

NON-PROFIT LEADERSHIP FOR NEW EXECUTIVES



Introduction

Leaders of nonprofit organizations must succeed in an environment of uncertainty, complexity, and intangible goals. In a world of multiple stakeholders with multiple priorities, non-profit management requires collaborative leadership and consensus building built on consultative, inclusive decision making. Non profits require leadership and inspiration – not direction. The executive role in a non profit can be both deeply fulfilling and incredibly challenging. For those new to the role, it can be overwhelming.

What is it?

- *Twelve selected participants*
- *Six full day learning sessions*
- *Six individualized coaching sessions*
- *Twenty-five hours of customized consulting*
- *Personal reflection*
- *Peer discussion and support*

In response to recent leadership research in the non profit sector, CentrePoint has developed this executive leadership development program specifically focused on the joys and challenges of the sector. Taking an integrated approach to the complexities of organizational leadership, this program uses an action learning framework to increase knowledge and skills while working on real organizational opportunities and challenges.

Non-Profit Leadership for New Executives is designed to enhance organizational leadership capability. Learn to blend your management skill with the leadership required of your executive role, in the company of supportive peers and practitioners experienced in leading in the non-profit sector. Develop key nonprofit leadership skills of relationship building, consensus building, mission based strategy development and collaborative decision making through:

- ✓ Learning sessions
- ✓ Personal reflection
- ✓ Peer discussions
- ✓ Individualized coaching
- ✓ Customized consulting

At the completion of the program, participants will be expected to have:

- ✓ Increased skills in continuous learning
- ✓ Developed supportive relationships and networks
- ✓ Strengthened relationships with their Board
- ✓ Increased Leadership skill in their organizational role
- ✓ Increased knowledge in the foundational areas of their Executive role: Governance, Strategic Thinking, Human Resources, Fund Development and Financial Management.

Participants will build on their existing skills and experience to enhance their leadership, providing a firm foundation for reaching organizational goals.

Action Learning

- *Customizes your learning through applying it to real work situations*
- *Is supported by colleagues and peers*
- *Is self-directed*
- *Supports the translation of theory into practice*
- *Fosters collaboration*
- *Brings deeply held assumptions to the surface*
- *Brings participant experience and expertise to the learning, in order to help others*
- *Fosters accountability and commitment to taking action*

Non-Profit Leadership for New Executives is made possible due to the generous support of the Calgary Foundation.

Participant Application Process

Program Requirements

The Ideal Participant

- ✓ You work directly with a volunteer Board of Directors
- ✓ You are accountable for leading the day-to-day operations of a registered non-profit organization
- ✓ You have the opportunity to shape organizational culture
- ✓ You are new to this role
- ✓ You moved into this role from a less senior position, from a smaller organization, or from another sector
- ✓ You are interested in increasing your skill in non profit leadership – particularly as an organizational leader
- ✓ You are willing to devote 15 – 20 hours a month to complete this seven-month program
- ✓ You have the support of your Board of Directors
- ✓ You, and your Board, are open to considering new perspectives

Time Commitments

- ✓ Six month program, from May to December (no sessions in July or August)
- ✓ Program introductory launch at end of April
- ✓ Six face-to-face full day learning sessions
- ✓ Six hour long coaching sessions with a Certified Executive Coach
- ✓ Coordination with CentrePoint in delivery of 25 hours of customized consulting for your organization
- ✓ Online discussion/contact between learning sessions
- ✓ Total time commitment is 15-20 hours per month

Pre-Program Documentation Expectations

A completed application package submitted by March 23, 2009 at 4:00 pm (please go to www.thecentrepoint.ca for the Application Form).

Program Cost

This is a fee-for-service program and all participants are required to pay \$3,000. Non-Profit Leadership for New Executives provides an approximate program value of \$8,000 per participant, thanks to the support of The Calgary Foundation.

If you are interested in participating in the Non-Profit Leadership for New Executives program, please contact Bruce at 403-538-8609 for additional information.

Program Overview

Other than some legislative requirements, there is very little that is “right or wrong” in how a non-profit executive leader carries out his or her role. There is a whole lot of “grey” and many decisions and approaches depend on the situation. Some of the information required by such leaders is focused on “hard management” skills, but much of what will most confound them is in the “soft leadership” skills of how they deal with such things as multiple stakeholders and the many priorities of their role. While new executives need to learn to be effective in their roles, they also need to further the work of their organizations. The learning required is complex.

To respond to this need for complex learning, Non-profit Leadership for New Executives is based on an Action Learning framework. As a learning process, action learning speeds up change through “revving up” learning. It works best in complex situations, and when focused on real issues. The benefits for participants are many, including:

- ✓ It is a participatory and experiential learning approach
- ✓ It allows for learning that is specific to each participant’s situation
- ✓ It helps deal with the complexities that executives face daily
- ✓ Because it deals with real issues – executives are “getting the job done” while they are learning, and the learning is immediately transferable to their practice
- ✓ It fosters real connections among participants
- ✓ The learning process itself will enhance leadership capability as it fosters different ways of thinking, asking questions, making decisions and sharing power

Additionally, this program is provided in a blended learning environment of face-to-face sessions and online learning support.

Curriculum and Important Dates:

The Curriculum involves an integrated approach – combining content and peer learning seamlessly, supported by online resources as available and appropriate. Six full days of learning opportunities will be provided throughout the program:

Date	Time	Topic
April 27, 2009	5:30 pm – 8:00 pm	Program Launch
May 13, 2009	9:00 am – 4:00 pm	Setting a Foundation Learning Overview of the non-profit sector The role of the non-profit Executive Leadership and management
June 2, 2009	9:00 am – 4:00 pm	Governance What is governance? Board roles and responsibilities The Board – Executive partnership Working with a Board
September 16, 2009	9:00 am – 4:00 pm	Strategic Thinking Difference between strategic thinking and strategy Complexity/Systems thinking Strategy development and implementation Generative thinking/ learning The Role of the Executive and Board in strategic thinking and Strategy development
October 29, 2009	9:00 am – 4:00 pm	Human Resources Strategic HR Management Importance of HR management strategy and its link to organizational strategy Role of the Executive and Board in Human Resources Paid and Voluntary staff
November 19, 2009	9:00 am – 4:00 pm	Fund Development Fund development process and strategy Importance of a clear case for support Role of the Executive and Board in Fund Development
December 16, 2009	9:00 am – 4:00 pm	Financial Management Mission -> Strategy -> Budget Financial Planning Financial reporting The role of the Executive and Board in financial management

Learning will be supported between sessions through action learning activities – either in face to face groups, online or by phone – as determined by the group.