



Nonprofits:

We're Here to

Help YOU

Leadership Today

THURSDAY, JUNE 8, 12PM – 1:15PM | FACILITATOR: LINDA RICH

Jewish Community Council of Greater Coney Island's Non Profit Help Desk

We focus on *small and emerging nonprofits*, offering:

Workshops * Training * Consulting

2,500 organizations have worked with us, benefiting from support in:

- financial management
- fundraising
- governance
- human resources
- management and operations
- marketing and social media
- strategic planning
- technology





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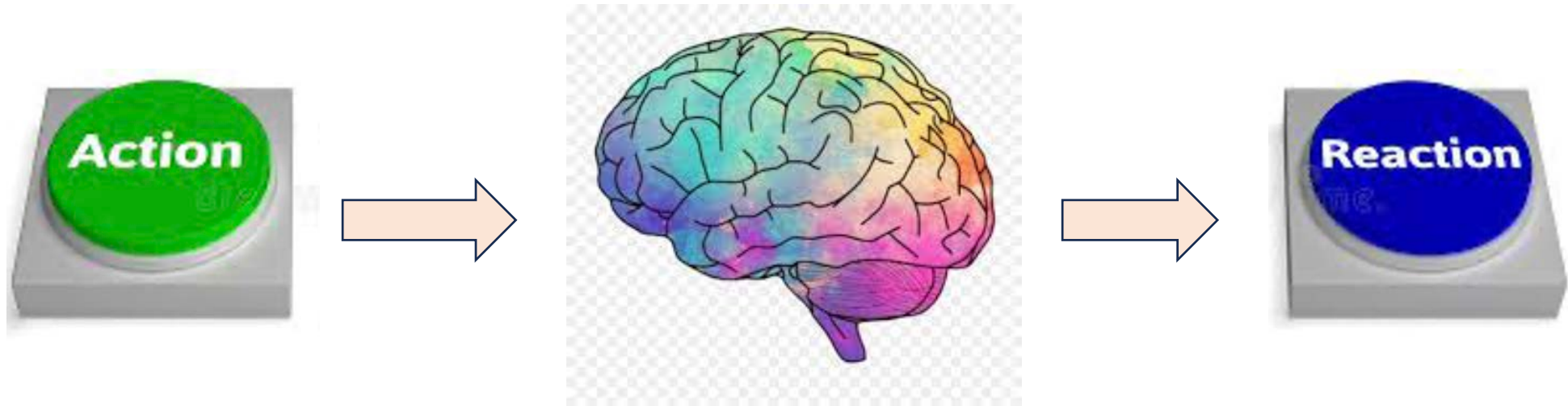
June 8, 2023



So What?



So What?



Ideas Matter

CHAT

Share a **LEADERSHIP IDEA**

that operates for you, your manager
(current/past), your organization, etc.



Examples

CHAT

Share a **LEADERSHIP IDEA**

- Don't de-motivate
- Refuse to accept monkeys

You don't * * * * *

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Change [*+ speed of adoption*]

- Pandemic
- Remote/hybrid work
- Chatbots
- etc.

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VUCA: volatile, uncertain, complex, ambiguous



Manager or Leader?



Manager

- Planning
- Organizing
- Controlling

Delivering a task, product or service

Doing the thing right

Leader

- Vision
- Alignment
- Execution

Motivating people to buy in to a vision or goal

Doing the right thing

Leadership Theory I

1840's-1940's: "Great Man," Trait theories

1940's-1960's: Behavioral Theories

Time of "Organization Man"



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Managerial Grid (1964)



Leadership Theory II

1960's: Situational, contingent

1980's: Lone Heroes

1990's +: "New" Leadership

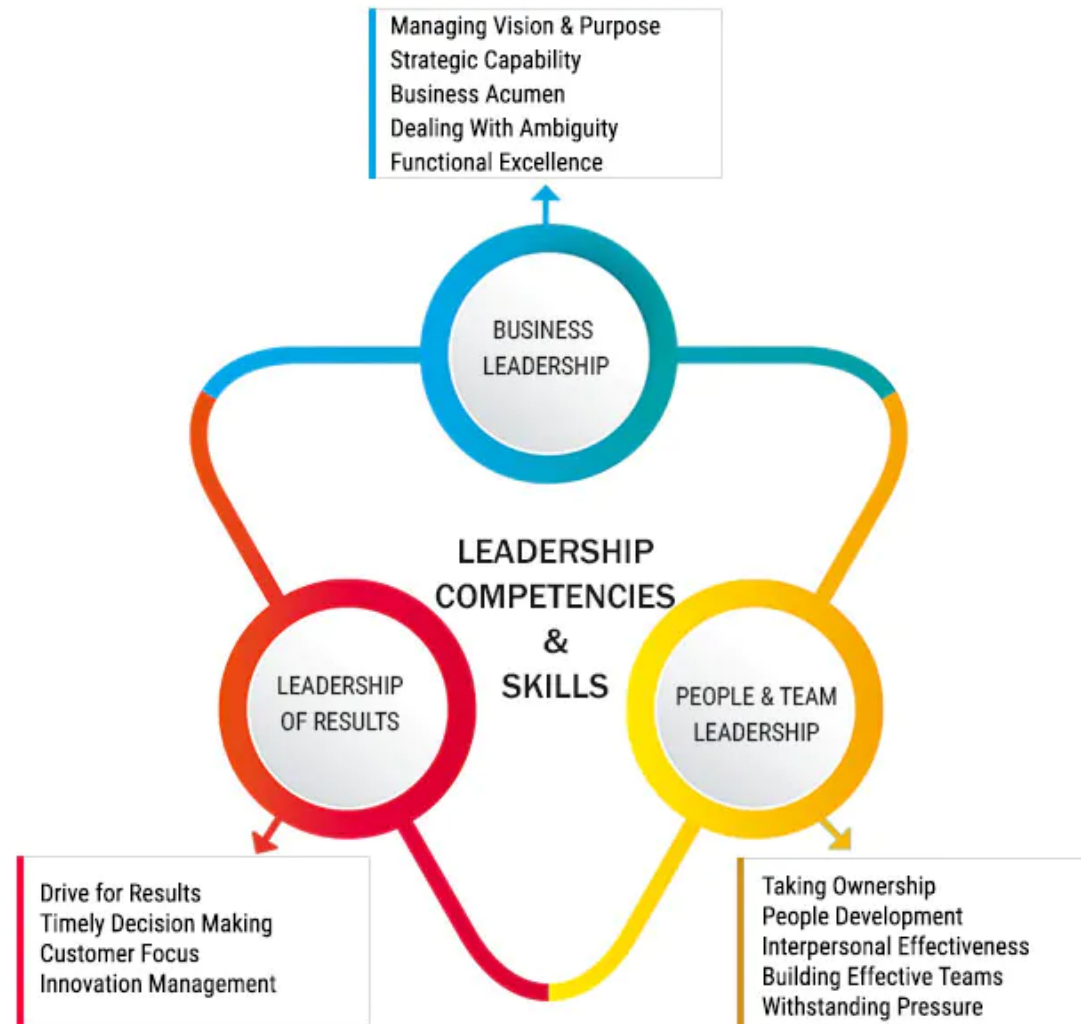
Empowerment, Teams, Transactional/Transformational, Servant Leadership, Inclusion, Leader as Coach ...

Situational Leadership



... Then

- **Competencies**
- **360 Feedback** [more = better]
- **Emotional Intelligence**
- **Positive Psychology - strengths**



Versatility



ENABLING	FORCEFUL
Lets go. Enables others to lead & do their jobs.	Leads directly. Personally involved in solving problems.
Is compassionate and responsive to others.	Makes tough calls, including around people.

Too Much?

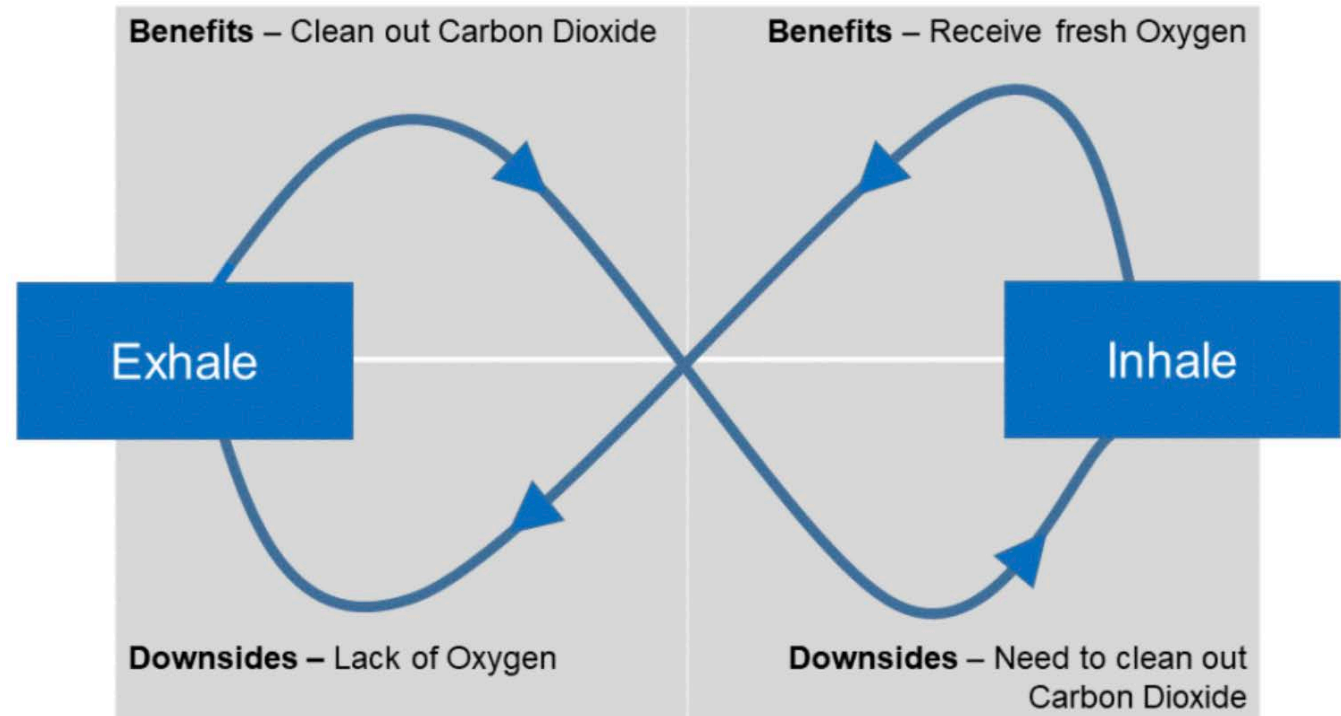


Too Enabling	ENABLING	FORCEFUL	Too Forceful
Over-empowers. Gives people too much rope.	Lets go. Enables others to lead & do their jobs.	Leads directly. Personally involved in solving problems.	Takes over. Doesn't give people enough rope.
Over-accommodates. Nice to people at expense of the work.	Is compassionate and responsive to others.	Makes tough calls, including those involving people.	Insensitive, callous.

Polarities



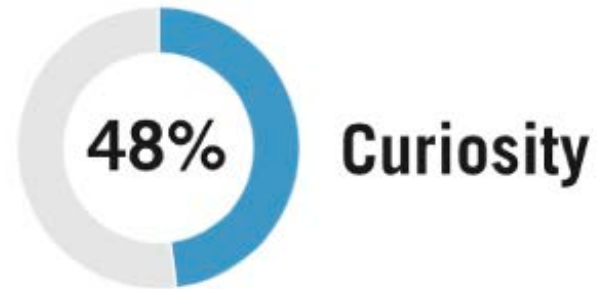
- **Multiple truths**
- **Don't pick a side**



Managing Ambiguity

Skilled	<ul style="list-style-type: none">• adapt quickly to changing conditions• make progress and remain calm, even in uncertainty•
Unskilled	<ul style="list-style-type: none">• delay moving forward until all the details are known• operate best under structure and predictability•
Overused	<ul style="list-style-type: none">• may move to conclusions or actions without enough data• doesn't honor others' need for some level of clarity•

Needed Now



Today's Leadership Skills

- **Versatility/Adaptability**
 - See – discerning needs
 - Skills
 - Act
- **Managing paradox**
 - Comfortably inhabiting both
- **Managing through ambiguity**



Remote & Hybrid Work

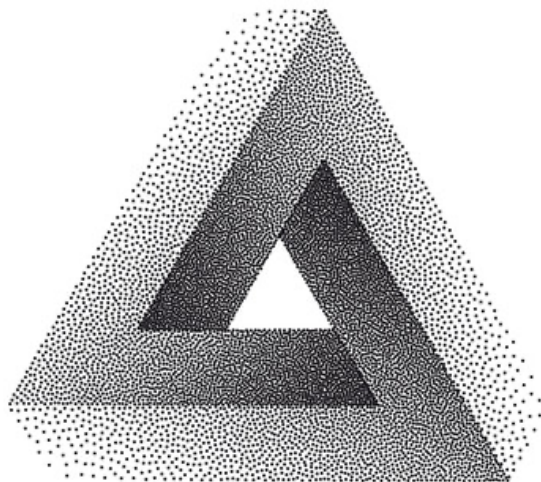
- **Care & show that you care**
 - Check in & overcommunicate
- **People as individuals**
 - Flexibility
 - Retention - *How do we keep a great person like you?*
- **Foster deliberate team connections**
 - Deepen relationships with questions



Paradoxes



- mindset: holding two opposing ideas simultaneously
- comfortably inhabiting both



ambidexterity



tensions,
dilemmas,
conundrums,
polarities,
competing values,
contradictions

PwC Paradoxes

1 Humble hero

2 Strategic executor

3 Traditioned innovator

4 Tech-savvy humanist

5 Globally-minded localist

6 High-integrity politician



PwC Paradoxes - Questions

- In what situations have you seen this paradox play out, or would you expect to see it play out?
- Do leaders generally navigate this paradox well and balance the two tendencies, or do they tend to rely on one more than the other?
- Is one side of this paradox more natural for you? How might you cultivate the other side?



Exercise

Choose the room # that corresponds to the paradox you'd like to explore

1 Humble hero

2 Strategic executor

3 Traditioned innovator

4 Tech-savvy humanist

5 Globally-minded localist

6 High-integrity politician



It Depends

WHO – leader & others

WHAT – goal, mission

WHERE – internal/external context

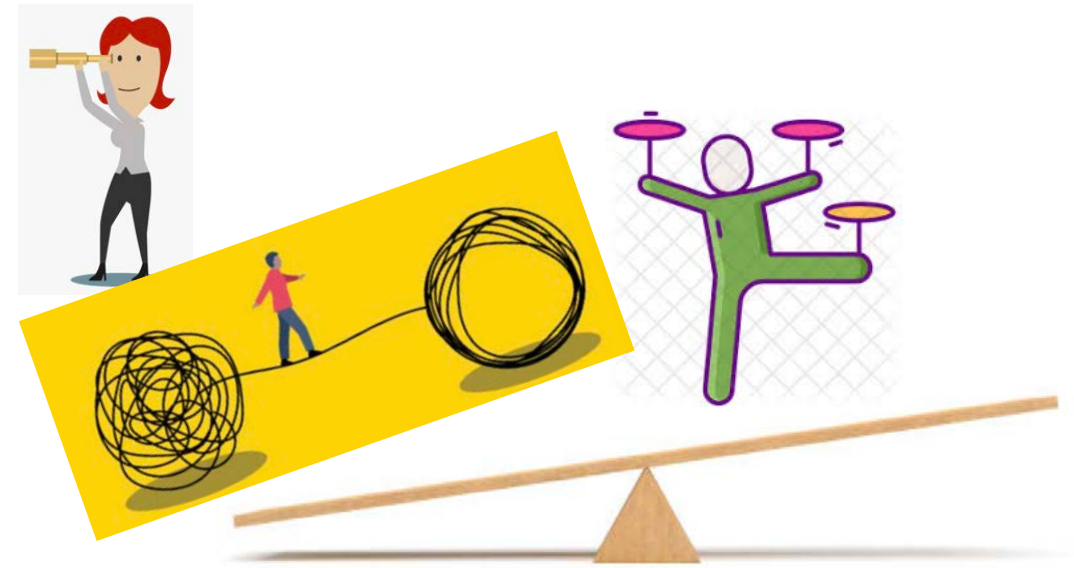
Technology,
Environment,
Pandemics,
Regulation...



**What is the
situation
demanding
of me?**

Leadership Today

It's a
BALANCING ACT



Contingency - Ambiguity - Paradox

Leadership Architect – extra slide, not using

FRONT • THE LEADERSHIP ARCHITECT® COMPETENCY SORT CARDS

1 ACTION ORIENTED SKILLED

Enjoys working hard; is action oriented and full of energy for the things he/she sees as challenging; not fearful of acting with a minimum of planning; seizes more opportunities than others.

THE LEADERSHIP ARCHITECT®

BACK • THE LEADERSHIP ARCHITECT® COMPETENCY SORT CARDS

FACTOR IV: ENERGY AND DRIVE
CLUSTER J: FOCUSING ON THE BOTTOM LINE

1B ACTION ORIENTED OVERUSED SKILL

May be a workaholic; may push solutions before adequate analysis; may be non-strategic; may overmanage to get things done too quickly; may have personal and family problems due to disinterest and neglect; may not attend to important but non-challenging duties and tasks; may ignore personal life, burn out.

UNSKILLED

Slow to act on an opportunity; may be overly methodical, a perfectionist, or risk averse; may procrastinate; may not set very challenging goals; may lack confidence to act; may know what to do but hesitates to do it; may not be motivated; may be bored with the work or burned out.

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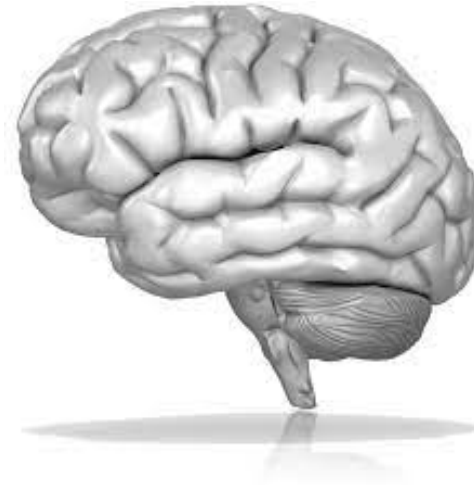
ACTION ORIENTED

Overused skill:

May push solutions before analysis...

May overmanage to get done quickly...

Extra images



VUCA: volatile, uncertain, complex, ambiguous

