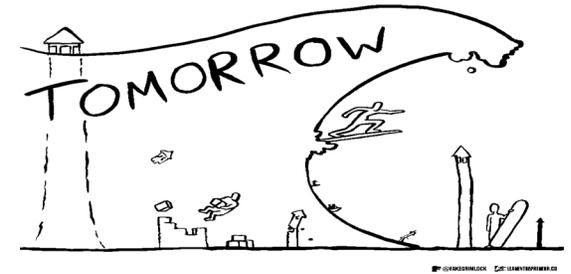


Ready for Tomorrow: Developing Strong Leaders at Every Level of Your Organization

Some Thoughts from Meghan McVety, Capacity for Change, LLC



What Is Leadership?

- The ability of a person to get the **right things** done **right** at the **right time** with the help of the **right people**.
- *Leadership* is about establishing a vision, motivating others, challenging the status quo and moving people toward a goal.
- *Management* is about coping with day-to-day operations to bring a degree of order and consistency.

Management	Leadership
<ul style="list-style-type: none"> - Plans and budgets - Organizes and staffs - Controls and problem solves - Produces degree of predictability and order 	<ul style="list-style-type: none"> - Establishes a direction - Aligns people - Engages, motivates, and inspires - Produces change, often to a dramatic degree

How Do We Prepare New Leaders?

1. Learn and teach what leadership means at all levels
2. Delegate decisions and mandate a connection to strategies
3. Foster a culture that welcomes and nurtures emerging leaders



Succession Planning
and
Retention Strategies

Organizational Culture: If You Do Nothing Else...

- Organizational culture consists of shared attitudes, behaviors, and perceptions that bind people together and influence how they think.
- Your culture will help or hurt your performance.
- *Strong, healthy culture*: People share the same values and strive toward the same goals. Organization is characterized by considerable success.
- *Weak, unhealthy culture*: People don't share the same sense of mission and goals. They may be scattered rather than focused or even destructive when it comes to problem solving and strategy planning. Weaker cultures do not have the ability to adapt to emerging opportunities. Organization is characterized by stagnancy, under-performance, and unhappy people.

Strategy	
Structure	Human Processes
Culture	

Elements of a Culture that Supports Learning and Growth

1. **Trust:** Foster trust
2. **Core value:** Name learning as an organizational core value
3. **Knowledge:** Share knowledge
4. **Learning experiences:** Provide learning experiences (in-house and external; budget for external learning, and ensure people use the budget)
5. **Individual development objectives:** Identify individual development objectives that build on talents and strengths, and fill gaps in areas that need additional support and training
6. **Failure:** Embrace failure if it leads to greater knowledge

Succession Planning: More Process than Product

- Get your organization in order
- Plan successions for every position
- Emergency/contingency plan
- Long-term plan: prepared organization, strong policies and systems, procedure for hiring, external messaging
- How to initiate: best practice; Board initiation; build in as part of your culture and practice

Steps for Supporting Professional Growth and Leadership Development

I. Know Your Organization's Needs

- Skills
- Team members
- Culture
- What you need now
- What you'll need in the future

II. Match People with Your Organization's Needs

- Understand and shape the psychological contract
- Maintain, check on, and update contracts
- Hire, recruit, and orient with intentionality

III. Develop and Employ Essential Management Skills

- **Communication**
- **Change management**
- Conflict resolution
- Project management
- Priority management
- Delegation
- Facilitation
- Effective meetings
- Aligning organizational structure

IV. Nurture, Facilitate, and Celebrate Personal Accomplishment

- Skill building and professional development opportunities
- Team building
- Coaching
- Performance reviews
- Self-care
- Celebration

LEADERSHIP
IS ABOUT MAKING OTHERS
BETTER AS A
RESULT OF YOUR PRESENCE
AND MAKING SURE
THAT IMPACT LASTS IN YOUR
ABSENCE.