Leading in an Evolving Nonprofit World





CHICAGO YOUTH CENTERS
WHERE POSSIBILITY LIVES

RMHC

MS
National Multiple Sclerosis Society

National Runaway Safeline®
Here to listen. Here to help.

OANO | Ohio Association of Nonprofit Organizations

CHARITABLE HEALTHCARE NETWORK
Ohio: Stronger. Healthier. Together.

“Being CEO is not a reward, it’s a responsibility.”

- Patrick Lencioni, *The Motive*

Aim for today...

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- For you to identify where you want and need to develop as a leader

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- For you to identify where you want and need to develop as a leader
- For you to take action on development

Some questions for you...

Do you believe you are the right person to lead your organization?

Do you want to be the person leading your organization?

What does your organization require of you as its Executive Director or CEO today, and moving forward?

EXERCISE:

EXERCISE:

Rate your leadership level

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Rate your leadership level

1	2	3	4	5	6	7	8	9	10

You need some work

You're crushing it!

Why did you choose that number?

What can you do to make it one point better in 90 days?

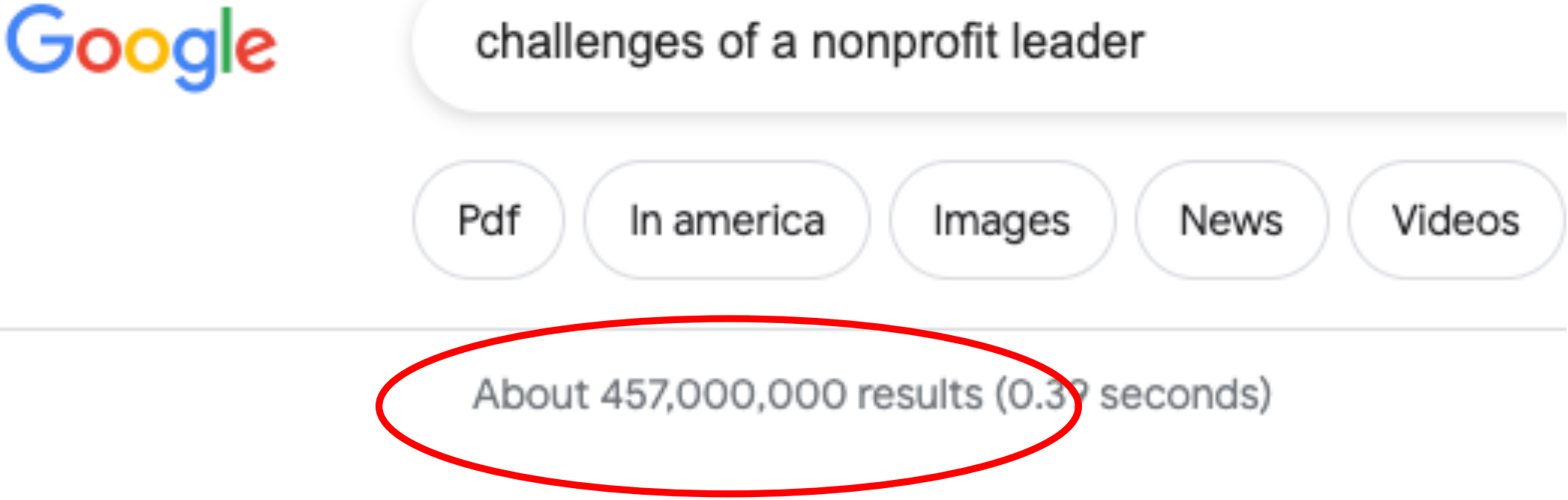
Challenges...

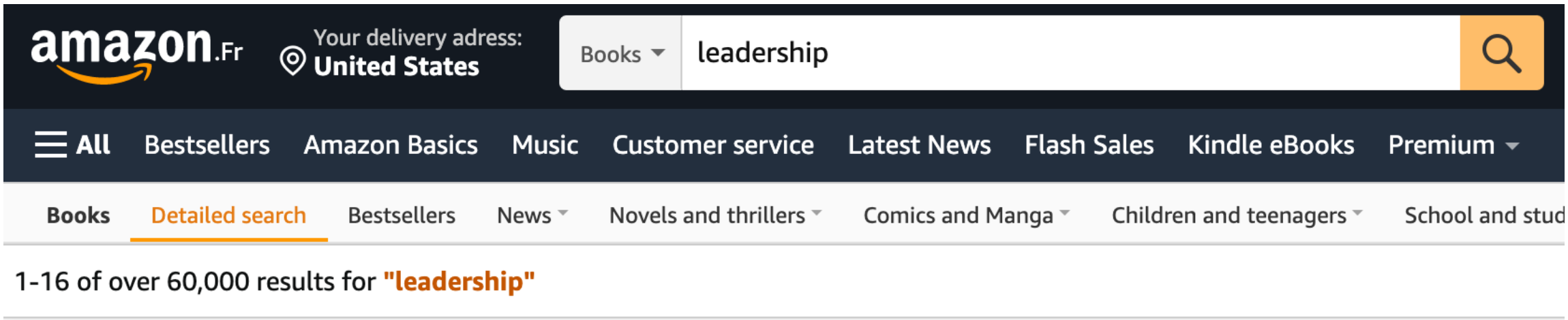


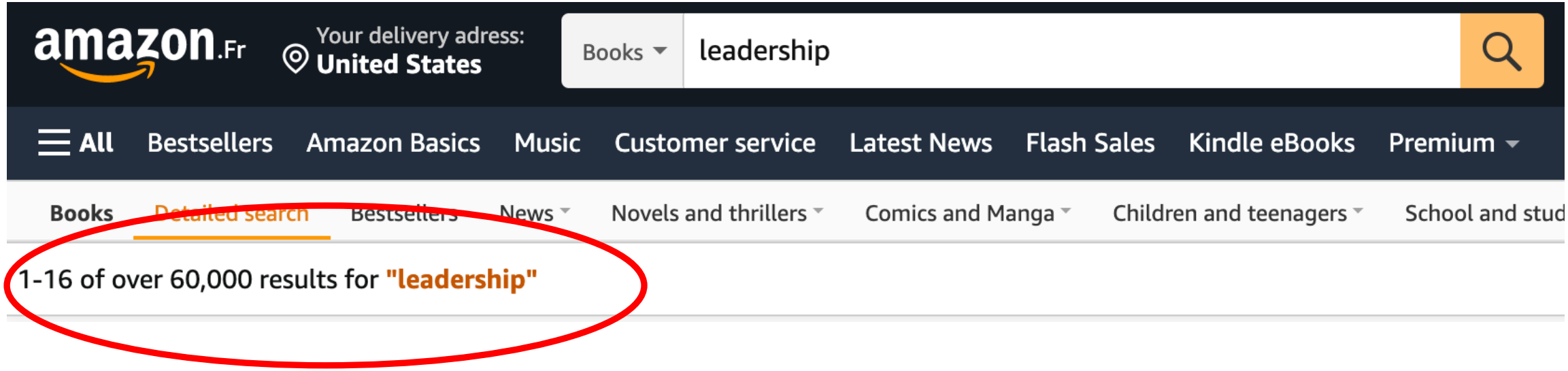
challenges of a nonprofit leader

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MONEYBALL



Affordable Housing

Affordable Housing

- Bleak picture

Affordable Housing

- Bleak picture
- Closed program, aligned with chair, developed a plan

Affordable Housing

- Bleak picture
- Closed program, aligned with chair, developed a plan
- $56k in 30 days

What’s the point?

Point:

Strong leaders have the courage to disrupt the routine.

Health-Related Research Organization

Health-Related Research Organization

- Staff, little engagement, low productivity

Health-Related Research Organization

- Staff, little engagement, low productivity
- Curious questions

Health-Related Research Organization

- Staff, little engagement, low productivity
- Curious questions
- Achieved annual campaign goal

What’s the point?

Point:
Strong leaders have a high level of curiosity.

Senior Living

Senior Living

- Underperforming leadership team member

Senior Living

- Underperforming leadership team member
- Better job holding team member responsible

Senior Living

- Underperforming leadership team member
- Better job holding team member responsible
- Identify the core issue

What’s the point?

Point:
Strong leaders surround themselves with good people.

Statewide Trade Association

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- New E.D., stagnate staff

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- Evaluation program, regular one-ones, professional development plans, weekly staff meeting cadence

Statewide Trade Association

- New E.D., stagnate staff
- Evaluation program, regular one-ones, professional development plans, weekly staff meeting cadence
- Increased accountability, alignment – “I like coming to work now.”

What’s the point?

Point:
Strong leaders develop their people.

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Strong leaders develop their people.

“It’s not our job to recruit the best players. It’s our job to recruit the right fit players and then develop them into the best players.” – Brian Hartline, OSU Receivers Coach

Strong leaders...

- Have the courage to disrupt the routine.

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- Develop their people.

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KESSEL STRATEGIES

Resource Sheet

Leading in an Evolving Nonprofit World

1. *Change Your Questions, Change Your Life*, by Marilee Adams
2. Choice Map describing Learner & Judger Mindsets
3. *5 Dysfunctions of a Team*, by Patrick Lencioni
4. Four Principles of Purpose-Driven Board Leadership, article from *Stanford Social Innovation Review*, Anne Wallestad, March 2021
5. *The Advantage*, by Patrick Lencioni
6. Board assessment Qs: click here
7. ImpactStory, a program by Maryfrances Porter
8. Eisenhower Matrix, prioritization tool
9. *The One Thing*, by Gary Keller
10. *Essentialism*, by Greg McKeown
11. *How the Best Get Better*, by Dan Sullivan
12. The Secret Power Of Pruning: What Gardening And Successful Leadership Have In Common, *Forbes* article on time management

Rate your leadership level

1	2	3	4	5	6	7	8	9	10

You need some work

You're crushing it!

What should you START doing?

1.
2.
3.
4.
5.
6.
7.
8.

What should you STOP doing?

1.
2.
3.
4.
5.
6.
7.
8.

Takeaways?

1. What are 2 things you acquired?
2. Where will you take action?
3. What are you thankful for?

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