2015 SUMMER LEADERSHIP INSTITUTE

EMBRACING THE FUTURE

Treading Water or Making Waves with Smart Change?

# Creating a Culture of Leadership Development & Organizational Sustainability

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# LEARNING OBJECTIVES

- Learn a framework to assess the sustainability of your organization
- Learn skills and tools to assess readiness for organizational personnel transitions
- Identify core components of leadership development for you organization
- What does success look like for you?

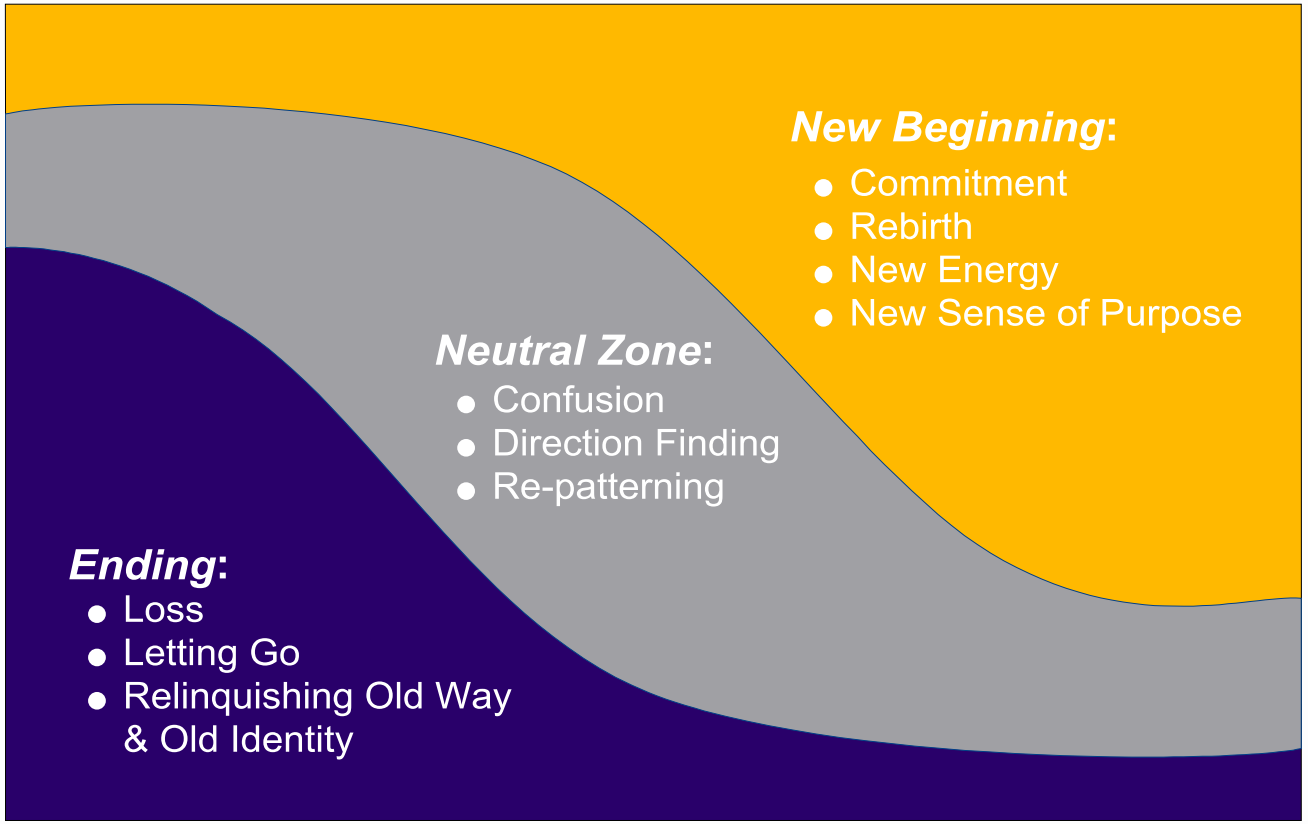
# WHY DO THIS WORK?

# CORE ELEMENTS OF SUSTAINABILITY:

- **Future focused, results-oriented, and action-based**
- **Organization's value and impact is widely understood**

# COMING TO TERMS WITH CHANGE

## TRANSITION




**Source: Bridges, William.** ***Managing Transitions: Making the Most of Change.***
2nd ed. Cambridge, MA: Perseus Pub., 2003.

# FOUR ELEMENTS OF ORGANIZATIONAL SUSTAINABILITY

# FOUR ELEMENTS OF ORGANIZATIONAL SUSTAINABILITY

**MODEL:**

- How the organization creates quality SERVICES, NEEDED by constituents, VALUED by donors
- The 'why' and 'what'
- Has 5-7 years life

**STRATEGY:**

- A coordinated set of ACTIONS aimed at sustaining mission impact and market position
- Board, staff, funders are ALIGNED

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# FOUR ELEMENTS OF ORGANIZATIONAL SUSTAINABILITY

**BOARD:**

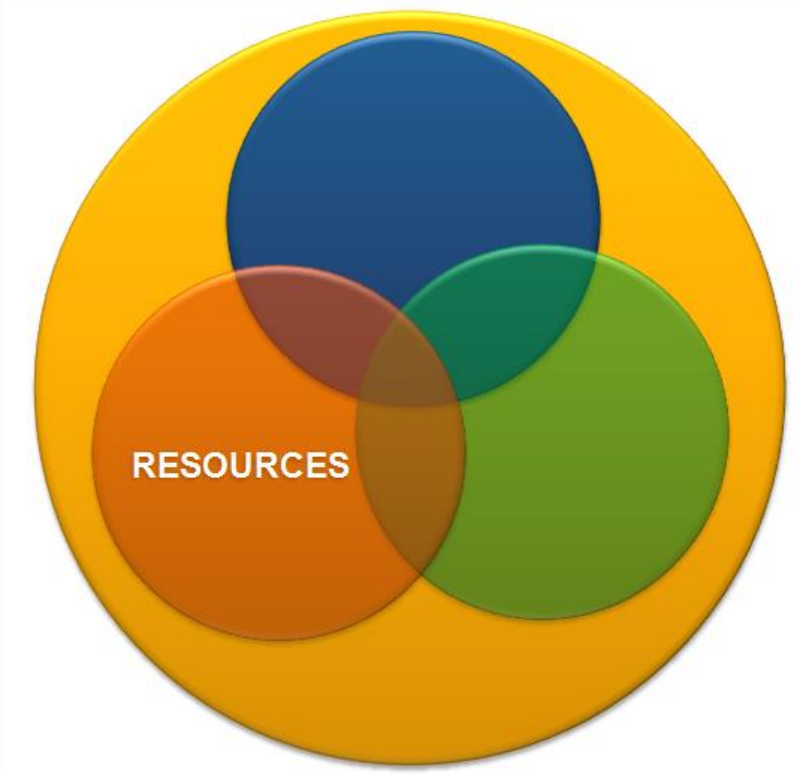
- **High value ASSET to the organization**
- **Adequately a) shapes direction b) ensures executive leadership and resources c) monitors executive and board performance**
- **Succession plans in place**
- **Diversity with cultural and intergenerational competence**

**EXECUTIVE:**

- **Staff, resources, and relationships to meet current and future needs**

# FOUR ELEMENTS OF ORGANIZATIONAL SUSTAINABILITY

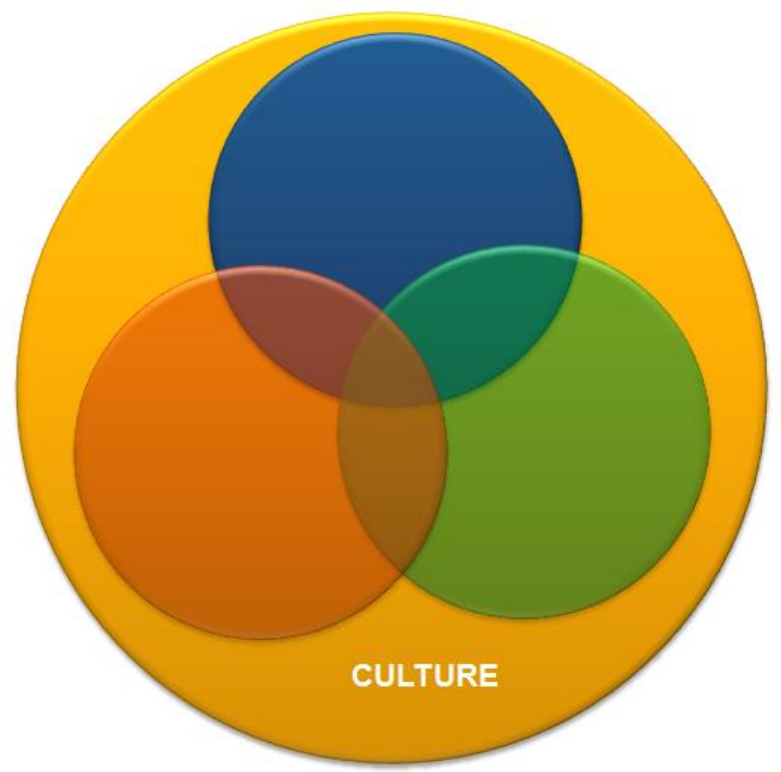
- **Cash reserve: Sufficient financial resources to meet short to midterm commitments (3 to 12 months)**
- **Revenue streams are properly diverse and have longevity (2 years)**
- **Favorable trends: revenue, expense and margins**
- **Proactive resource development strategy in place**
- **‘With what resources’**



# FOUR ELEMENTS OF ORGANIZATIONAL SUSTAINABILITY

**“Culture eats strategy for breakfast”**

**- Peter Drucker**



# DISCUSSION & CLARIFICATIONS

# IS YOUR ORGANIZATION SUSTAINABLE?

## Organizational Sustainability Mini-Assessment

Please read the following questions and note your response. As it applies to your organization, is this statement completely true (Yes), partially true (Part), not at all true (No), or you don't know (DK)?

| | | |
|---|---|---|
| Strategy | Our organization has a solid business model (what we do and how we pay for it) that has at least 5-7 years of life in front of it and is built on quality services/products that are needed by clients and valued by donors/funders. | Yes Part No DK |
| | Our strategic or long-range plan (or business/organization strategy) is current and relevant to today's and tomorrow's market conditions. | Yes Part No DK |
| | Progress toward the plan is frequently reviewed and is the subject of priority-setting discussions. | Yes Part No DK |
| | Among the board, executive and management team, there's a high degree of alignment about the direction and strategy of the organization. | Yes Part No DK |
| Leadership | We have the staff and board leadership in place who meet our present and near-term (2 - 3 years) future leadership needs. | Yes Part No DK |
| | We have written succession plans in place for all key employees that include cross training plans. | Yes Part No DK |
| | We have a strategy in place to recruit, develop and deploy new leaders, both staff and board. | Yes Part No DK |
| | Our chief executive could go on a 3-6-month sabbatical tomorrow and the organization would not miss a beat. | Yes Part No DK |
| | Our board is a high-value asset to the organization. | Yes Part No DK |
| | Processes are in place and followed for orientation of new board members. | Yes Part No DK |
| | We have a pipeline of board leaders and a process for board officer succession. | Yes Part No DK |
| Resources | Our organization has sufficient financial resources to meet its commitments in the short to mid-term (3 - 12 months). | Yes Part No DK |
| | Our organization's funding or revenue streams have longevity – the majority are likely to continue beyond the current year's budget or current grant cycle. | Yes Part No DK |
| | We have an appropriate degree of diversification of revenue streams. | Yes Part No DK |
| | A proactive resource development strategy is in place that is tuned to our organization's particular market – the present market as well as future market. | Yes Part No DK |
| | There is a clear logical link between our revenue development strategy and our overall business/organization strategy. | Yes Part No DK |
| | Good stewardship of the organization's assets – financial assets as well as "soft and social capital" – are strengths that underpin the organization's work, such as com-munity reputation, human capital, intellectual property, systems and processes, etc. | Yes Part No DK |
| Culture | Our organization's culture could be described as resilient, forward-focused, results-oriented and action-based. | Yes Part No DK |
| | The value and worth of the organization is widely understood throughout the board, staff and volunteers. | Yes Part No DK |
| | Virtually anyone on the team could make a compelling case for supporting the organization. | Yes Part No DK |

# The Sustainability Mini Assessment:

# Exercise and Discussion

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# LEADERSHIP DEVELOPMENT: AN ONGOING PROCESS

# Worksheets:
# Key Functions, designees, and cross-training

Name: _____
Title: _____
Organization: _____
Email: _____
Phone: _____

**Key Functions and Cross-training**

1. COLUMN 1: Considering your current roles and functions, please list the "key responsibilities" in this column. "Key responsibilities" are those that absolutely must be addressed by someone in the event of your absence and should therefore be part of the backup plan.
2. COLUMN 2: Who is your designated backup(s) for that particular function?

Things to consider: Don't feel "forced" to designate a backup or feel required to "fill the blank space." An important objective of this planning work is to help you look at bench depth and leadership/staff capacity in the organization. At this point you could very well come to the realization that you don't have someone to designate for a particular key function. That's perfectly acceptable. Just note that function "TBD" or a similar notation, and skip over that function and the cross-training columns. These areas should be addressed with your supervisor.

Let's now turn attention to *cross-training* for the individual(s) who is/are your designated backup(s).

1. COLUMN 3: Please note the estimated percentage of time required to perform the duties in this particular function. This identifies where most of your time is spent in the identified key functions.
2. COLUMN 4: Please note what training might be required for your designated backup to seamlessly pick up the duties in this particular function.
3. COLUMN 5: Please note how this training might be provided. Is it cross-training conducted by you directly with your designee? Is there a class or workshop your designee might attend? Or, might there be training or support provided by one of your consultants or vendors (e.g., financial training by your auditor, or board relations support provided by your board development consultant, etc.)?
4. COLUMN 6: Please note any particulars about the timing of the training. Is it ongoing? Is it a class that should be taken in the next month?

**Key Functions and Cross-training Worksheet**

| 1. Key Functions | 2. Who is the designated backup? | | 3. Allocation of Time (Percentages) | 4. What training would be required for this particular function? | 5. Who can provide training / how or where can training be provided? | 6. What should be the timing and duration of this training? | |
|---|---|---|---|---|---|---|---|
| | Name | Title | | | | Start | Duration |
| | | | | | | | |
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# WORKSHEETS:
# RELATIONSHIP MANAGEMENT

Name: _____
Title: _____
Organization: _____
Email: _____
Phone: _____

## Relationship Management

Let's look at the individuals or organizations with which your organization must maintain relationships to ensure the sustainability of the mission and to operate as usual, and with whom you are the person most accountable for that relationship right now. In other words, who are the people and organizations that are critical to your organization where you are the point person for that relationship? In the "Key Relationships Worksheet" below, please note the following:

1. COLUMN 1: Who are the individuals, groups or entities with which your organization must maintain relationships? Try to make the list as complete as possible and make it specifically from the vantage point of your particular position. In developing this list, think about the relationships where you are the sole or primary contact.
2. COLUMN 2: Who would be the most likely person responsible for maintaining this relationship? (Typically this is a staff member, but it might board member.)
3. COLUMN 3: Where is this constituent's contact information located?

**Key Relationships Worksheet**

| 1. What are the most critical relationships? | | 2. Which staff member will be responsible for maintaining this relationship? | | 3. What is their contact information? *(List: Organization, email, phone)* | | 4. Where is their contact information located? | 5. Is this a sole or shared relationship? |
|---|---|---|---|---|---|---|---|
| *Name & Title* | *Organization Name* | *Name* | *Title* | *Email* | *Phone* | *Ex. MS Outlook; Database* | ☐ Sole<br>☐ Shared with: |
| | | | | | | | |
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# TOOL: "UNPACKING THE JOB"

## Calendar Walkthrough

| Month | Key Events/Activities | Key Activities |
|---|---|---|
| *January* | | |
| *February* | | |
| *March* | | |
| *April* | | |
| *May* | | |
| *June* | | |
| *July* | | |
| *August* | | |
| *September* | | |
| *October* | | |
| *November* | | |
| *December* | | |

## Job Description Walkthrough

1. When was the last time your position description was updated, revised or refreshed?
2. Are there any changes that need to be made to better reflect "actual" responsibilities?
3. Is there anything that should be removed/added the job responsibilities?
4. How do the job responsibilities bear out in action?

## Key Functions and Time Allocations

| Key Functions | Time Allocation |
|---|---|
| | |
| | |
| | |
| | |

## Relationship Management

| Most critical relationships (primary/sole relationship manager) |
|---|
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| |
| |
| |

## Critical Meetings and Time Commitment

| MEETINGS | TIME COMMITMENT |
|---|---|
| | |
| | |
| | |
| | |

## Critical Incidents

| CRITICAL INCIDENTS | INSIGHTS |
|---|---|
| | |
| | |
| | |

## Future Projects of Initiatives

| PROJECTS/INITIATIVES | LAUNCH |
|---|---|
| | |
| | |
| | |

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# DISCUSSION & CLARIFICATIONS

# PUTTING IT ALL TOGETHER: SUSTAINABILITY – SUCCESSION – TRANSITION

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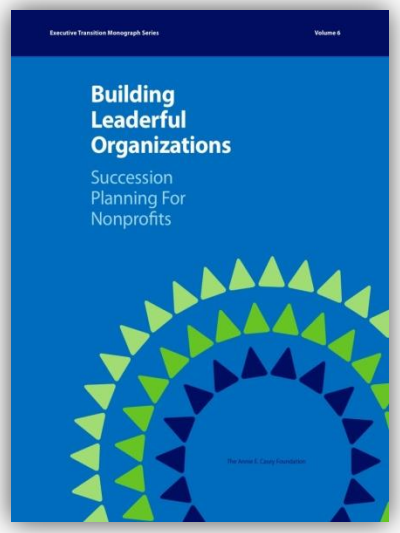
# RESOURCES




- **Annie E. Casey Foundation Monograph Series**
  - ***Building Leaderful Organizations***
  - ***Ready to Lead? Next Generation Leaders Speak Out***
  - ***Capturing the Power of Leadership Change***
  - ***Founder Transitions: Creating Good Endings and New Beginnings***
  - ***Interim Executives: The Power in the Middle***
  - ***Up Next: Generation Change and Leadership of Nonprofit Organizations***
  - ***Stepping Up, Staying Engaged (Boards During Transitions)***

- **Available online at:**
  - **www.TransitionGuides.com/resources/monographs.htm**

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# DISCUSSION & CLARIFICATIONS

# THANK YOU!


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