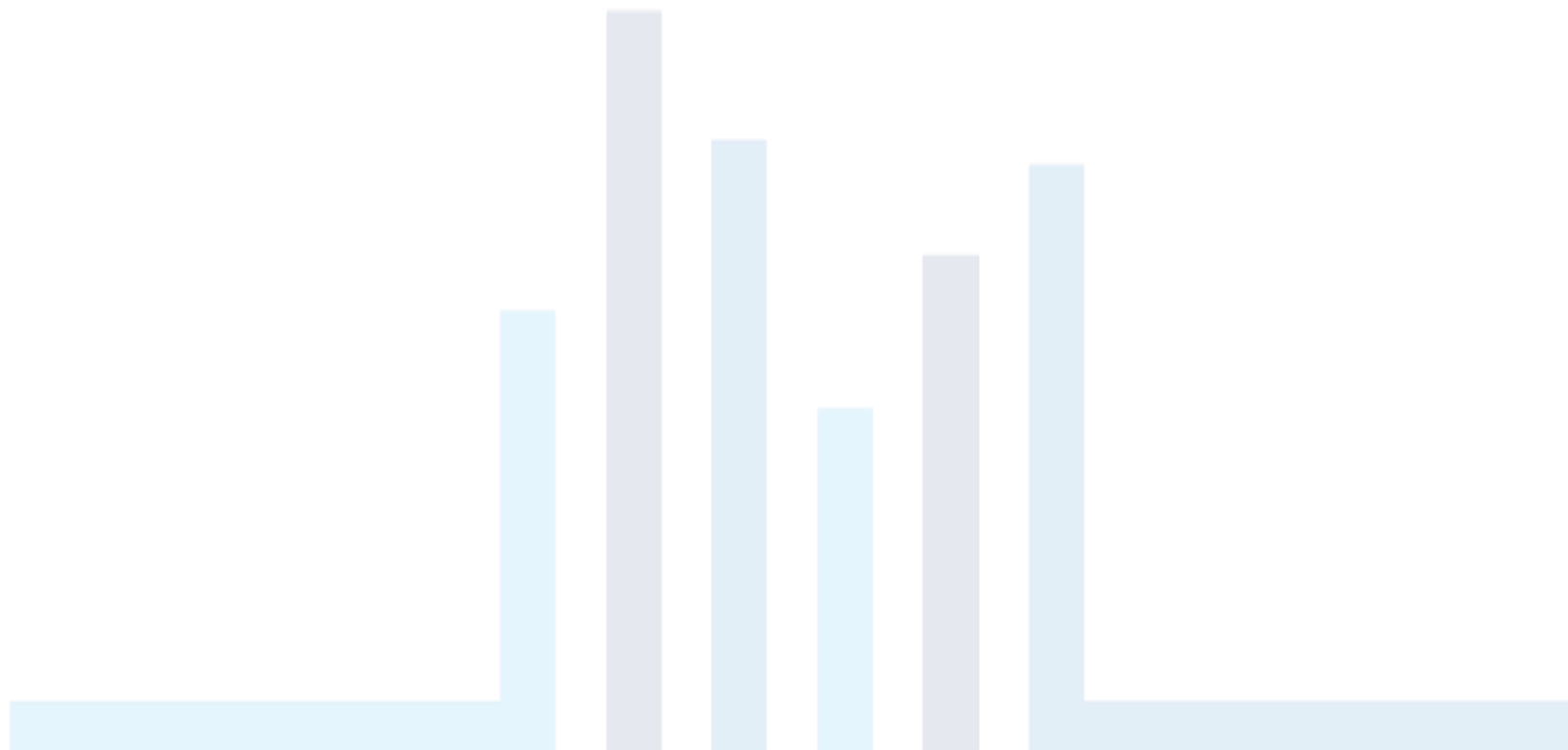


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- See subsequent pages and speaker notes for details.



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FOR NONPROFIT HELPDESK PRESENTATIONS

- Please use the title page found on slide #3 and update with your details
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- Use large fonts, contrasting colors, and imbedded image descriptions to ensure accessibility for the vision impaired
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3 Lessons for Leading People Who Are Different From You

TUESDAY AT NOON | FACILITATOR: KRISHNA POWELL www.yourmultigenleader.com

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WORKSHOPS FOR CAPACITY BUILDING & NYC DISCRETIONARY FUNDING



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Join NPHD to learn about the power of branding and how to make it the core building block of your communication strategy.

From Logo to Legacy: Building Your Brand Story

Today • 12:00 PM EDT

Free



You Ask, We Answer: NYC Council Discretionary Expense Funding

Tomorrow • 6:30 PM EDT

Free



Nonprofit Excellence – A Guide to the Top 10 Best Practices for Nonprofit Organizations

Join NPHD to learn about Nonprofit Excellence: A Guide to the Top Ten Best Practices for Nonprofit Organizations.

Nonprofit Excellence - Top 10 Best Practices for Nonprofit Organizations

Tue, May 27 • 12:00 PM EDT

Free



NYC Council Discretionary Funding Q&A w/ NYC Dept of Youth & Community Dev.

Wed, May 28 • 6:30 PM EDT

Free



Submitting the HHS Prequalification (PQL) Application

Wed, Jun 4 • 6:30 PM EDT

Free



Getting Started with Grants

Join NPHD to learn how to get started with grant funding.

Getting Started with Grants

Tue, Jun 10 • 12:00 PM EDT

Free



Navigating NYC PASSPort for Nonprofits

Tue, Jun 10 • 6:30 PM EDT

Free



NYC Council Discretionary Expense Funding: Contracting & Reimbursement

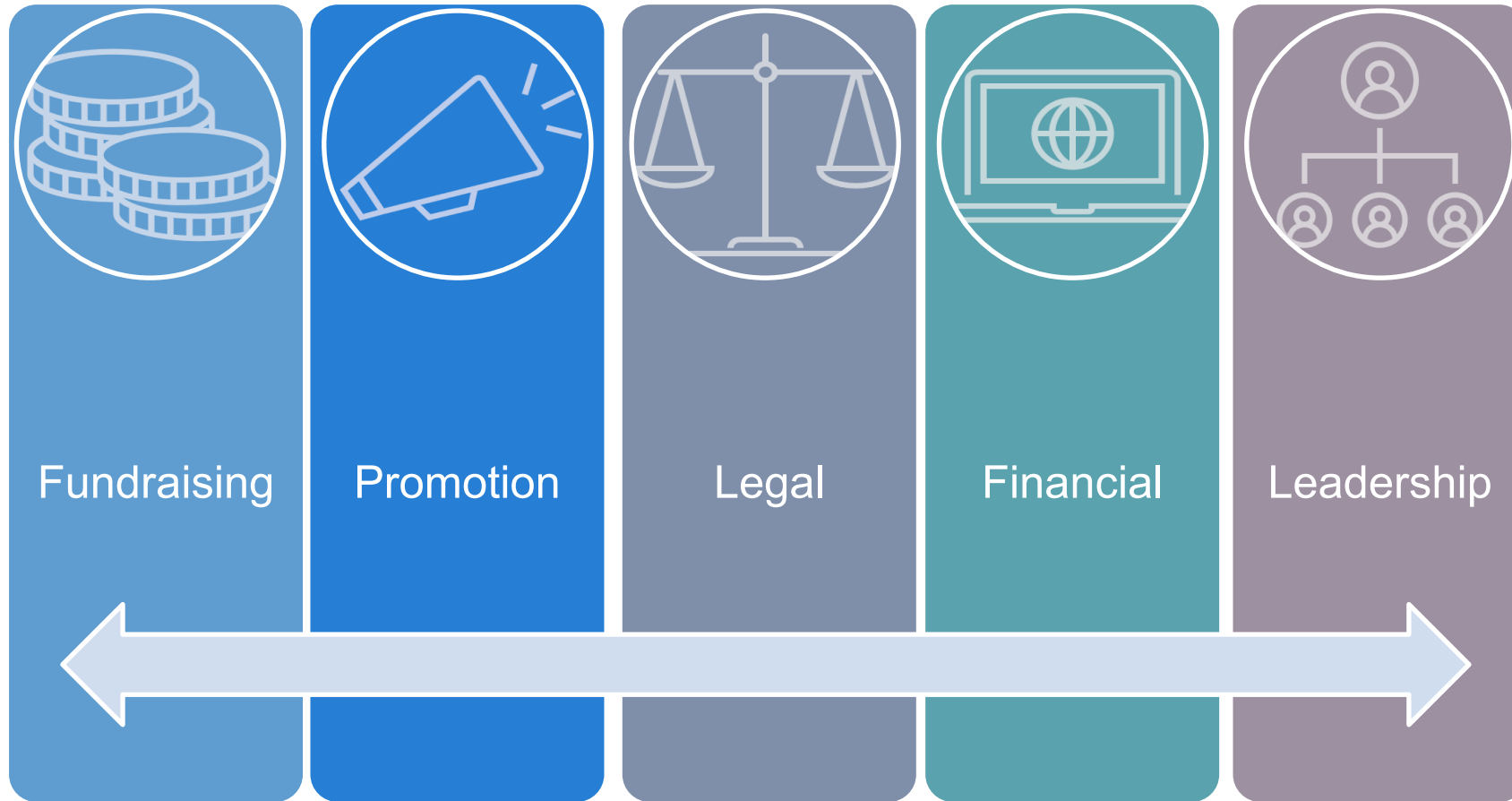
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sample list of workshops, please visit nphd.org for current schedule

HELPDESK FOR A VARIETY OF NEEDS

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Krishna Powell

- Founder & CEO, HR 4 Your Small Biz, LLC. and the4 Genuine Leadership Group
- **Expertise:** Nonprofits and Family-Owned Businesses, Partnering with organizations to strategically align their people and resources to achieve desired results and Bridging the communication divide of a multi-generational, multicultural workforce.
- ***Help mission-driven organizations convert human difference into governance discipline and financial stability***
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AGENDA

What Will We Be Discussing Today?

1. **Why Good Boards Still Underperform**
2. **The Hidden Cost Of Unmanaged Difference**
3. **3 Leadership Shifts That Stabilize Governance
Across Differences**



HELP

SUPPORT

ADVICE

GUIDANCE

ASSISTANCE



Who Is This Workshop For:

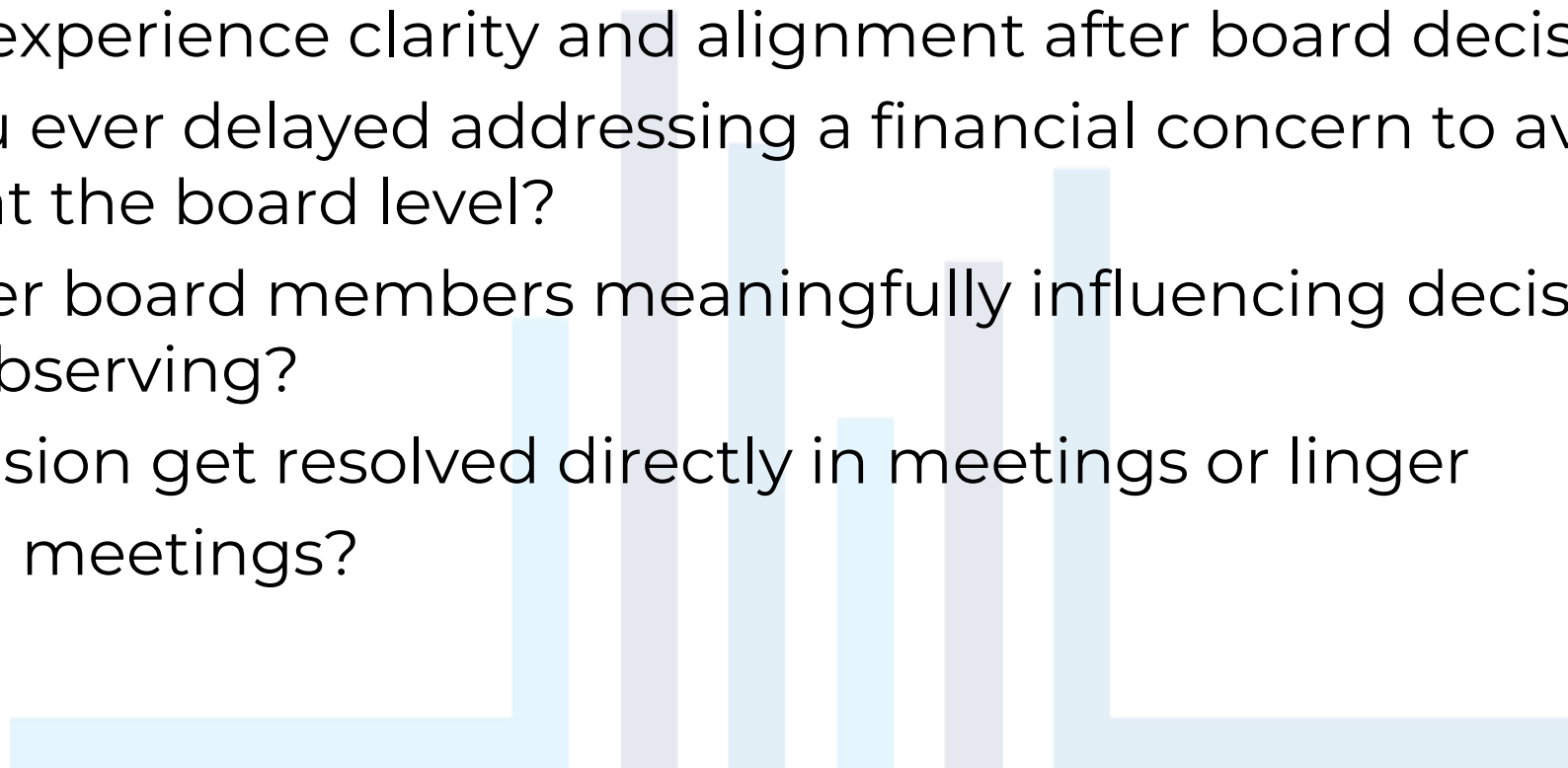
- **Executive Directors / CEOs**
- **Board members / Board chairs**
- **Governance, compliance, and leadership committee members**
- **Development and fundraising professionals**
- **Staff and managers seeking operational and strategic guidance**



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The Governance Intelligence™ Diagnostic

- Does the board–executive relationship feel supportive and accountable or adversarial and scrutinizing?
- Do discussions expand perspective, or simply reinforce what leadership already proposed?
- Do staff experience clarity and alignment after board decisions?
- Have you ever delayed addressing a financial concern to avoid conflict at the board level?
- Are newer board members meaningfully influencing decisions or mostly observing?
- Does tension get resolved directly in meetings or linger between meetings?



0 = Not at all true
1 = Sometimes true
2 = Consistently true



IN THE CHAT TELL ME..

What do you think your score is *really* telling you?

What thoughts did you have when answering these questions?



Your Governance Discipline Score

6 questions | 12 possible points

 **9-12**

Governance Strength

You have disciplined oversight and healthy tension.
Your challenge is optimization and strategic growth.

 **6-8**

Governance Inconsistency (70% or Below)

Some areas are functioning. Others are fragile.
Under pressure, cracks will widen.

 **0-5**

Governance Vulnerability

Silence, avoidance, or misalignment is weakening oversight.
This is not sustainable.

What to Focus on Based on Your Score

9-12

Governance Strength



LISTEN FOR:

Refinement

- ▶ Expand **Perspective**
- ▶ Avoid **Groupthink**
- ▶ Prepare for **Transition**

6-8

Governance Inconsistency



LISTEN FOR:

Inconsistency

- ▶ Psychological **Safety**
- ▶ Financial **Courage**
- ▶ Role **Clarity**

0-5

Governance Vulnerability



LISTEN FOR:

Stabilization

- ▶ CEO-Board **Alignment**
- ▶ Structured **Conflict**
- ▶ Immediate **Actions**

Strong Governance Requires **Different Focus at Different Levels**

Know Your Score → Know What to Prioritize

Leading People Who Are Different From You Is....



The disciplined practice of influencing, aligning, and developing individuals whose identities, lived experiences, cognitive styles, values, or generational frames differ from your own, while creating conditions of psychological safety, equitable opportunity, and shared accountability for results.

Leading People Requires

- EQ, GI, and CI
- Adaptive Leadership Behaviors
- Bias Awareness (EQ)
- Inclusive Decision-making That Converts Difference Into Performance Advantage

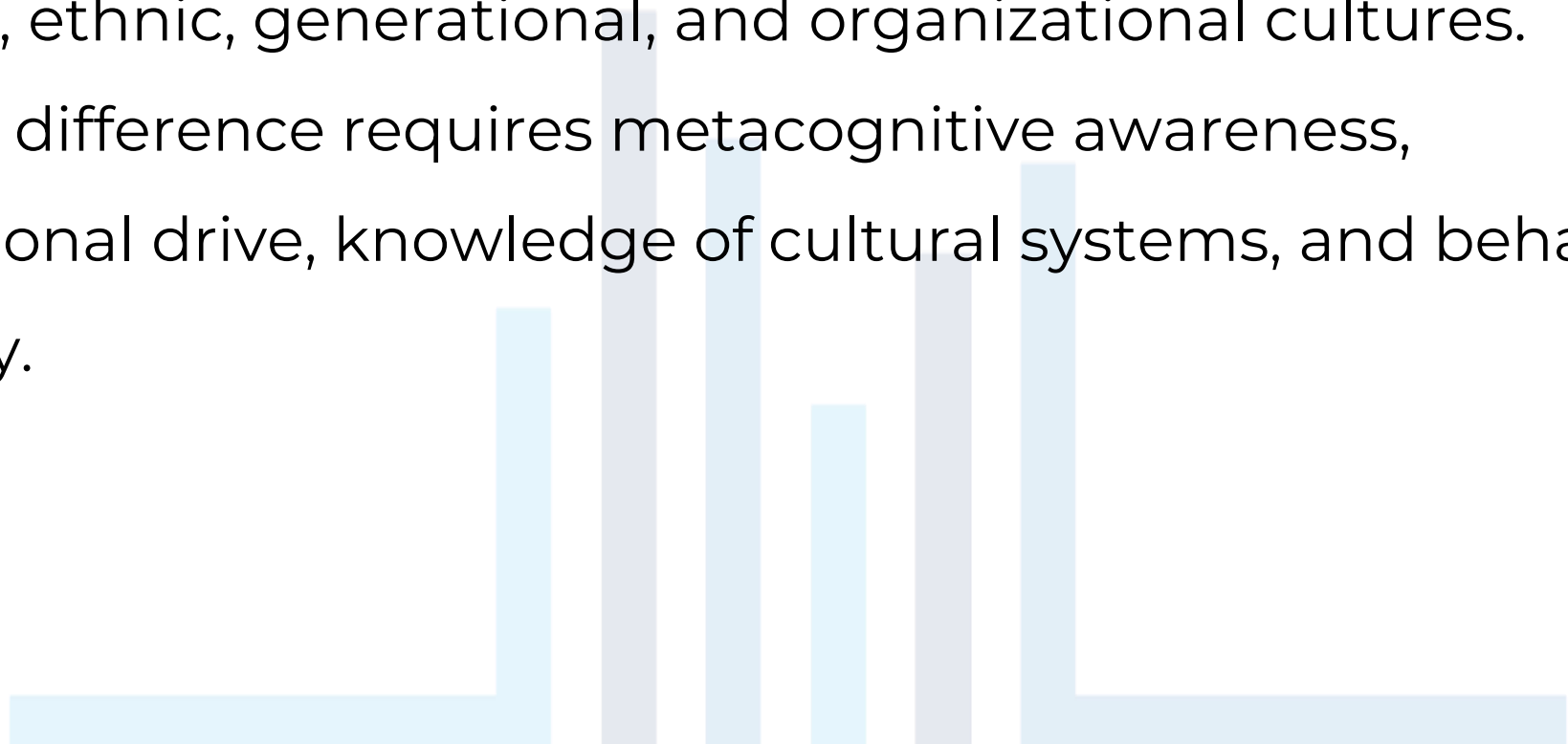




What is Cultural Intelligence?

Cultural intelligence is the capability to function effectively across national, ethnic, generational, and organizational cultures.

Leading difference requires metacognitive awareness, motivational drive, knowledge of cultural systems, and behavioral flexibility.



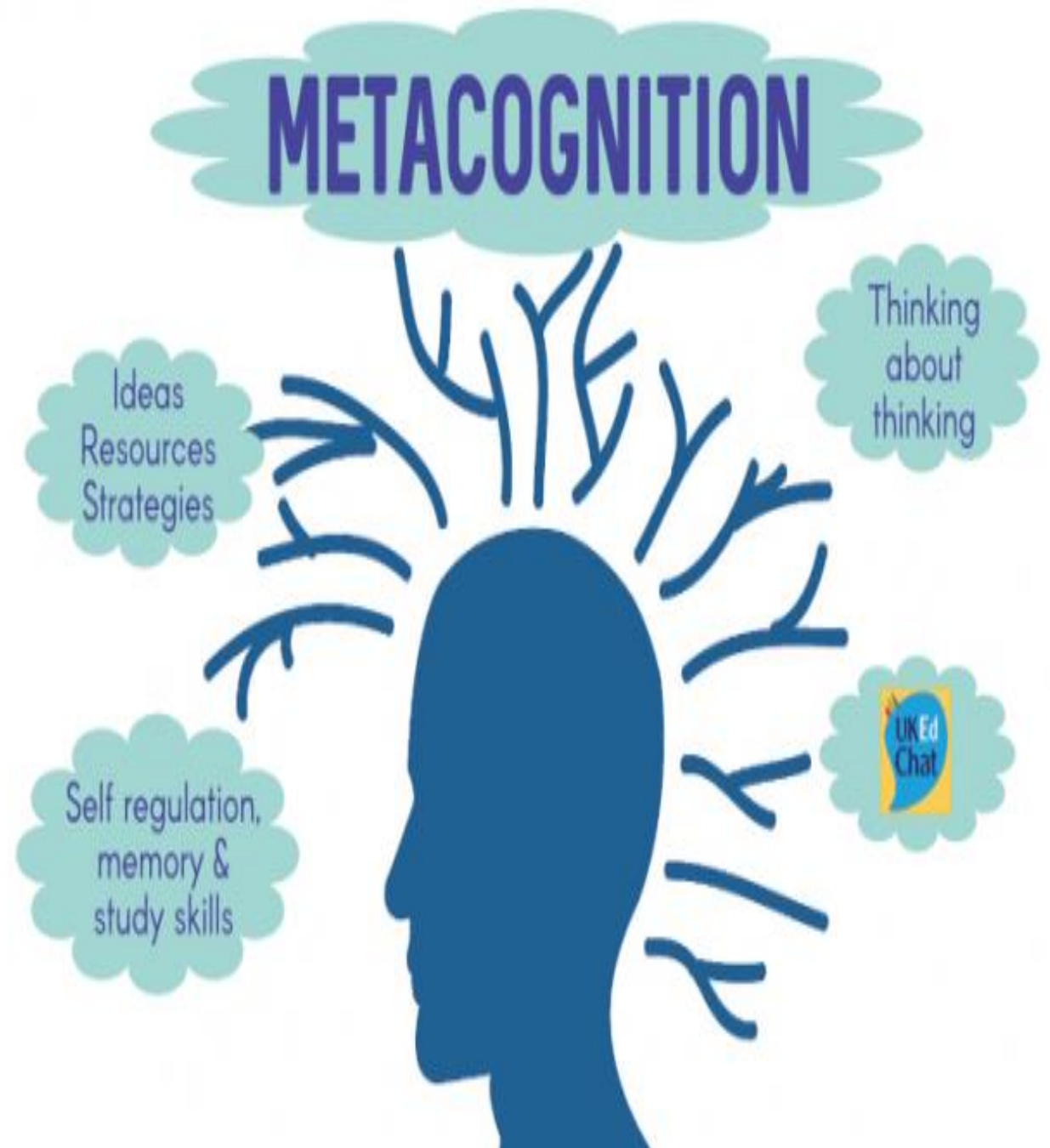
4 DIMENSIONS OF CULTURAL INTELLIGENCE



Metacognitive awareness is the conscious ability to observe, evaluate, and regulate your own thinking processes in real time.

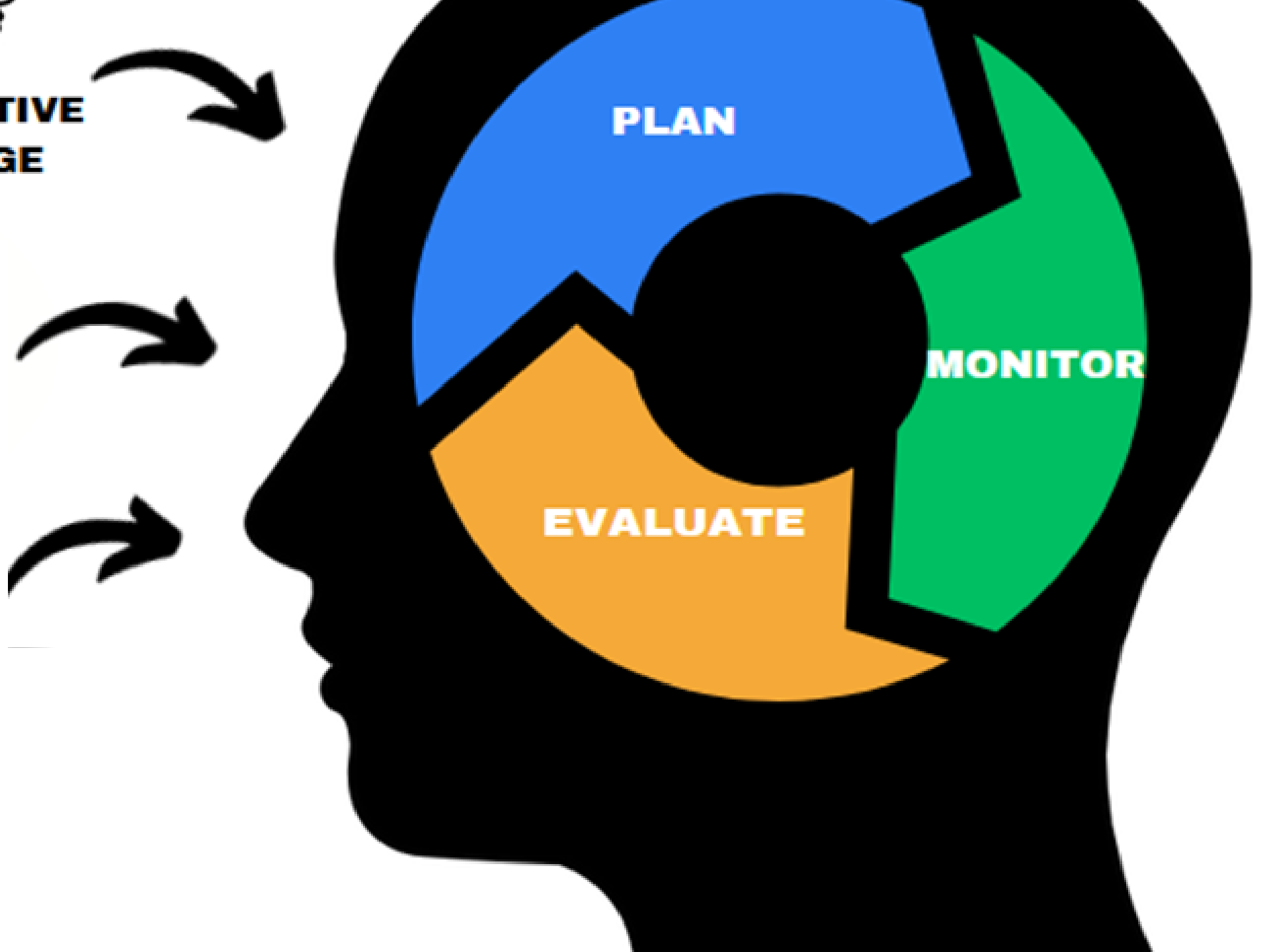
It is:

“Thinking about your Thinking.”



**METACOGNITIVE
KNOWLEDGE**

- 1. Monitoring** –
Noticing what
you are
thinking
- 2. Evaluating** –
Assessing
whether your
thinking is
accurate or
biased
- 3. Planning/
Adjusting** –
Intentionally
changing your
cognitive
approach



Here is what Thinking about Thinking looks like...

- Whose voices do I instinctively trust more and why?
- When was the last time I changed my mind because of someone different from me?
- Do I interpret disagreement as resistance or as risk protection?
- How does my authority shape what others are willing to say?
- When I disagree with a board member, do I examine their reasoning or defend my position?
- Do I seek perspectives that challenge me, or gravitate toward agreement?
- What assumptions are we not challenging?



For Example:

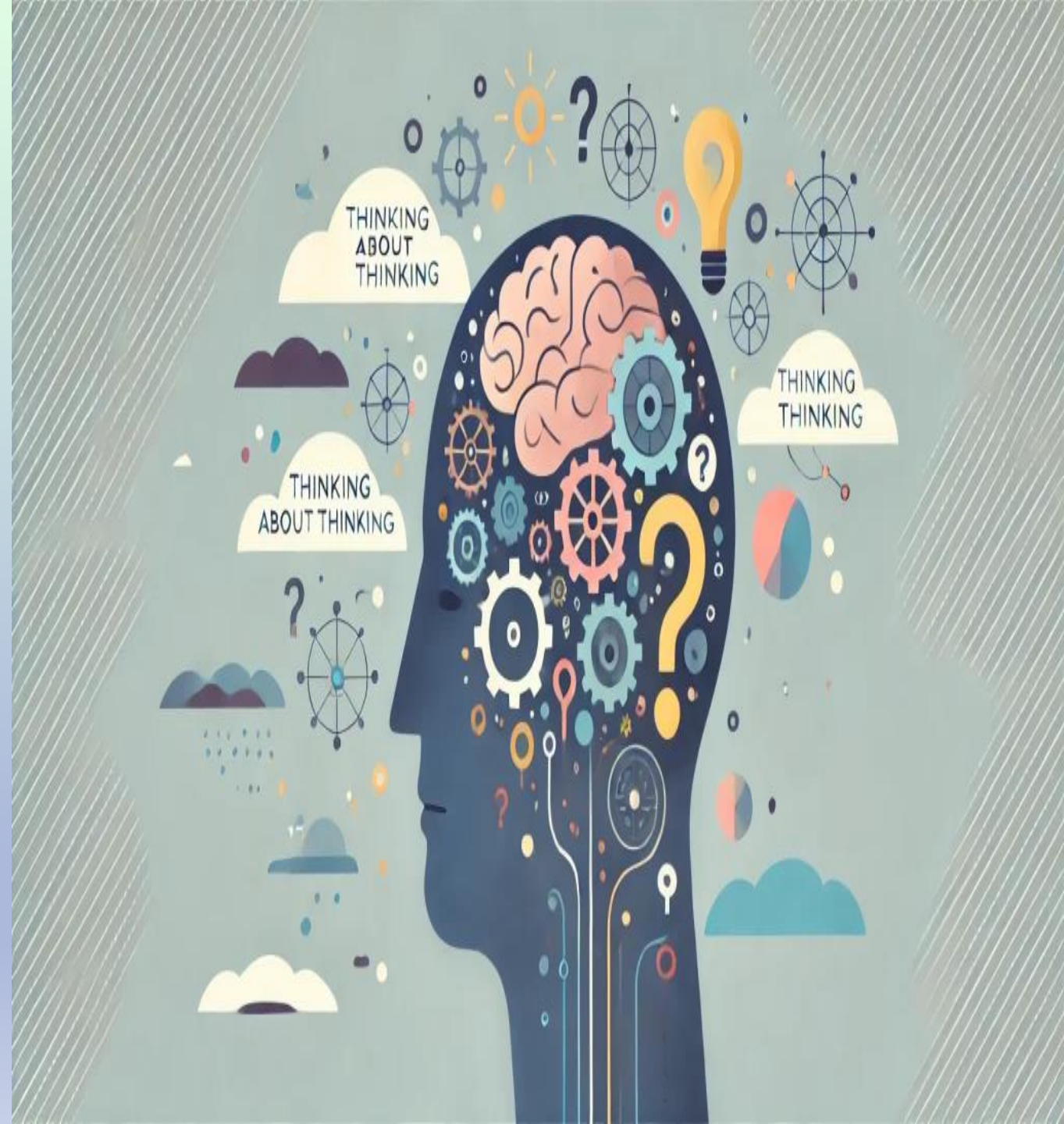
A board member challenges the budget.

Low metacognitive awareness response:

“They’re questioning my competence.”

High metacognitive awareness response:

- **What assumptions am I making about their intent?**
- **What data are they reacting to?**
- **What perspective might I be missing?**



ADAPTIVE

*As a leader,
thinking about
thinking isn't
enough. You
must adapt
your leadership
style.*

LEADERSHIP



Cultural intelligence allows you to interpret difference accurately.

Adaptive leadership requires you to respond to that difference strategically.



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What is Adaptive Leadership

Adaptive leadership requires mobilizing people to tackle tough challenges across differences in values, loyalties, and perspectives. Leading those unlike you involves regulating distress, diagnosing systemic dynamics, and maintaining disciplined attention to competing viewpoints.

- Heifetz, R., & Linsky, M. (2002). *Leadership on the Line*



What Does this Mean To You?

Cultural intelligence:

- Prevents generational misinterpretation
- Reduces ego-based conflict
- Improves fiduciary courage
- Increases decision depth

Adaptive leadership:

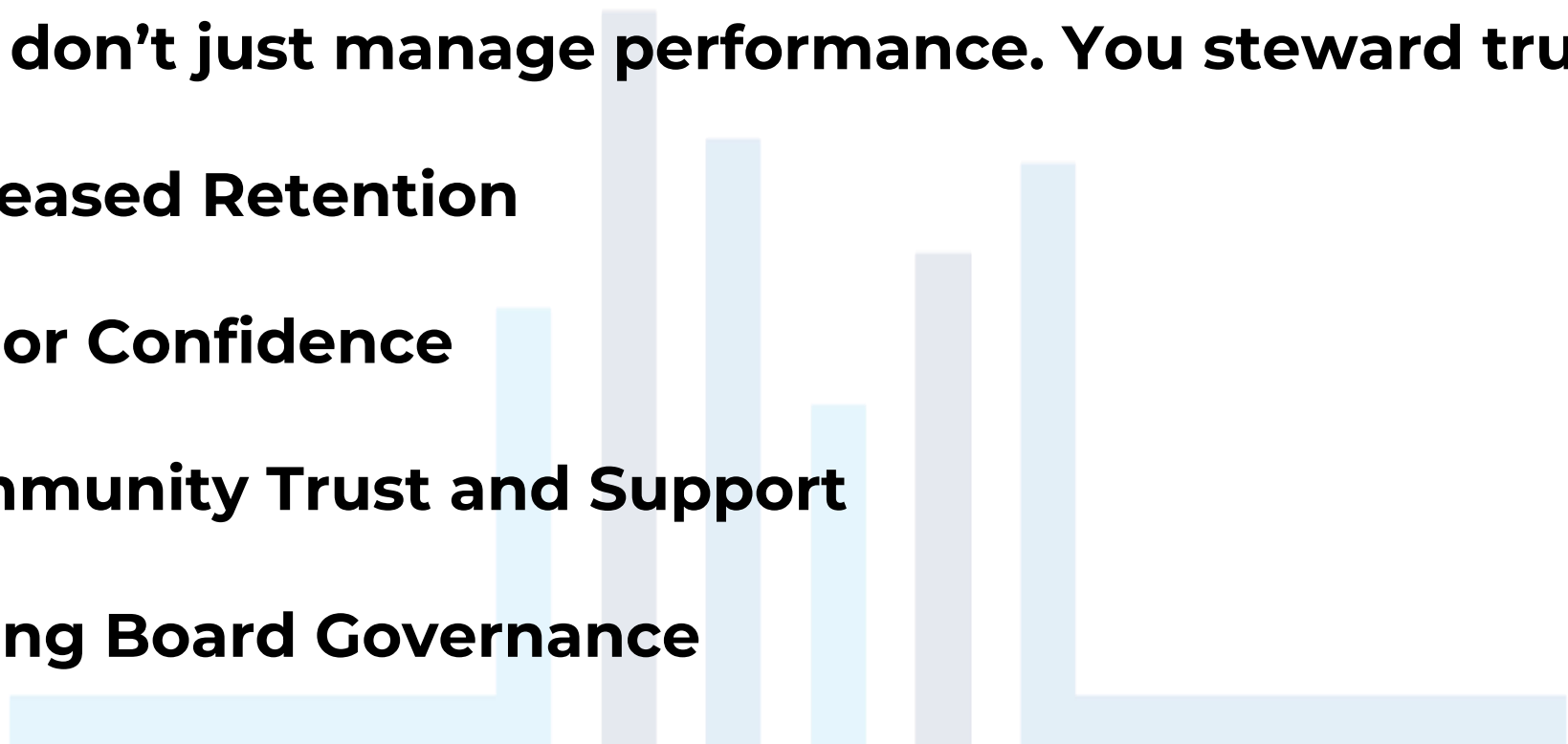
- Helps boards navigate funding shifts
- Survive executive transition
- Manage community pressure



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When It Is Managed Properly

- **Innovation**
- **You don't just manage performance. You steward trust.**
- **Increased Retention**
- **Donor Confidence**
- **Community Trust and Support**
- **Strong Board Governance**



Governance *by the* Numbers

The Hidden Cost of *Inconsistency*



\$150K–\$225K *Executive Turnover Costs*



\$15K–\$40K *Lost Leadership Time*



\$40K–\$200K *Delayed Financial Decisions*



\$15K–\$75K *Donor Confidence Loss*

Governance Gaps = Financial Exposure

\$150K–\$350K

Annual Risk for a \$5M Nonprofit

**3%–7% of Budget
at Risk**

THE COST OF GOVERNANCE INCONSISTENCY

The Financial Impact of Donor Uncertainty



\$15,000–\$75,000

DELAYED OR LOWERED GRANTS

*If one major funder adjusts a
\$300K–\$1.5M+ grant by just 5%

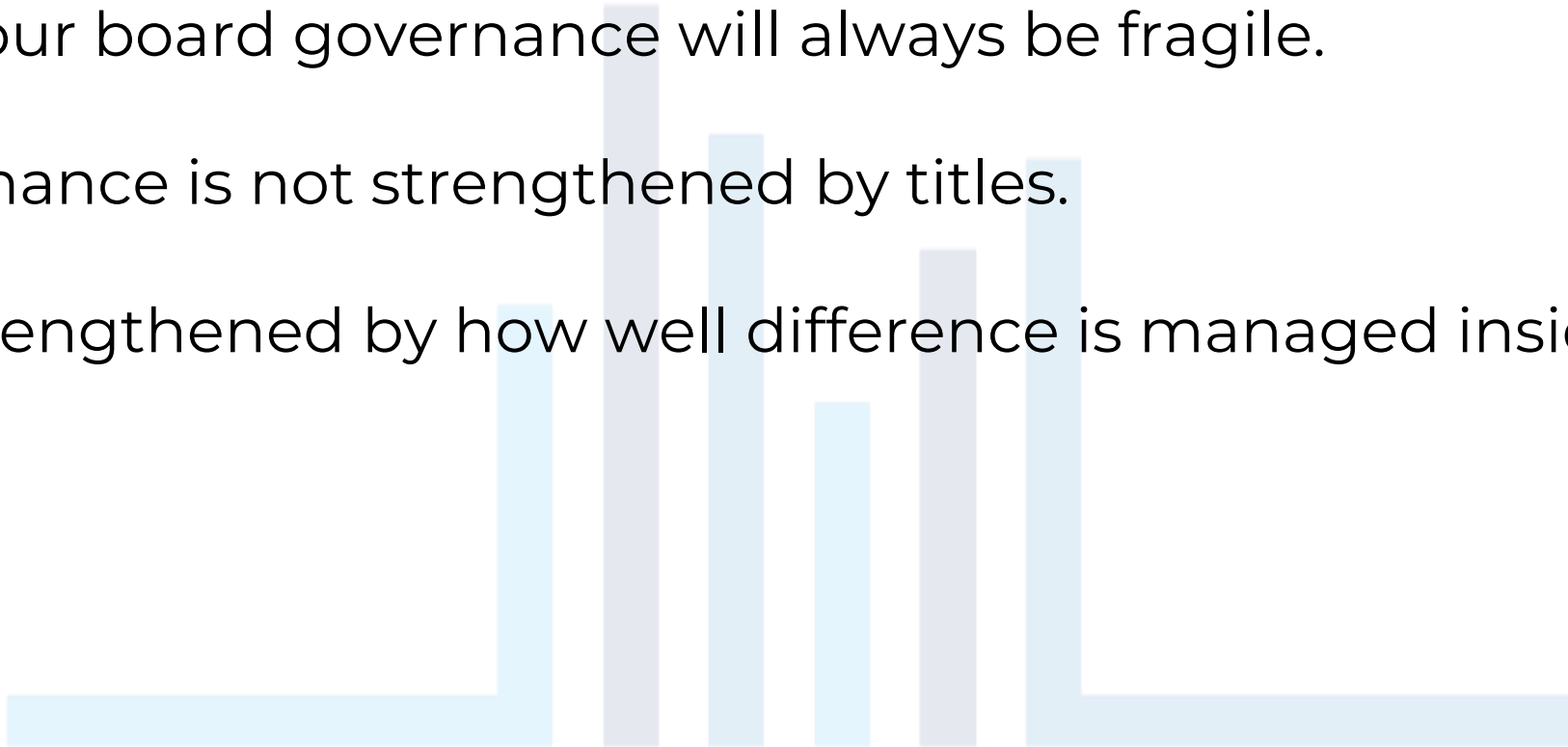
Donor confidence reflects governance stability

Why Stronger Board Governance Happens When Difference Is Led Well

If you do not know how to lead people who are different from you, your board governance will always be fragile.

Governance is not strengthened by titles.

It is strengthened by how well difference is managed inside the room.

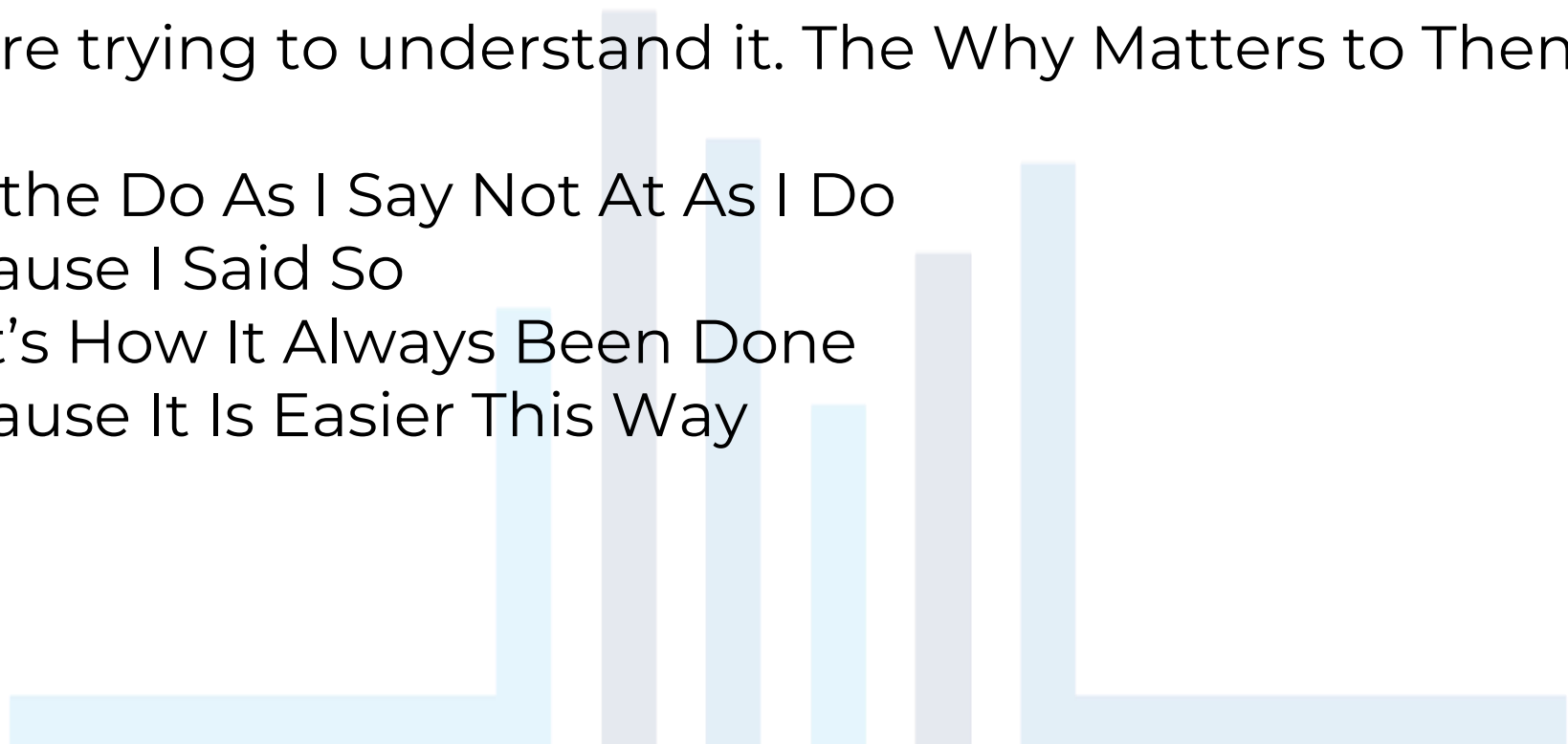


It Is Personal – *Deeply Personal*

They Are Not Questioning Your Authority

They are trying to understand it. The Why Matters to Them

- Not the Do As I Say Not At As I Do
- Because I Said So
- That's How It Always Been Done
- Because It Is Easier This Way



Lesson 1: Lead Yourself Before You Lead Others

Difference exposes identity, authority, and power.

Effective leaders examine:

- How their background shapes decisions
- How their position influences outcomes
- Where bias may be operating, intentionally or unintentionally

**You do not assume fairness. You design for it.
Self-awareness is governance maturity.**



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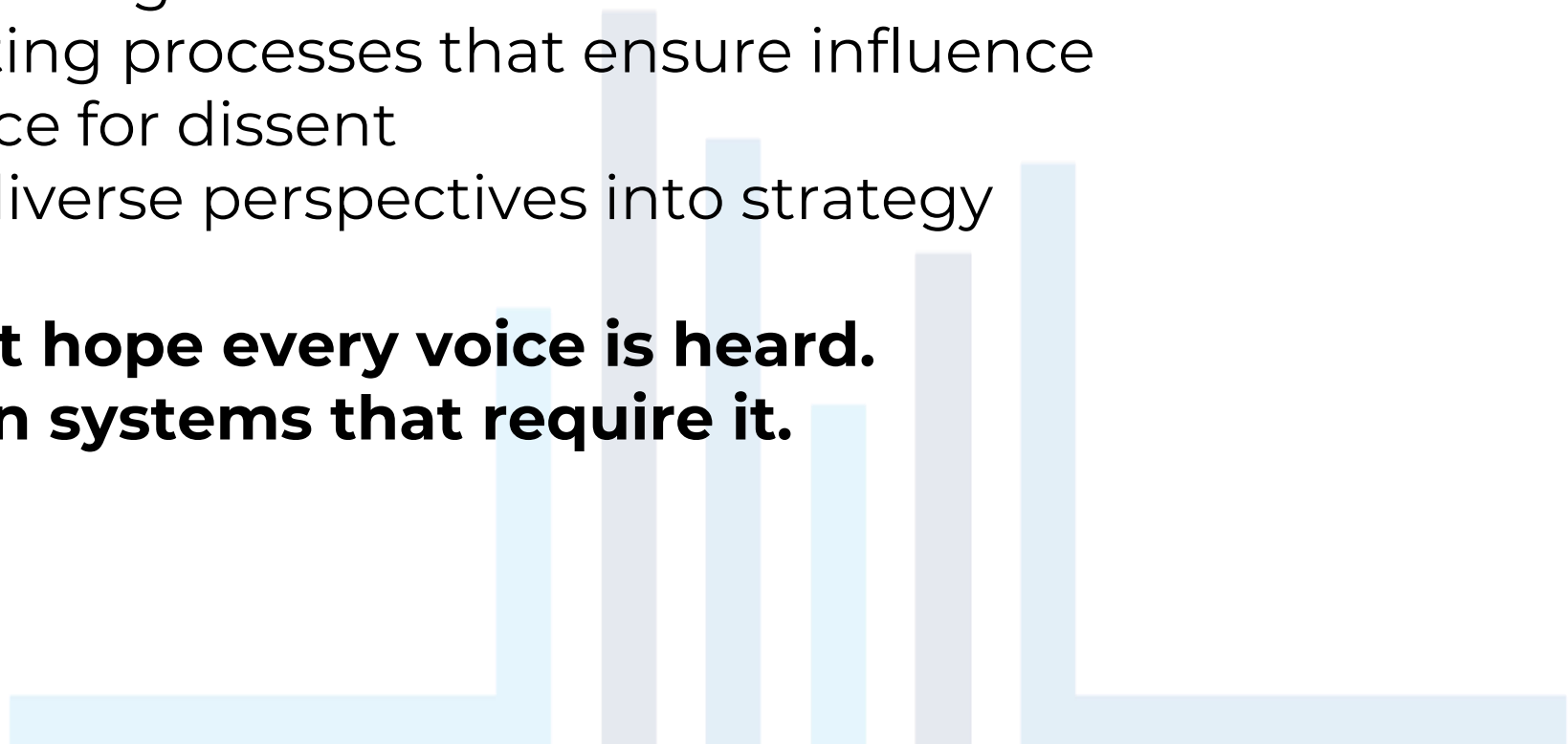
Lesson 2: Design Inclusion

Inclusion is not about good intentions.
It is about structure.

High-functioning leaders:

- Build meeting processes that ensure influence
- Create space for dissent
- Integrate diverse perspectives into strategy

**They do not hope every voice is heard.
They design systems that require it.**



Lesson 3: Hold Tension Without Losing Accountability

Difference creates friction.

Strong leaders:

- Navigate conflict across value systems
- Protect mission over ego
- Pair psychological safety with performance standards
- Develop successors intentionally, not accidentally

Safety without standards weakens governance.

Standards without safety silence it.

Disciplined leadership holds both.



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5 WAYS TO HELP CREATE PSYCHOLOGICAL SAFETY



1. MAKE
it an explicit
priority.



2. FACILITATE
everyone
speaking up.



3. ESTABLISH
norms for how
failure is handled.



4. CREATE
space for new ideas
(even wild ones).



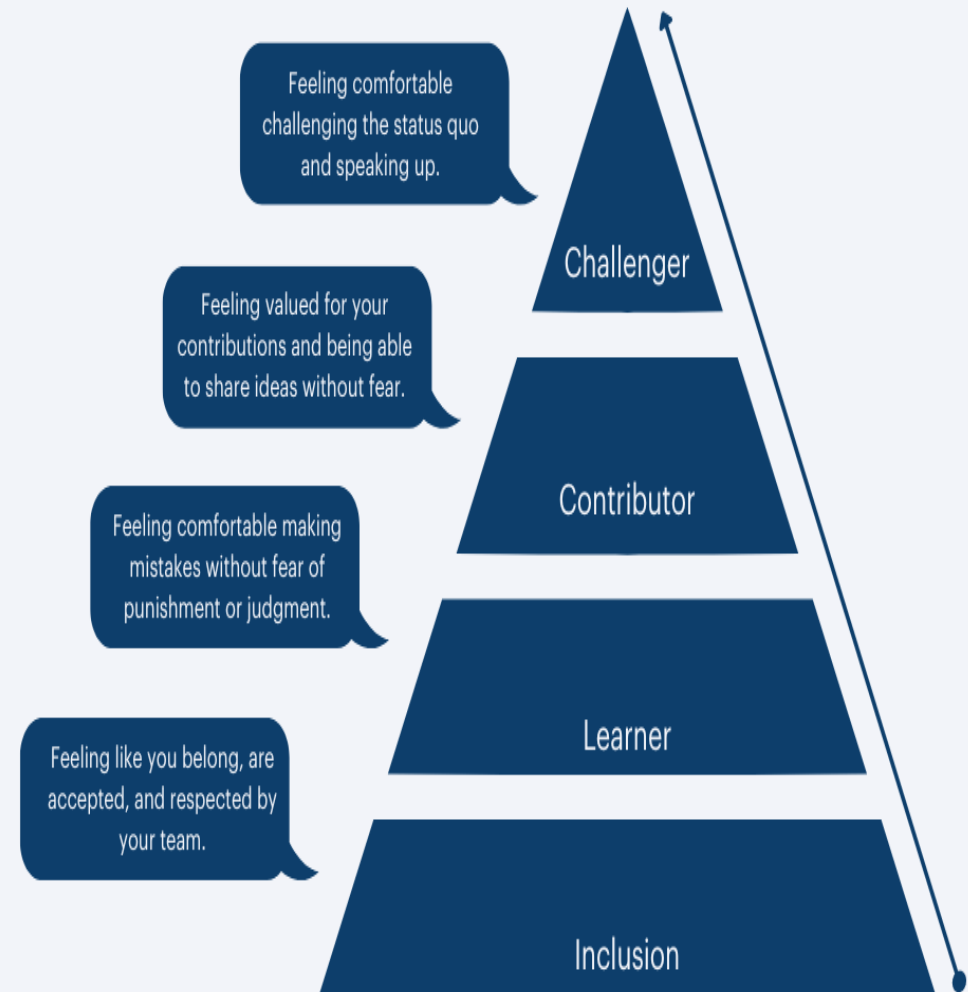
5. EMBRACE
productive
conflict.



Leading across difference requires cultivating psychological safety...an environment where individuals can speak up without fear of punishment or humiliation.

- Edmondson, A. (2018). *The Fearless Organization*.

THE 4 STAGES OF PSYCHOLOGICAL SAFETY

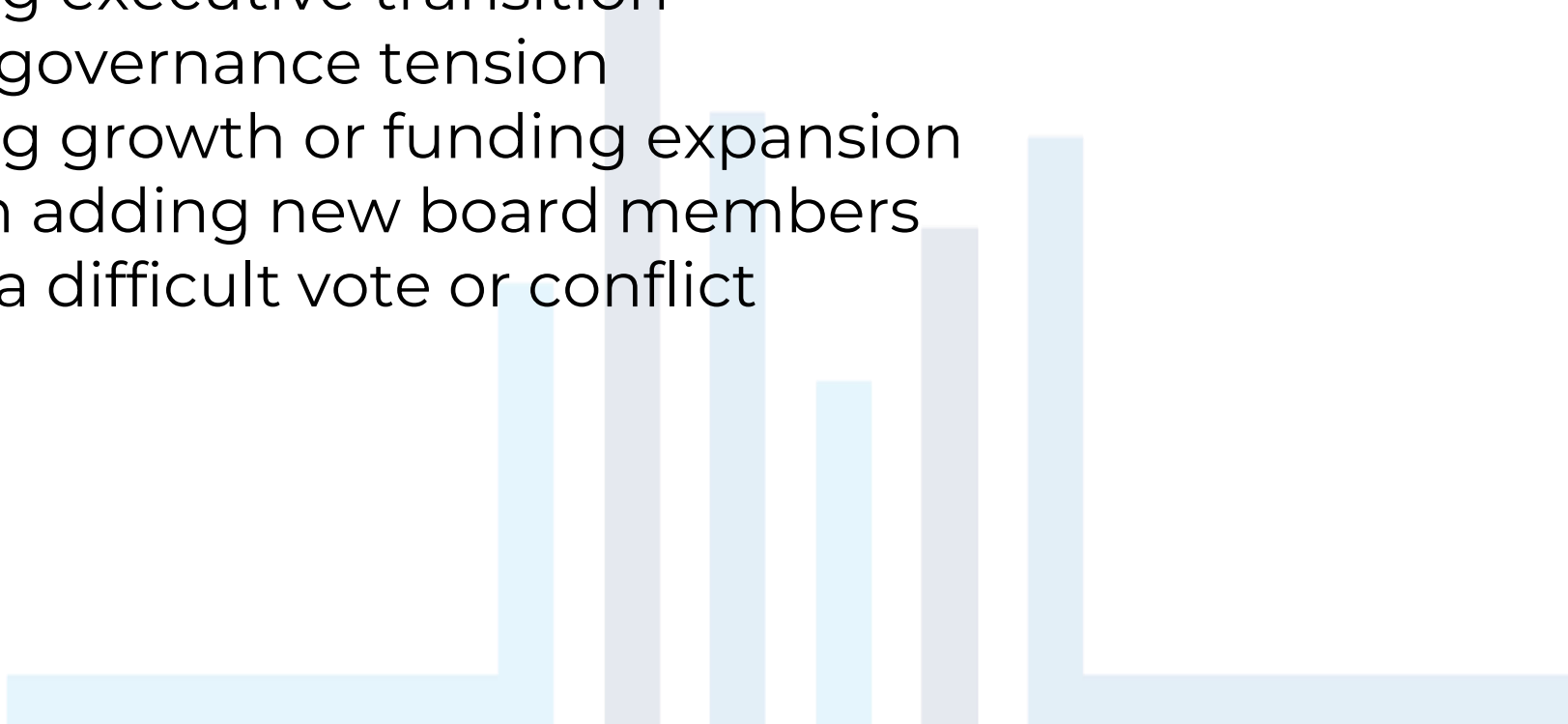


Without *Intervention and Implementation* Things Only Get **Worse** for You and Your Org



When Do You Need Help

- Before strategic planning
- During executive transition
- After governance tension
- During growth or funding expansion
- When adding new board members
- After a difficult vote or conflict



The Cost of Quiet Governance

- Boards rarely implode publicly first
- They erode privately
- Silence in meetings
-



- CEO fatigue
- Delayed votes
- Side Conversation

***By the time it surfaces,
the damage is already financial.***

Final Take Away:

Leading across difference is not about being agreeable.

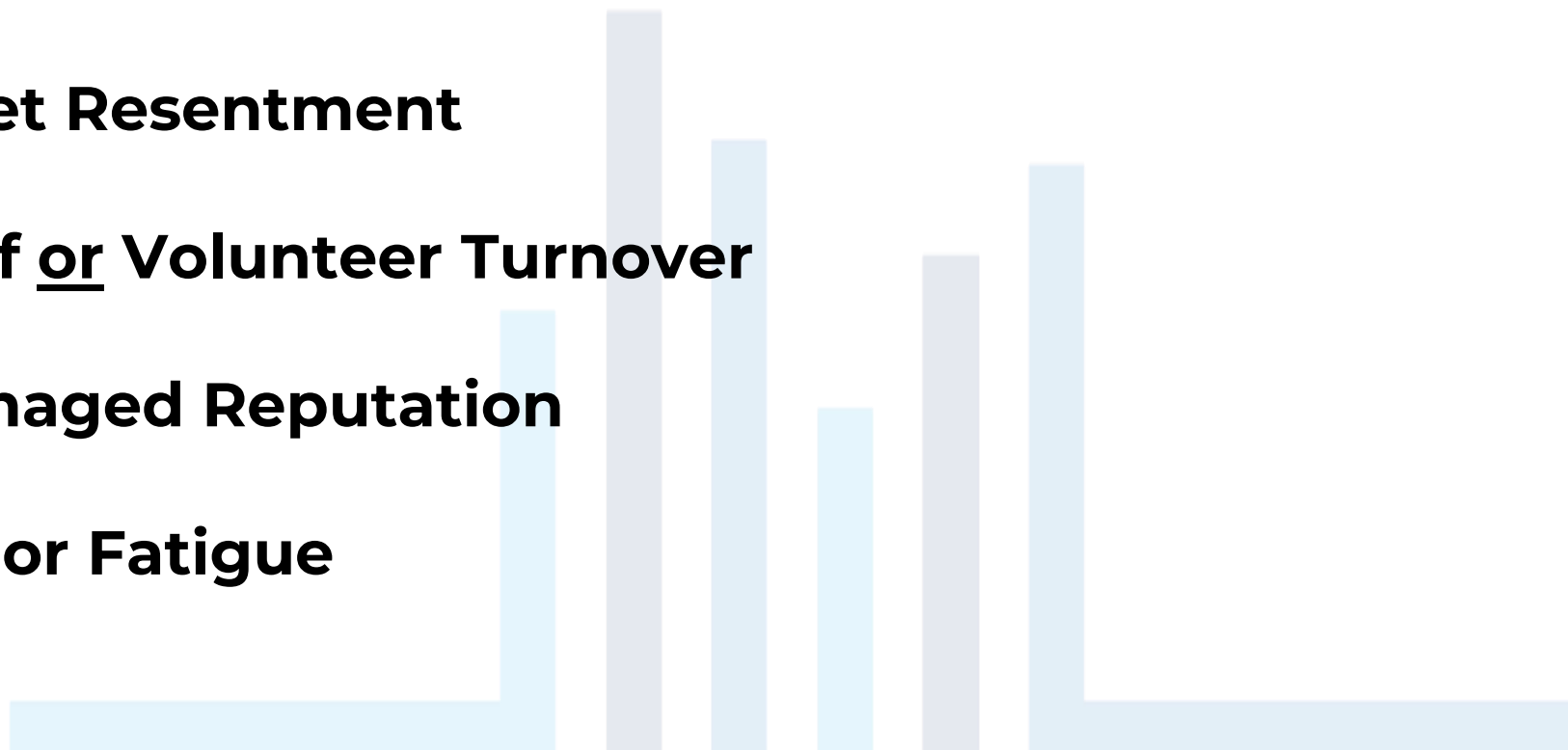
It is about being disciplined enough to protect the mission under pressure.



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If You Are Dealing With Any of These

- **Miscommunication**
- **Misunderstanding**
- **Quiet Resentment**
- **Staff or Volunteer Turnover**
- **Damaged Reputation**
- **Donor Fatigue**



Governance Intelligence Model



From Tension to **Disciplined Governance**

Governance Intelligence™ Alignment Session

- ✓ Diagnose structural blind spots
- ✓ Strengthen board–executive alignment
- ✓ Increase fiduciary discipline
- ✓ Reduce leadership strain
- ✓ Protect mission and funding stability

Because 3–7% of your budget should not be at risk due to preventable governance gaps.

Pressure-Test Your Governance Before Pressure Tests You.

Schedule Your Governance Intelligence™ Diagnostic

www.genuineleadershipgroup.com | operations@hr4yoursmallbiz.com



Q&A

THANKS FOR JOINING US!

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YOUR FEEDBACK
MATTERS!

**SCAN HERE
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Q&A

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