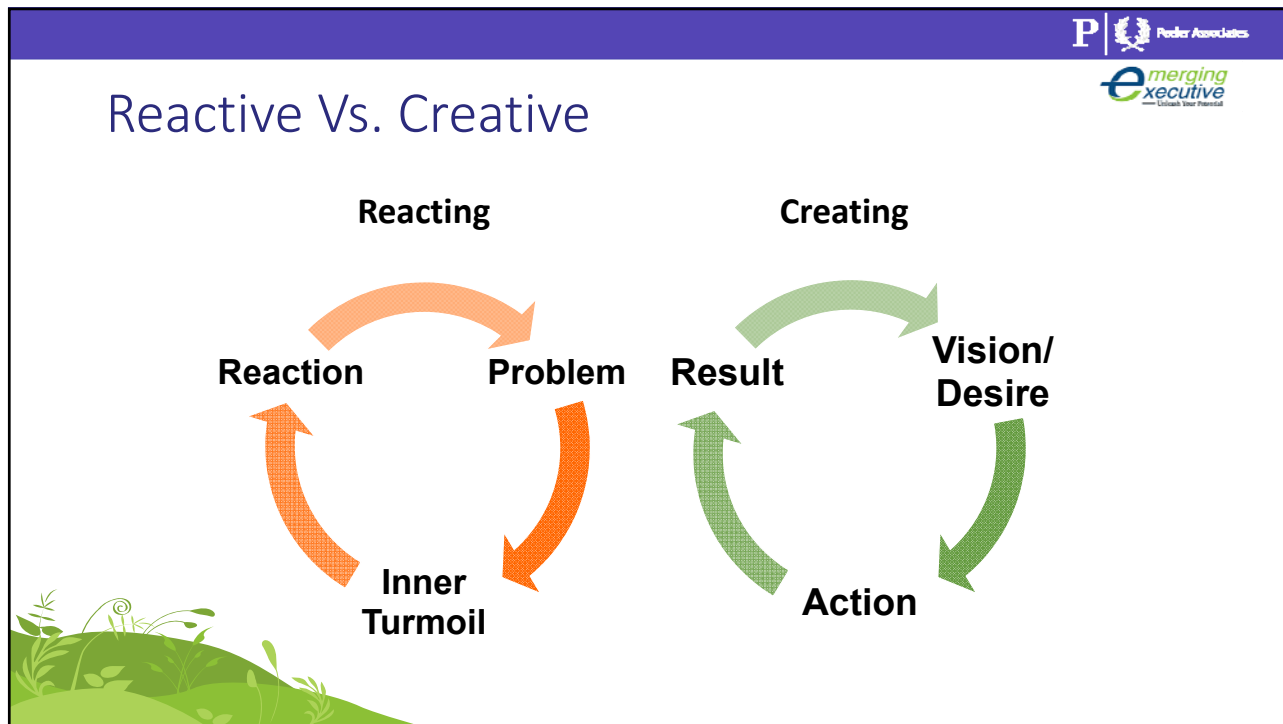
Zenger & Folkman, The Extraordinary Leader, 2009



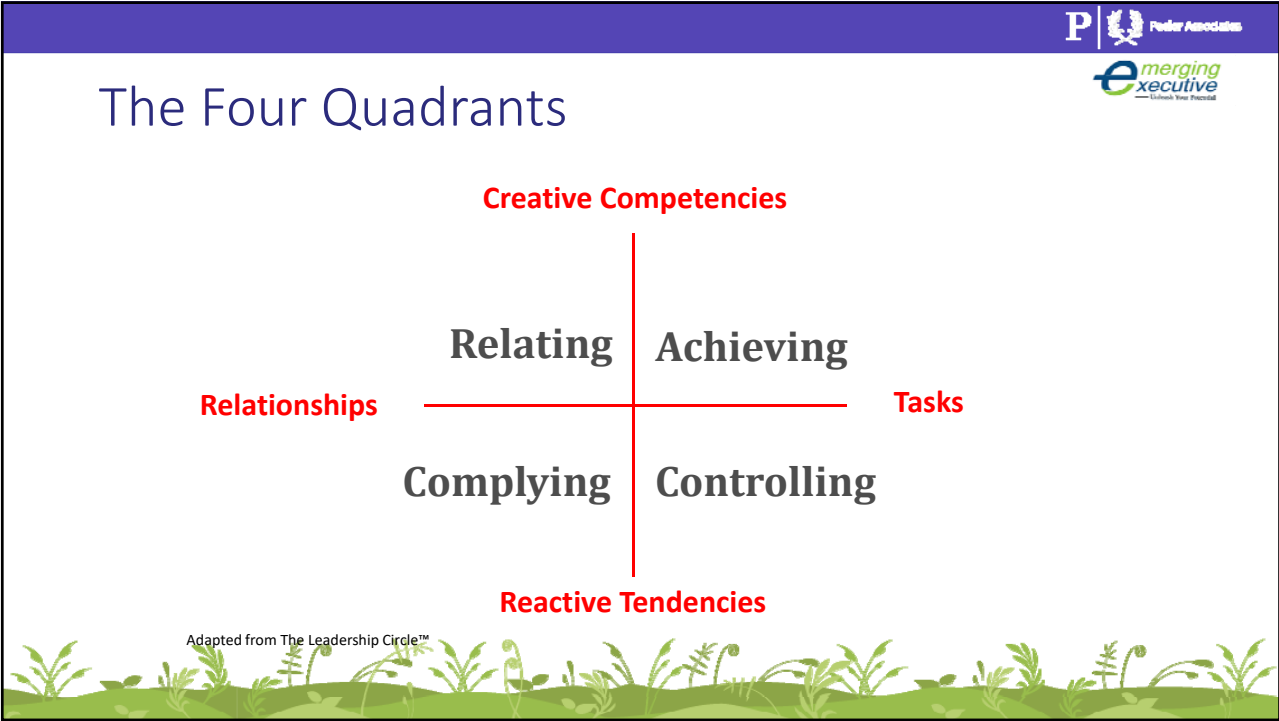
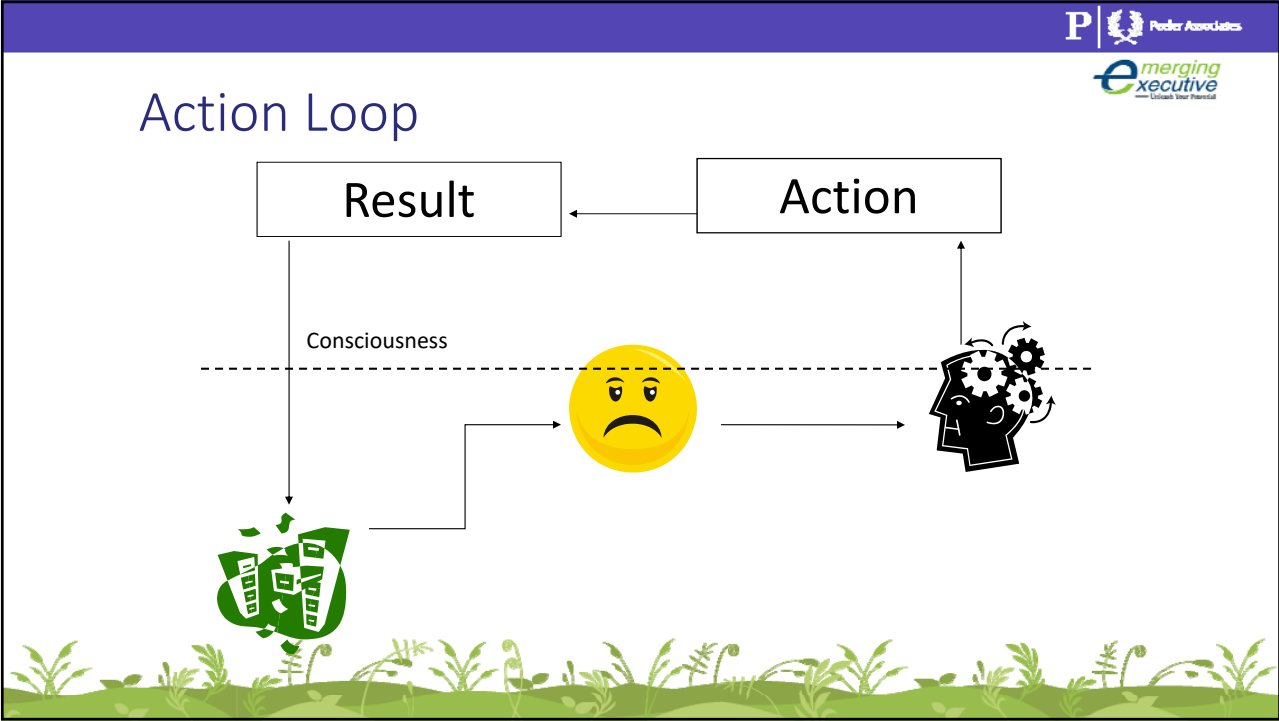


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Competent
High-performing
Creative
Leader
Resourceful
Authentic
Successful



The slide is titled "Personal Mastery" and features a quote by Peter Senge. It includes the Peeler Associates logo and the "emerging executive" logo in the top right corner. The quote reads: "Personal Mastery goes beyond competence and skills, though it is grounded in competence and skills. It goes beyond spiritual unfolding or opening, although it requires spiritual growth. It means approaching one's life as creative work, living life from a creative as opposed to a reactive viewpoint". Below the quote is the citation: "Peter Senge in The Fifth Discipline, pg. 141." A decorative green hill with plants is at the bottom of the slide.



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Relating

Empathy,
Emotional Intelligence,
Developing others,
Self awareness,
Connection,
Collaboration,
Personal Learner,
Integrity

Relating

Creative Competencies

Achieving

Relationships — Tasks

Complying

Controlling

Reactive Tendencies

Adapted from The Leadership Circle™

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Controlling

Creative Competencies

Relating

Achieving

Relationships — Tasks

Complying

Controlling

Reactive Tendencies

Ambition,
Perfectionism,
Arrogance,
Inflexibility,
Criticizing

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Achieving

Goal Orientation,
Decisiveness,
Systems Thinking,
Strategic Vision,
Sustainability,
Authenticity

Achieving

Relationships | Tasks

Relating | Achieving
Complying | Controlling

Adapted from The Leadership Circle™

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Complying

Relationships | Tasks

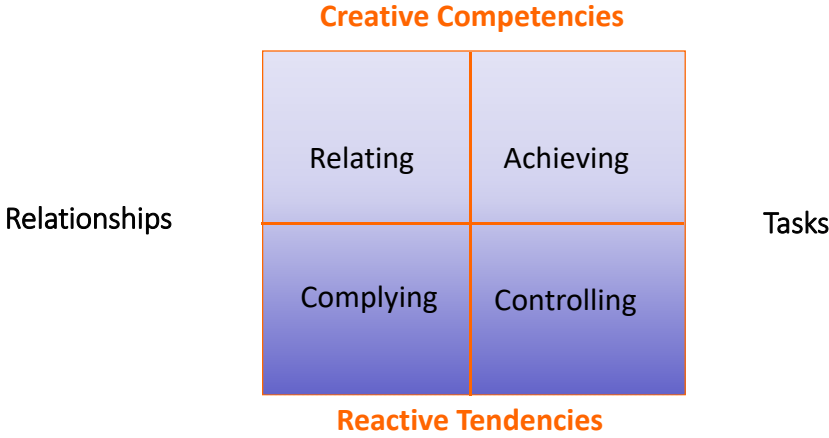
Relating | Achieving
Complying | Controlling

Complying

Pleasing,
Passive,
Distant,
Conservative

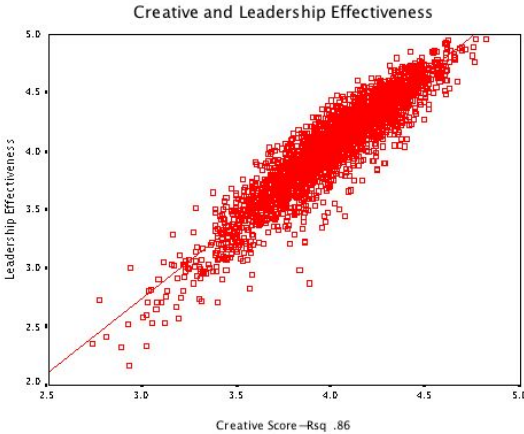
Adapted from The Leadership Circle™

The Four Quadrants



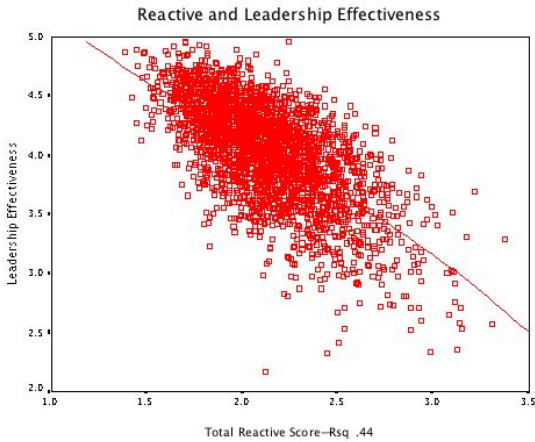
Adapted from The Leadership Circle™

Creative / Leader Effectiveness



From The Leadership Circle™

Reactive / Leadership Effectiveness



Stages of Board Ownership



Source: Susan Kenney Stevens 2001



Governance Outcomes by Stage

Idea	<ul style="list-style-type: none">▪ Board is formed,▪ By-laws developed▪ Articles of incorporation filed.
Start Up	<ul style="list-style-type: none">▪ Membership expanded beyond friends of founder▪ Members see org. as non-profit corp, not sole proprietorship & make decisions in org's best interest.▪ Enough committed members so board has begun to set direction. Org ownership no longer with staff alone.



Governance Outcomes by Stage

Growth	<ul style="list-style-type: none">▪ Transition from staff-driven model to shared board/staff ownership; members understand their governance roles.▪ Members regularly attend meetings and make informed, time-sensitive decisions.▪ Committee structure, terms of office & recruitment processes in place.
Maturity	<ul style="list-style-type: none">▪ Board operates in policy mode & understands governance, legal & fiduciary responsibilities.▪ Board knows how to monitor organizational impact.▪ Committee structure defined, members competent & diverse with rotating terms of office.



Governance by Stage

Decline	<ul style="list-style-type: none">▪ Board requires & reviews performance info and satisfaction measurements in addition to financials.▪ Members attend board meetings regularly.▪ Board is future-focused, engaged, & have their ears to the ground regarding community need.▪ Members call attention to slippage & develop correction plan.
Turnaround	<ul style="list-style-type: none">▪ Board has reconnected with org & is eager to restore institutional integrity.▪ Small but committed group takes organization forward.▪ Board provides objectivity, support & advice to turnaround manager.

Leadership at Every Stage

Given what boards need to do at each stage:

1. What creative competency dimension will be most critical?
2. What reactive tendency will the board need most to avoid?
3. What assumptions or habits of thought will be necessary?

Resources

- *Nonprofit Lifecycle Management*
by Dr. Susan Kenny Stevens
- *Mastering Leadership*
by Robert J. Andersen and William A. Adams
- *Evolution & Revolution as Organizations Grow*
by Larry Greiner
- *5 Life Stages of Non Profit Organizations*
by Judith Sharken Simon
- *The Fifth Discipline*
by Peter Senge



To learn more...

about leadership, Peeler Associates, or Emerging Executive...

Leave us your card to be added to our mailing lists or...

Contact Marie at 781-294-9203 or
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Nadia@EmergingExecutive.com





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