

DOWNLOAD PDF LEADERSHIP TRANSITIONS AS OPPORTUNITIES FOR AGENCY RENEWAL

Chapter 1 : Leadership Institute

"A nonprofit leadership transition, diligently undertaken, provides a rich opportunity for agency renewal and for reenergizing all parties central to the agency's success.

Share When the executive director steps down, the board has to step up and take charge in ways that may be new to it. Minimally, a board hopes to lose no ground in handing the agency keys to a new director. But beyond maintaining the status quo, transitions offer unique opportunities for renewal and growth. Whether ground is gained, held, or lost depends largely on the board. What is our vision for this agency? How well do current operations fit that vision? What kind of person can implement that vision while competently addressing our operational needs? How are we going to recruit? Are we ready to guide and support our new executive? A board must communicate with key constituencies, particularly staff and funders, during transition. These stakeholders are deeply invested in your mission and usually more than a bit nervous when your leader resigns—you must ensure their confidence in your approach to the transition. If your board is organized around a strong executive, you have tricky dynamics of power shifting. How does the board respectfully take the reins and put them squarely into the hands of the next executive? Following is some of what we have learned about what the board must attend to during a transition. At the end of the article and on page 31 are suggestions about types of help you may wish to employ in facing these issues. Pleasure and Pain As with most significant change, executive transitions can cause both pleasure and pain. Taking the time in the transition to create a fresh vision and to consider new ways of working generates excitement. But you must also take stock of where you are currently. There may be intense struggles as competing opinions emerge on how to address deficiencies and on setting future directions—all part of a healthy process essential to capacity building. They worry their legacy of achievements may be tarnished if the board pushes to shed light on organizational shortcomings developed or not resolved on their watch. Recently I warned a board president and a good friend that she was in for a bumpy ride with the transition of her executive director. The board had navigated the stormy seas in airing the issues that needed to be addressed. They also helped the executive work through his ambivalence about leaving, expressed in two temporary reversals of his resignation decision. Additionally there had been heated meetings where the board managed to thwart a drive to anoint an internal successor without a search. Maybe the executive has done a particularly good job bringing in money or has through strength of personality and character gained the agency prestige. At other times the board is glad to have the executive leave and just wants the transition to end as quickly and easily as possible. One agency recently lost its new executive after several troubled months. But the staff, 25 strong, had chafed under his imperious management style; turnover was high. Unaware of the staff turmoil, the board hired a similarly autocratic leader. Additionally, staff and board were predominantly white, serving a client population 90 percent people of color. Although the board recognized this issue, it simply charged the new executive with diversifying the staff, without itself studying the issue. The mix of angry staff, brash new executive, and fiat on diversifying was explosive. The new executive was in constant conflict with his staff. The board was frustrated and baffled about what had gone wrong. The executive director resigned. The agency now struggles to recover. Communicate, Communicate, Communicate A board must check in with key stakeholders early and often in the course of a transition. Staff are often those most unsettled by an executive turnover. They need time to come to terms with her departure and they will be anxious about how the next leader will approach the work. Staff needs to see that the board is leading a thoughtful transition to new leadership. We use a brief, anonymous staff survey to elicit useful information on agency operations. It includes these two questions: What barriers to your doing your job well exist at the agency? What are the barriers to the agency achieving its mission? Any perceived barrier mentioned by at least three staff gets further investigation. The same survey honors the legacy of the departing executive director with a request to list her top three achievements and asks which of her leadership skills are important for her successor to possess. Staff Versus Management

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Perceptions: We interviewed the 10 top managers in a person health services agency where we were doing an interim directorship. On the barriers question, they identified infrastructure needs better facilities, updated computer systems, and the need for more aggressive outreach. The managers reported staff productivity and morale as high. The staff survey, however, drew a different picture. Half of the respondents reported poor supervisory support as a barrier to their success, among additional managerial problems. When the data was presented to the managers, they decided with the interim executive director to boost their managerial skills with a professional development plan. In the final selection phase, a chance for the staff to meet the candidates from whom the board will choose their next boss provides excellent information, and further cements staff buy-in and loyalty to whomever is hired.

Funders as Information Resources: The second key constituency with whom you must skillfully communicate is your donors and government and foundation program officers. They may have also observed problems with leadership and been unsure of how to communicate them. Additionally, funders not only know your agency and have ideas on how it might improve, they also have perspective on the broader nonprofit environment. Also, she may know of experienced professionals in your sector who are possible candidates. It is always worth inviting funders to invest in the transition process, but bill it as the pivotal capacity building moment it really is!

The executive director of an agency working with homeless mothers and children was moving overseas. Staff in all divisions reported high job satisfaction and pride in being part of the innovative programs. The only housing affordable for San Francisco families moving out of homelessness is a county or two away. Future contracts would go to agencies capable of following their clients into their new, and distant, housing. This would mean opening offices close to affordable housing or collaborating with agencies in other counties. The board decided the next executive director had to address regionalization. Often a critical board task, then, is to support their executive director through these final duties. Successful execs rarely let go easily. Feeling appreciated, outgoing executive directors are emotionally freer to help prepare the way for a successor. Usually the executive director should be an advisorâ€”not the captainâ€”in the transition. The board alone has full responsibility in making the choice and making sure their choice succeeds. Literally and figuratively, the executive director should not be in the room as the board chooses their next executive. The executive director should not anoint a successorâ€”at least not without the board independently deciding what the successor needs to look likeâ€”and the smart successor will want to have been chosen first and foremost by the board, his or her future working partner. Finally, the board needs to clarify what role the departing exec wants to play with the agency in the future. Be a goodwill ambassador for the agency with important stakeholders? Focus on policy with key decision-makers? Whatever the role, the board must set limits so his presence empowers the successor. An unfettered, overly involved predecessor can so dominate a successor that the new executive director is never fully in control or, worse, is seriously undermined, making her tenure frustrating and often short.

Two More Cautionary Tales: An executive director of a youth services agency, who had been on the job for six months, called me for advice. She said that her predecessor, although off the payroll, was still occupying her old office in the agencyâ€”and regularly offering advice on all matters. We talked about how the caller could convince her board of the need to step in and move the predecessor out of the building. The charismatic founder of a health advocacy agency left the executive director job after two years. He did not have the skills or desire to be chief administrator of what had quickly developed into a successful policy and prevention program. A new executive director was hired. He remained socially close to the activist staff, most of whom he had directly hired. When the new executive director set a direction he did not agree with, he organized the staff to resist. The next hire set clear terms of engagement with the founder before accepting the job. The board agreed to enforce the terms. A continuing relationship with a departing executive can be worked out, but it is tricky enough that we advise you to set limits. Success with the New Hire Diligently moving through a productive close with the departing executive director and a demanding search and screening can exhaust a board. The temptation is to hand the new hire the keys and slip away for a rest. But skipping the final phase can set up a board for unnecessary trouble. Yet More Cautionary Tales: Faced with revenue shortfalls due to tough economic times, he had to restructure

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services, cutting two staff positions, all without serious board discussion. In another agency, the founder built an innovative, successful youth service program in an inner city neighborhood. The board envisioned replicating it in several other neighborhoods. To that end, they hired a private sector entrepreneur to succeed the founder. He had served on several nonprofit boards but had not worked in a community agency.

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Chapter 2 : Renew Your License | Agency of Education

handing the agency keys to a new director. But beyond maintaining the status quo, transitions offer unique opportunities for renewal and Challenge in Leadership.

The Buzz Rick Scott, GOP House leaders cut drug programs, slashing hundreds of jobs The cuts leave staff at 33 substance abuse and treatment facilities across the state looking for work on this holiday weekend. The cuts offered up by the Florida Department of Corrections will reduce access to dozens of privately run programs that had a proven track record of preventing offenders from returning to crime and drugs. The Florida Senate tried to find an alternative "that would have allowed other services to remain intact during the upcoming fiscal year," said Katie Betta, the Senate communications director on Friday. But when the governor and House leadership disagreed by the Friday deadline, state law allowed the cuts to go forward. The move has drawn a strong rebuke from providers, employers of inmates on work release, and families of inmates who were preparing to transition back to society but instead have been sent back to prison. In the last week, her restaurant lost five employees who were inmates at the Turning Point Bridge transition program and were sent back to prison. A veteran who was a substance abuse officer for much of his year career in the Navy, Rendon was hired to teach a support class at Transition House in , promoted to lead counselor and then to lead the facility. Jones declined an interview for this story, but she has previously said she hopes the cuts will be temporary and that the Legislature will help them restore the cuts when it returns to Tallahassee in November. Instead, she said she believes Jones targeted programs she has wanted to end since It then told the company that it would also cancel the Bradenton Bridge contract in July, forcing 84 transition inmates and 36 work-release inmates to move. After several state and local officials protested the move, FDC backed down and signed contracts to keep the programs in both locations for two years. Michelle Glady, FDC spokesperson, denied the cuts to the private vendors were targeted with this policy objective in mind. You either do something different or go away and most are just going away. It makes no sense to be shutting down treatment programs now. The agency faces a chronic staffing shortage, with only enough corrections officers to serve 86, inmates in a system that houses 96,, an explosion in illegal drugs and contraband smuggled into prison and an increase in inmate deaths and violent offenses. The FDC budget had been whittled to its core by Scott and lawmakers during the recession and, only in recent years, has it received piecemeal increases in funding for vehicle replacement, critical maintenance and repairs. The governor has asked for and received funding for one-time pay increases and hiring bonuses for staff, in an attempt at preventing turnover, but agency officials have said those efforts have not proven successful and staff shortages remain so acute that they have cut visiting hours in half for families of inmates. And with the opioid crisis at its apex, officials say an estimated 70 percent of new inmates arrive with a substance abuse problem that requires medical care. Testimonials about the effectiveness of the now-closed programs have come from former inmates. Mark Krancer of Jacksonville was released from prison in He now has a thriving photography business and a job with the Florida Times-Union. He credits his ability to turn his life around to Bridges of Jacksonville, a transition and re-entry program. I have had many friends go back behind bars after being released, and it hurts me deeply to see. It affects me personally because I know that will happen more when that feeling of hopelessness in transition as a newly released offender overcomes someone. I would have said screw it. But now I have a different look at life. Enter your email address.

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Chapter 3 : Home - Upstate Cerebral Palsy

through the Transition-Into-Ministry Initiative, organizations created and sustained programs to help new pastors as they transition from seminary into full-time pastoral leadership. Organizations.

Printer-friendly version Nonprofits that are serious about their own sustainability will also be serious about planning for smooth and thoughtful transitions of leadership - as well as making sure their nonprofit is prepared for unexpected departures. Whether a transition occurs due to an unexpected vacancy on the staff or board, or the anticipated transition of a long-tenured leader, being deliberative and thoughtful, and having a plan in place, can help a nonprofit weather the inevitable challenges of leadership transition. Ten Planning Tips for Leadership Transition Gain the commitment of board and staff to manage transition intentionally. Identify current challenges and those that lie ahead, and the corresponding leadership qualities that are needed to navigate the challenges successfully. Consider whether placing an interim leader at the helm is the right path for your nonprofit. Draft a timeline for leadership successions that are planned. Adopt an Emergency Leadership Transition Plan to address the timely delegation of duties and authority whenever there is an unexpected transition or interruption in key leadership. Identify leadership development opportunities for staff and board members to expand their leadership skills so that the organization will have a "deeper bench" of future leaders. Cross-train current staff to minimize the disruption from unexpected staffing changes. Make plans to adequately support newly-placed employees, such as with coaching, mentoring, and defining goals. What will your organization say to stakeholders before, during, and after a transition of leadership? Thoughtful communications are needed in order to support the staff and organization during the transition process. Help new board chairs and chief staff leaders feel confident and find their own voices. Practice Pointers Who is responsible for planning for transitions of leadership? Leaders who care about sustainability pay attention to ways they can support their own succession. Help boards understand that succession planning is not just "making a plan. Departing leaders need some love, too. By helping the departing leader leave well, the board is doing the organization a huge favor, and paving the way for a smooth on-boarding experience for the new leader. Emergency Succession Planning Every nonprofit needs a plan to deal with an unexpected event, such as the unexpected departure of key leaders. The Nonprofit-Executive Succession Planning Toolkit offers guidance on emergency and planned successions.

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Chapter 4 : Stepping Up: A Board's Challenge in Leadership Transition - Non Profit News | Nonprofit Quarterly

Minimally, a board hopes to lose no ground in handing the agency keys to a new director. But beyond maintaining the status quo, transitions offer unique opportunities for renewal and growth. Whether ground is gained, held, or lost depends largely on the board.

However, a price was paid by following a policy of social equity during a period when capital formation and economic expansion was required. The mass influx of population required government intervention in population distribution to prevent skewed patterns of settlement and to accommodate the limited absorption capacities of specific areas of the country. By 1960, thirty development towns had been founded or expanded from existing small urban infrastructures to house the hundreds of thousands of newly arrived immigrants. Of these towns, a large number were later identified as distressed areas and appeared prominently in Project Renewal in the seventies. All urban settlement took place under emergency conditions, dictated by the mass arrival of immigrants. As immigration subsided and resources at the disposal of the government increased, more time and effort was expended on town and regional planning. The Lachish regional project in the northern Negev area, undertaken in 1968, was the first project in the country stressing a regional approach. A central objective of the Lachish project was to integrate urban and rural development by having the geographical center serve as a market and cultural focus for the surrounding area. By and large, these later efforts at settlement have proven viable and contrast sharply with the makeshift villages and towns set up in the early fifties to cope with mass immigration.

The State Government Setting As in every parliamentary system, executive powers are invested in a cabinet, known in Israel as the government, which is constituted by the Knesset after each election and which serves as long as it has the confidence of that body. Israeli cabinets are invariably coalition governments, and multiparty coalitions at that, with one or two dominant parties, plus a number of smaller ones. By law, only the prime minister must be a member of the Knesset; other ministers need not be, but, in fact, the overwhelming majority are Knesset members. As is the case in other parliamentary systems today, while in theory the government is responsible to the Knesset, in fact, it holds most of the power and the influence of the Knesset tends to be secondary. Most of the real powers of the Knesset are invested in its committees, which perform an oversight function relative to the government and its ministries. Israel has a judiciary whose independence is jealously guarded and conscientiously maintained by all branches of government. The judiciary is capped by a Supreme Court which has extended its powers to include many of those usually associated with a constitutional court. The executive branch is organized into ministries whose number varies from government to government, although most of the basic ministries have had a continuous life since the establishment of the state. Israel is a government-permeated society. Government expenditures generate a large volume of the total economic activity of the country and functionally, its operating arms -- the ministries -- are involved in almost every facet of Israeli society. The state ministries command budgets and bureaucracies that are large by western democratic standards. For example, the Ministry of Construction and Housing operates with a great deal of autonomy, handling almost all problems of housing on its own. The ministry carries out the detailed planning of residential quarters in towns and settlements, programs the construction of housing and public buildings, sets their budgets, issues tenders and selects contractors, and decides upon the criteria for subsidies and housing allocations. A population committee which affects decisions on the population mix in newly constructed areas is also located in this ministry. Although much of its activity must be coordinated with agencies involved in physical construction, its extensive budget and pervasive hold on the housing market give the ministry considerable power and influence. The multiplicity of political control, the fact that the state ministries are controlled by the various political parties that make up the government, further softens centralist tendencies by making them more responsive to external demands and interests. At the same time, such multiparty control in a consociational form of democracy makes it difficult to formulate and implement a unified social welfare policy. Not only the minister but the director-general is a

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political appointee. The Ministry of Construction and Housing is controlled by the Likud, the major right-wing party. The Ministry of Education and Culture is controlled by the left-of-center Alignment. Control of the Ministry of Labor and Social Welfare and the Ministry of Health are similarly shared by these two parties, and the Ministry of Interior is controlled by an ultra-Orthodox religious party. The Local Government Setting

There are municipalities in Israel, 38 cities, and local councils the equivalent of towns, representing a combined constituency of over three and a half million inhabitants or approximately 85 percent of the population. Cities range in population between 15,000 and 100,000, while the populations of local councils varies from 5,000 to over 15,000 inhabitants. Israel, it should be noted, is an overwhelmingly urban society; nearly 90 percent of the population live in essentially urban environments. Yet, Israel is centralized in form but not in substance, since the state was itself built out of a compound of local settlements which represented the focus of the Zionist enterprise prior to 1948. This was not only true of the agricultural sector where the kibbutzim and moshavim were the major instruments of the settlement of the land, but also in the cities where the Jews built autonomous institutions in neighborhoods within mixed cities or entire municipalities where possible. These local bodies were the principal centers of governing power under the British Mandate and, although much of their authority was transferred to the state after it was established, the tradition of local liberties remains strong. Those traditions are reinforced by a highly egalitarian political culture in which the giving and taking of orders is far from the norm. Thus it is difficult even for those ministries empowered to do so to act hierarchically towards local government. Rather, they must negotiate with their local counterparts to achieve their goals. Organizationally, there is very little difference between cities and local councils. In both cases, mayors are elected by direct popular election while councils are elected through the same proportional representation system as is used for the Knesset. The mayors sit as members of the city council and, by selecting vice-mayors, in effect form coalition governments which constitute the local executive branch in a manner similar to that of the central government. Thus, the State of Israel as a whole is a mosaic compounded of central and local authorities functioning together, each with its appropriate competences, powers and tasks. Rather, it is a compound structure. The state provides the framework for this mosaic and its organs are responsible for its framing functions. Within that framework the local authorities and their organs are equally responsible for their respective functions. This is not to say that the state does not or should not exercise authority over local governments under the law in a wide variety of fields, including an ultimate authority under the constitution for the specific way in which local government is constituted. But, as one observer has noted in referring to public enterprise in general in Israel, "there are more organizations with government participation than can be supervised or controlled in routine fashion by finance or other ministries. In turn, the augmented powers reinforce local and parochial interests, providing a counterweight to the potential dominance of the central authorities. Such arrangements are most common in the fields of education and welfare, the two staples of the local public delivery system in Israel, accounting for over 40 percent of local council expenditures. Elementary and secondary school education is provided by a partnership between state and local authorities. Israel does not have independent school boards. Instead, city councils handle whatever tasks are devolved upon them with regard to school matters, usually through a vice-mayor for education and an education committee of the local council. The Ministry of Education and Culture funds all the operating costs of the regular elementary education program, the junior high schools, and a few of the high schools, as well as being responsible for the certification and employment of teachers. Despite this apparently highly centralized structure, Israeli education is, in fact, rather decentralized. The local authorities are responsible for providing and maintaining school buildings and equipment including textbooks, based upon ministry lists, and for the registration and enrollment of students for virtually all ancillary and enrichment programs, beginning with prekindergarten education. They also have direct control over almost all high schools in the country. Welfare is formally a cooperative state-local service in which the localities operate welfare programs funded in whole or in part by the Ministry of Labor and Social Welfare. The operation of social welfare programs is similar to that of grant-in-aid programs in other countries. The localities have responsibility for

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determining eligibility under criteria promulgated by the Ministry of Labor and Social Welfare. They create the packages of welfare benefits to be provided to any individual or family on the basis of the various programs as defined by law, and they furnish the social services needed to assist the family in rehabilitation or adjustment to its condition. Our perspective, then, is that state powers are pervasive in the Israeli polity, but do not exhibit a classic, hierarchical pattern. While there are factors which contribute to a pronounced dependency of the local upon the central arena, there are also divisions of powers which provide the local arena with its own legitimate public space of operations. Moreover, the local arena creates its own de facto space for maneuvering, by virtue of the nature of the rules of the political game which stress informal over formal arrangements, and also by virtue of weak sanction enforcement in those instances where violations of the formal rules do occur. It was into this dynamic that Project Renewal was thrust with the objective of squaring the circle by mediating and resolving the contradictory tendencies of nation building and social betterment goals. The Jewish Agency⁹ What is unique about the Israeli case is the heavy involvement of diaspora Jewry on a voluntary but organized basis through the Jewish Agency for Israel. The Jewish Agency has been in existence since as one principal arm of world Jewry for the rebuilding of a Jewish national home in the land of Israel. It is a unique instrumentality, established by international public law under the provisions of the League of Nations Mandate for Palestine and has no parallel in the world, thus reflecting the uniqueness of the Israeli situation and the Jewish people. Nevertheless, as an organization which mobilizes voluntary effort from outside of Israel, it can be compared with other such bodies that provide outside assistance to local revitalization efforts. These institutions are so named because they are considered to belong to the entire Jewish people in Zionist terminology, nation, and not to the State of Israel alone. The Jewish Agency is the largest national institution and the only one involved in Project Renewal. As noted above, the Jewish Agency came into existence during the early period of the British Mandate in Palestine. As part of the Mandate, it was stated that, to implement the Balfour declaration, there should be established "an appropriate Jewish agency. In , a partnership was achieved with representation from distinguished non-Zionist Jewish leaders, such as lawyer Louis Marshall, scientist Albert Einstein, and industrialist Felix Warburg. The alliance never fully came into existence, and over the years the Zionist elements continued to control and speak for the Jewish Agency. It was also directly responsible for the health, welfare, and educational institutions serving the Yishuv, the existing Jewish population in Palestine. In , the official role of the Jewish Agency was defined by the Knesset in the Law of Status, which made the Jewish Agency responsible for the "ingathering of the exiles" and for their absorption in Israel. The body was still dominated by the Zionist i. In , a reconstitution agreement brought the non-Zionists back into the picture. Under the agreement, the non-Zionists in the Jewish Agency are designated by the central fundraising organizations for Israel, these being the community bodies which have the broadest base of representation in the various diaspora Jewish communities. In the United States, the designating body is the United Israel Appeal UIA ; in other countries of the diaspora, the designating bodies are the fundraising organizations affiliated with the Keren Hayesod. The Israeli population is represented through the World Zionist Organization via a political key system which reflects voting patterns in the Israeli elections for the Knesset. In sum, the Jewish Agency functions as a central instrument, consciously designed to forge a stronger partnership between diaspora Jewry and the Israeli people. Organizationally, it is composed of both diaspora and Israeli representation. It thus reflects the communal liaisons and varying interests of the parties involved. Organizational Structure The Jewish Agency consists of a constituent body called an assembly, a board of governors, and an executive which is responsible for the day-to-day operations of the Agency. The Executive currently consists of nineteen members. The chairman of the Board of Governors comes by agreement from the diaspora, whereas the chairman of the Executive is an Israeli who is also chairman of the WZO Executive. The selection of the Executive chairman is influenced by political party alignments in the Knesset. The Jewish Agency has a civil service staff of approximately four thousand. Internal Revenue Service regulations demand that an American body retain control of philanthropic funds expended abroad, the UIA has responsibility for these tax-exempt philanthropic funds until they are

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spent. The UIA cannot legally relinquish responsibility and control. Funds channeled to the Jewish Agency from Keren Hayesod countries are regulated by the laws of the respective countries other than the United States. The rest has come from German reparations, participation of the Israeli government, borrowing and collection of debts. Over five hundred agricultural settlements were established with some , settlers. Some , housing units were built. More than , children and youth were enabled to enter the mainstream of Israeli life through the programs of Youth Aliya. Specifically, this meant a much greater role for the Agency in helping to close the social gap in Israel - in housing, education, and improving the quality of life. In , Jewish Agency community work was expanded with the establishment of its housing management company, Amigur.

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Chapter 5 : Rick Scott, GOP House leaders cut drug programs, slashing hundreds of jobs | Tampa Bay Times

Leadership transitions as opportunities for agency renewal --Model and rationale --Types of transitions --The three phases of executive transition management --The essential elements for a successful transition --Getting organized --Updating the agency's leadership agenda --Creating the candidate profile --Upgrading organizational capacity.

Learn how to use our strategies to help leaders cope with the internal and external challenges; and challenges stemming from the circumstance of being a leader. What do we mean by the challenges of leadership? When are the challenges of leadership most obvious? What are some of the specific challenges that many leaders face, and how can you cope with them? Leadership constantly presents challenges to a leader and their abilities. These challenges are an incitation to rise to another level, to test yourself and improve in the process, and to show that you can accomplish something that may seem difficult or even impossible. This section describes the kinds of challenges a leader faces, and suggests some ways in which leaders can weather and benefit from them. Being a leader is in itself a challenge. The challenges of leadership are really of three kinds: In an organization, such issues as lack of funding and other resources, opposition from forces in the community, and interpersonal problems within the organization often rear their heads. Social, economic, and political forces in the larger world can affect the organization as well. To some extent, the measure of any leader is how well he can deal with the constant succession of crises and minor annoyances that threaten the mission of his group. If he is able to solve problems, take advantage of opportunities, and resolve conflict with an air of calm and a minimum of fuss, most of the external issues are hardly noticeable to anyone else. When people feel that leaders are stressed or unsure, they themselves become stressed or unsure as well, and the emphasis of the group moves from its mission to the current worrisome situation. The work of the group suffers. Internal challenges While leadership presents to each of us the opportunity to demonstrate the best of what we are, it also exposes our limitations. In many cases, good leaders have to overcome those limitations in order to transmit and follow their vision. Fear, lack of confidence, insecurity, impatience, intolerance all can act as barriers to leadership. At the same time, acknowledging and overcoming them can turn a mediocre leader into a great one. Sometimes, what seems to be an advantage may present a challenge as well. Some characteristics can be double-edged swords, positive in some circumstances and negative in others. The real challenge is in knowing the difference, and adapting your behavior accordingly. Challenges arising from leadership itself Real leadership makes great demands on people. These responsibilities might be shared, but in most organizations, one person takes the largest part of the burden. They have to be aware of serving their group and its members and all that that entails. In other words, they have to be leaders all the time. One obvious - and correct - answer to this question is "all the time," but in fact some times are more likely than others. Leadership is usually the most difficult when the situation is changing or unstable. Some particular times when challenges may arise: When something new is about to start. When something is about to end. Often at the end of a school year, a particular project or initiative, a training period - anytime when something is coming to an end and things are, by definition, about to change - times get difficult. Whatever the reason, it often takes leadership skills to make sure that the project ends successfully, and everyone moves on to the next phase, whatever that is. When times are tough. Leaders are tested when times are difficult. There are many ways in which a group can be in transition. It may go - because of a grant or because of other circumstances - from a loosely organized, grass roots collective to a much more formally structured organization. It might grow quickly It might be losing some key people, or changing leaders. One of the most difficult tasks a leader faces is trying to keep a group stable through a period of change. One community-based organization faced all of the above circumstances at once. The organization had gone from a staff of three - the founders - to a staff of ten in less than a year, as a result of a drastic expansion in its operations. During that year, it had also changed its structure, from a corporation owned by the three founders to one owned by a Board of Directors. The challenges of leadership are ongoing and occur daily. Knowing when the greatest challenges are likely to

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arise, however, can prepare you to meet them successfully. As we discussed above, there are challenges that come from external sources other people, situations, from internal sources within the leader herself, and from the circumstances of leadership. External challenges The world surprises us at every turn, throwing up barriers where the way seems clear, and revealing broad highways where there seemed to be only brick walls. Both kinds of surprises - sometimes the positive more than the negative - present opportunities for exercising leadership, with all the challenges they entail. Some common situations that call for leaders to use their resources include: Public criticism, especially uninformed criticism, of your group or mission. Crises, which could be tied to finances, program, politics, public relations scandals, legal concerns lawsuits, even spiritual issues loss of enthusiasm, low morale. A financial or political windfall. Sometimes an unexpected benefit can be harder to handle than a calamity. Collaboration with another group or organization may call upon a leader to define clearly the boundaries within which he can operate, and to balance the needs of his own group with those of the collaborative initiative as a whole. This is by no means a comprehensive list, and most Tool Box users will be able to think of many other possibilities from their own experience. What are some of the general strategies they can use to cope with these and other external - and therefore often unpredictable and uncontrollable - circumstances? How to cope with external challenges Be proactive. Waiting is occasionally the right strategy, but even when it is, it makes a group nervous to see its leader apparently not exercising some control. At the beginning of his first term, in the depths of the Depression, Franklin Roosevelt created government agencies and programs, took steps to control the economy, and generally looked like he was in charge. Not everything he tried worked, but the overall - and accurate - impression people got was that he was trying to control an awful situation, and they took comfort from that. Throughout his long presidency, Roosevelt continued to be proactive, and history has largely proven the wisdom and effectiveness of his strategy. Try to think "outside the box," i. Can you change the way the organization operates to deal with the loss? Is this an opportunity to diversify your funding? Can you expand your horizons and your reach through collaboration? This is true both for conflict within your group, and conflict between the group and others outside it. As a result, it only grows worse, and by the time it erupts, it may be nearly impossible to resolve. The mix of ideas in the organization can become richer, everyone can feel that his point of view is taken seriously, and the whole staff can benefit. Always look for common ground. If you can find those, you may have a basis for solving problems and making it possible for people to work together. That will come out if you mediate objectively and well. Even rabid opposition can often be overcome through a combination of respect, political pressure, and creative problem solving. When you do feel you have to fight, pick your battles carefully. Make sure you have the resources - money, political and other allies, volunteer help, whatever you need - to sustain conflict. Battles can advance your cause, or they can kill your initiative once and for all. Look for opportunities to collaborate. This is important both within and outside your group or organization. Within the group, involve as many people as possible in decisions, and make sure they have control over what they do. Outside the organization, try to forge ties with other organizations and groups. Make common cause with other groups that have similar interests. Being part of a community coalition that includes organizations and groups with very different goals and philosophies is usually not a problem. You can work together on issues on which you agree, and choose not to where you disagree. But entering into a contract or collaborative grant arrangement with an organization whose philosophy is very different from yours can be disastrous. Internal challenges Leaders are human. Among the most common personal traits that good leaders have to overcome or keep in check are: Insecurity of that sort keeps them from being proactive, from following their vision, from feeling like leaders. It can be crippling to both a leader and her group or organization. The administrator of a state agency constantly voiced his commitment to listening to the opinions and judgments of those in the field. To his credit, he often consulted with providers about new directions or new initiatives that the agency was planning. When the advice from the field was negative, however, he invariably ignored it, and got angry if anyone suggested that he was not really being collaborative if he only listened to advice when it confirmed his plans or beliefs. He behaved the same way with his subordinates in the agency, often to the point of screaming

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at people when they disagreed with him. He continued to tout his willingness to ask for opinions and advice from providers, but was never able either to accept disagreement, or to accept the suggestion that he was anything but completely open and collaborative. You never know till later - and sometimes not even then - whether you made the right decision. Maybe if you had a few more facts The reality is that leaders are called on to make decisions all the time, often with very little time to consider them. It is important to have as much information as possible, but at some point, you just have to make the decision and live with it. Harry Truman made the decision to drop the A-bomb on Hiroshima, and then went to bed and slept all night. He struggled with the decision itself Many people want so badly to be liked, or are so afraid of hurting others, that they find it difficult to say anything negative.

Chapter 6 : Project Renewal in Israel: The Israeli Setting

Nonprofit organizations need leaders who can transition from one role to the next smoothly and adapt to coming changes. To prepare for future opportunities, nonprofits tap their staff and partners as sources with the best leadership capabilities.

Chapter 7 : Buffalo Urban Renewal Agency - JOB OPPORTUNITIES

Unlike with previous transitions, the Bush administration provides Barack Obama's team with detailed reports on policy issues and agency work plans in advance of the takeover.