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SCHOOL OF MANAGEMENT

# Cultivating Ethical Nonprofit Leaders

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NPA 616: Career Contributions: Applying the Program

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# Introduction

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A focus on nonprofit sector workforce preparation is more important than ever. Yet at the same time, there is an identified leadership gap.

- Nonprofits lack resources to focus on the development of ethical leaders.
- Drawing on nonprofit leadership research and engaging partnership with nonprofits in a northern California community, this project identified ethical leadership competencies for nonprofit, surveyed local goals for leadership development, and developed an accessible, cost-free curriculum with articles, tools, activities, and resources to foster ethical leadership development for all levels of the nonprofit sectors.
- Partnered with the Center for Nonprofit Leadership in Nevada County.

# The Center for Nonprofit Leadership



The Center for Nonprofit Leadership (CNL) is a resource center for organizations and individuals in Nevada County and the Sierra Nevada region of California. Founded in 2003 as a catalyst to strengthen and sustain local nonprofit organizations, CNL focuses on “best practice” workshops, executive leadership seminars, on-site coaching and mentoring, and public advocacy.

# Objectives

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Goal: to develop a cadre of committed leaders, firmly grounded in the core values and ethics of the nonprofit sector, who can strengthen the sector as they enhance trust, work collaboratively, advocate effectively, and increase collective impact. The following key objectives defined the project:

- Identify primary leadership gaps of nonprofit staff and volunteers using archival data, key stakeholder/ expert interviews, and surveys.
- Review literature to identify core competencies for nonprofit leaders.
- Develop accessible resources that can realistically be practically implemented in a small to medium sized nonprofit.

# Methods

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## Primary Data

Surveys of CNL members  
Key informant/expert Interview

## Secondary Data

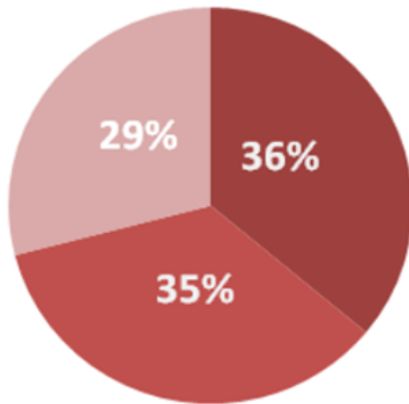
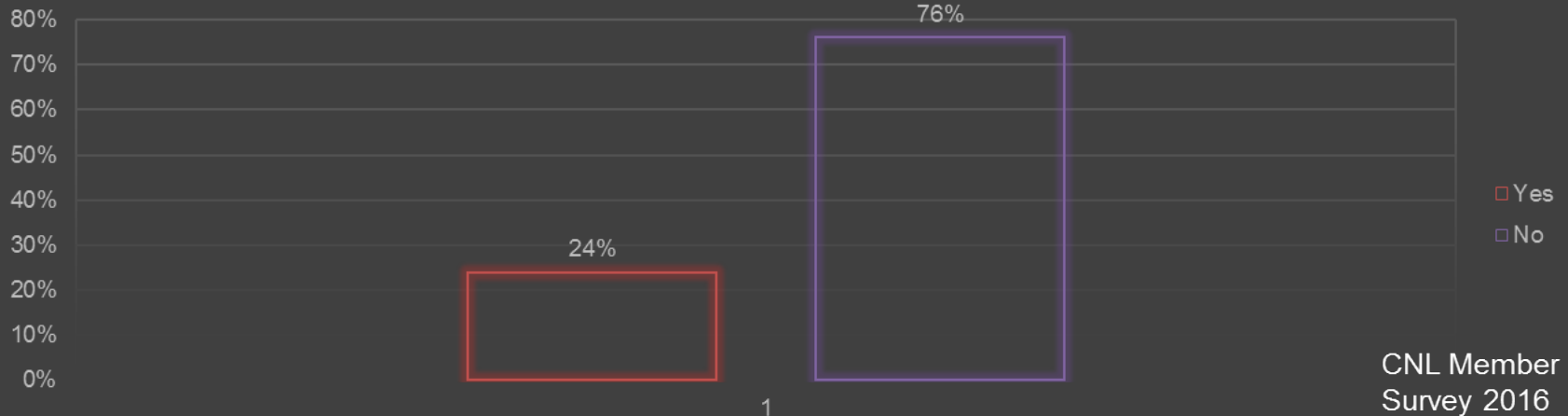
- Nonprofit Leadership Alliance: Revalidation
- McKinsey Report
- Literature Review

## Archival Data

CNL Survey Results

# Data

If you are in leadership, do you feel you have ample upcoming leaders to fill the needs to sustain your nonprofit?

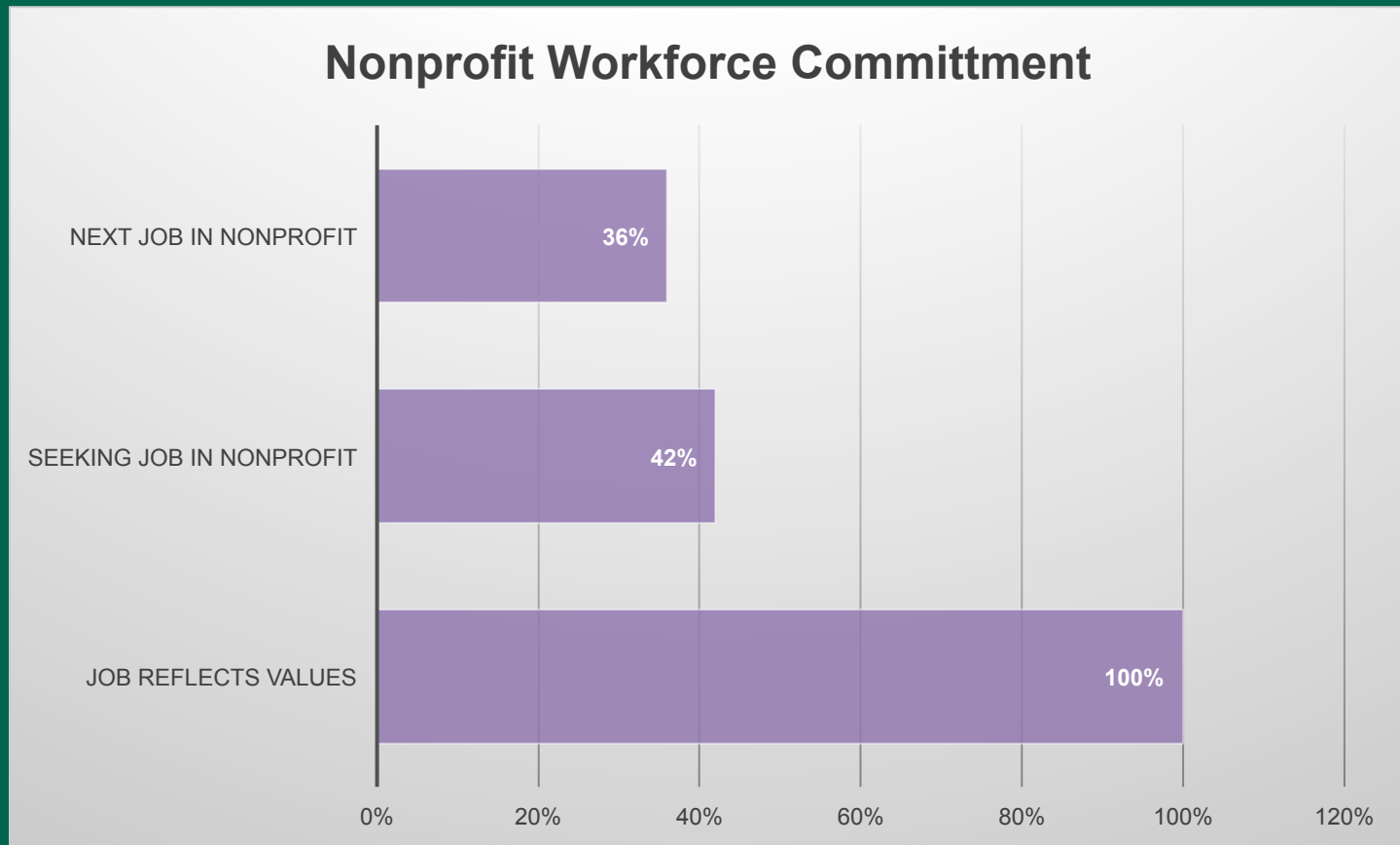


- We have talent pipelines in place to ensure leadership now and in the future
- We have the leaders we need now, but no system to ensure future leaders
- We need to develop leaders now and develop systems for future leaders

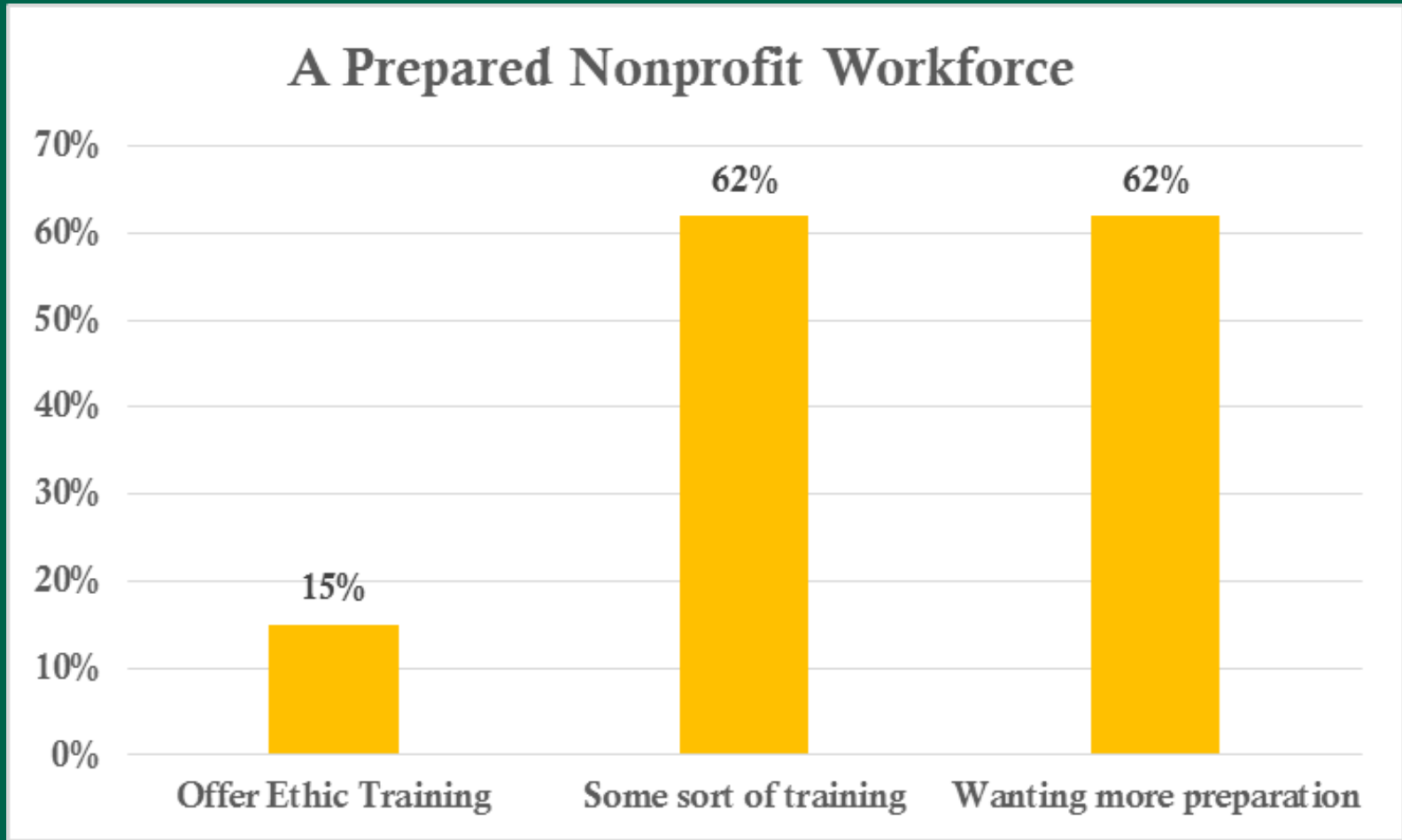
Nonprofit Leadership Alliance: Revalidation Report



# Data



# Data



- Archival Data shows top 3 needs:
- 1) Strategic planning
  - 2) Board development
  - 3) Staff development





# Analysis

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*Nonprofits don't have enough leadership development, but the good news is that they recognize that and want it.*

Research findings underscore the need to dedicate attention and resources to preparing nonprofit managers and leaders. The potential that today's nonprofit leaders will leave the sector without the confidence that a well-prepared generation of managers and leaders will follow should cause great concern...(NLA, 2011)

## Or in other words...

All Right, Everyone,  
We Need To Freak Out  
More About Nonprofit Leadership



# Results

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In today's world, nonprofit leaders need to be innovative, collaborative, and firmly rooted in ethics and core values of the sector.

## Key Competencies:

- Knowledge and understanding of nonprofit sector
- Values-Based Leadership in Nonprofit
- Public and social accountability and Ethical decision-making
- Collaboration
- Managing Change

# Introducing Ethical Leadership through Six Modules

## Module 1: Understanding the Unique Sector

*Goal: Ground staff and people new to nonprofit in the unique aspects of the sector.*

**Academic:** State of the Nonprofit Sector – Lester Salamon

**Activity/Article:** Good to Great (Collins)

**Inspiration:** I Will Not Die an Unlived Life (Markova)

TedTalk: How to Start a Movement (Sivers)

**Want more:** Ted Talk: How Great Leaders Inspire Action (Sine)  
The Nature of the Nonprofit Sector (Ott, Dicke)



## Module 2: Values in Nonprofit: Trust is the backbone of the sector

*Goal: Affirm values as central to nonprofit; explore and define personal and organizational values. It is not enough to have values, they must be defined and infuse everything nonprofit organizations do. Explore values-based culture can do to attract and keep talented personnel; align efforts based on values; and exceed expectations of employees and public.*

**Academic:** Leveraging Values to Strengthen Your Organization (Lambert)

**Activity/Article:** Values Exercise; Values in Action

**Inspiration:** TED: The Happy Secret to Better Work (Achor)

# Leadership modules

Module 3 : Public and social accountability, ethical decision-making

*Goal: Convey importance of accountability in nonprofits as more critical than ever; as nonprofit become increasingly more complex, criticality of ethical decision making and transparency.*

**Academic:** The Emerging Capital for Nonprofits, Harvard Business Review

**Activity/Article:** Does your nonprofit need a code of ethics? (National Council of Nonprofits), Create code of ethics

**Inspiration:** Ted Talk Uncharitable (Pallotta)

Module 4: Strengths-Based Leadership:

**Academic article:** Building the Strong Organization: Exploring the Role of Organizational Design in Strength-Based Leadership, Journal of Strategic Leadership

**Activity** – Ted talk Markus Buckingham and discussion guide from Lean in

**Next step** – or going deeper

First, break all the rules; What the world's greatest managers do differently;  
Now ,Discover your Strengths; Strengths finder 2.0

Go put your strengths to work – 6 powerful steps to achieve outstanding performance



# Leadership modules

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## Module 5: Change Management-Growth Mindset

**Article:** How Companies Can Profit from a “Growth Mindset” Harvard Business Review

**Activity** – TedTalk, Carol Dweck – The Power of believing you can improve

**Inspiration:** TedTalk – Lead and be the change – Mark Mueller Eberstein

### **Next steps/Going deeper**

Leading Change – John Kotter

On Change management – Harvard Business Review

## Module 6: Collaboration/Collective Impact

**Article:** Collective Impact, Kania and Kramer, Stanford Social Innovation Review  
Outreach and Collaboration: Concepts, Principles, and strategies., Gary Quehl,

**Activity** : Ted Talk – Collective Cooperation in the Social Sector, Wendy Woods

### **Next steps/Going Deeper:**

Toward a Comprehensive Theory of Collaboration, DJ Wood and B Gray

Collaboration Framework – Addressing the Community Capacity: The National Network for Collaboration.

# Recommendations and Next Steps

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1. Intentionally cultivate leadership at all levels.
2. Collectively advocate for investment in nonprofit leadership.
3. Engage higher education (USF Grad Students?) to provide day long seminars on specific competencies (e.g. evaluation; finance; ethics; marketing; grant writing)
4. Explore a developing an introductory class at Sierra College (local junior college).





# Conclusion

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I will not die an unlived life.  
I will not live in fear  
of falling or catching fire.  
I choose to inhabit my days,  
to allow my living to open me,  
to make me less afraid,  
more accessible,  
to loosen my heart  
until it becomes a wing,  
a torch, a promise.  
I choose to risk my significance;  
to live so that which came to me as seed  
goes to the next as blossom  
and that which came to me as blossom,  
goes on as fruit.

**fully alive - dawna markova**

# Key References

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