

Leadership Skills for Social Change
Getting the Most from Your Colleagues and Yourself
Philadelphia Free Library, 6/21/16, 10:00 – 1:00

1. Introductions – review agenda – icebreaker: Your best experience as a leader
2. Vision and purpose: What do you want to accomplish? How do you talk about it?
(speaking exercise)
3. Leadership styles: the Four Frames
(A different way of looking at how people lead, with problem-solving exercises)

BREAK

4. Birth and growth of nonprofit organizations: the Four Stages
(An analysis of the different needs of groups at different stages)
5. The executive director “pizza.” Eight responsibilities of organizational leaders
6. Time management, self-care, and avoiding burnout
(Group discussion of strategies people use; what works, what doesn't)

ADJOURN

Vision and purpose: Peer notes

Speaker 1 Name:

Compliments:

Suggestion:

Speaker 2 Name:

Compliments:

Suggestion:

Speaker 3 Name:

Compliments:

Suggestion:

Speaker 4 Name:

Compliments:

Suggestion:

Urgent

Not Urgent

Important

Q1

Q2

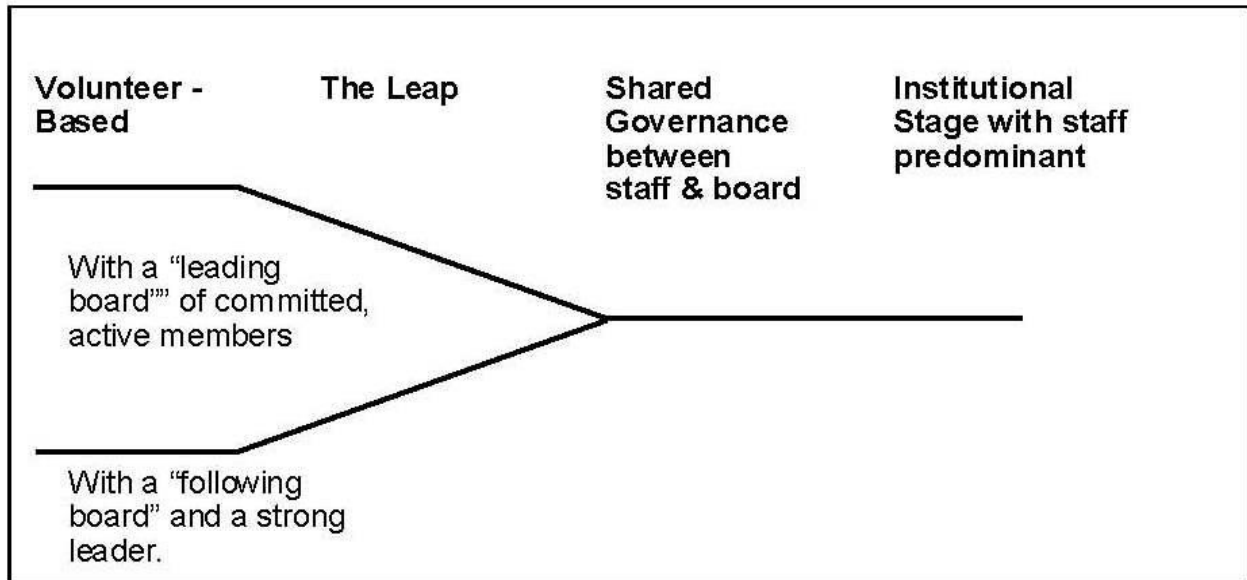
Not important

Q3

Q4

Four Stages of Organizational Development

Adapted, with permission, from the Institute for Conservation Leadership, www.icl.org





Eight Critical Responsibilities

Directions: Fill in the pizza chart below. For each of the slices, think about how much work needs to be done. Then choose a color and fill in the portion of that work you do yourself ... starting from the inside of the slice and working out. How much do others on your board or staff do? Choose another color, then fill in that portion from the outside in. Is there a lot more that needs to be done? That'll show up as the blank space in between. In the circle in the center, add those special qualities you bring yourself.

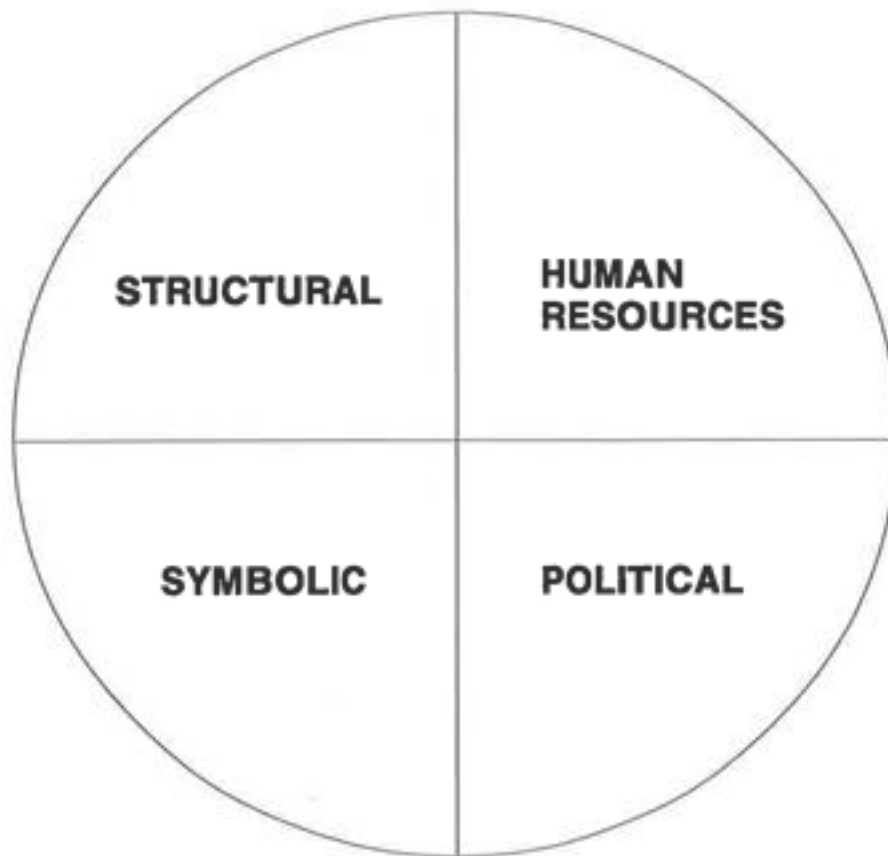




Leadership Styles in the Organization - Building Teamwork

What are your group's strengths? For each board member in your organization, put an X and for each staff member put an O in the part of the circle where they have their greatest strength, or from which they act most frequently.

How can you best draw on each person's capabilities?



What does this say about the way this group functions?

What does this mean for you as the executive director?

How can you use this diversity to help deal with challenges facing your organization?



Leadership Orientations of the Four Perspectives

Structural Leadership

Structural leaders emphasize rationality, analysis, logic, facts, and data. They are likely to believe strongly in the importance of clear structure and well-developed management systems. A good leader is someone who thinks clearly, makes good decisions, has good analytic skills, and can design structures and systems that get the job done.

Human Resources Leadership

Human resource leaders emphasize the importance of people. They agree with McGregor's view that the central task of management is to develop a good fit between people and systems. They believe in the importance of coaching, participation, motivation and teamwork. A good leader is a facilitator and participative manager who supports and answers others.

Political Leadership

Political leaders believe that managers and leaders live in a world of competing and scarce resources. The central task of management is to mobilize the resources needed to advocate and fight for the unit's or the organization's goals and objectives. Political leaders emphasize the importance of building a power base — allies, networks, coalitions. A good leader is an advocate and negotiator who understands politics and is comfortable with conflict.

Symbolic Leadership

Symbolic leaders believe that the essential task of management is to provide vision and inspiration. They rely on personal charisma and flair for drama to get people excited and committed to the organizational mission. A good leader is a prophet and visionary who uses symbols, tells stories, and frames experiences in ways that give people hope and meaning.



The Four Frames

Leadership Orientation Assessment

This questionnaire asks you to describe yourself as manager and leader. For each item, give the number "4" to the phrase that best describes you, "3" to the item that is next best, and down to "1" for the item that is least like you.

1. My strongest managerial skills are:

- _____ a. Analytic skills _____ c. Political skills
_____ b. Interpersonal skills _____ d. Flair for drama

2. The best way to describe me is:

- _____ a. Technical expert _____ c. Skilled negotiator
_____ b. Good listener _____ d. Inspirational leader

3. What has helped me the most to be a successful manager is my ability to:

- _____ a. Make good decisions _____ c. Build strong alliances and power base
_____ b. Coach and develop people _____ d. Inspire and excite others

4. What people are most likely to notice about me is my:

- _____ a. Attention to detail _____ c. Ability to succeed in the face of conflict
_____ b. Concern for people _____ d. Charisma

5. My most important leadership trait is:

- _____ a. Clear and logical thinking _____ c. Toughness and aggressiveness
_____ b. Caring and support for others _____ d. Imagination and creativity

6. I am best described as:

- _____ a. An analyst _____ c. A politician
_____ b. A humanist _____ d. A visionary

TOTALS:

_____ A _____ B _____ C _____ D
(ST) (HR) (PL) (SY)

Excerpted from Bolman, Lee and Deal, Terrence, *Modern Approaches to Understanding and Managing Organizations*, Jossey-Bass, 1988. Reprinted with permission of the authors.