

2018 ANNUAL CONFERENCE

IMPACT

A row of seven stylized human figures in blue and grey, positioned between the letters of the word 'IMPACT'.

DELAWARE

Leadership Capacity and Continuity

Presented by Justin Pollock, Orgforward

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**What is it about
this topic that led
you to choose to
be here?**

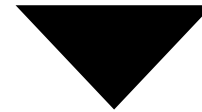
**What curiosity
and/or questions
are you arriving
with?**

Partner and Share

Sustainability

of What...

**What is it that
you
fundamentally
want to
sustain?**



**What role
does
“leadership”
play in what
you want to
sustain?**

Desired Community Benefit

Theory of Change



Program Capacity

Ability to develop and execute efforts that effectively advance community outcomes



Leadership Capacity

Ability to identify desired outcomes (small & large), determine what it takes to accomplish outcomes, and engage people in achieving those outcomes



Engagement Capacity

Ability of community members to engage and partner with the organization to advance community outcomes



Talent Capacity

Ability to identify and engage the people with the competence, confidence, and comfort required to meet the Program, Leadership, and Engagement capacity needs



Infrastructure Capacity

Ability to identify, put in place, and consistently employ the systems and processes that support people's ability to act in alignment with culture and community outcomes



Asset Capacity

Ability to identify required assets, attract/acquire those assets, and allocate them effectively to advance community outcomes



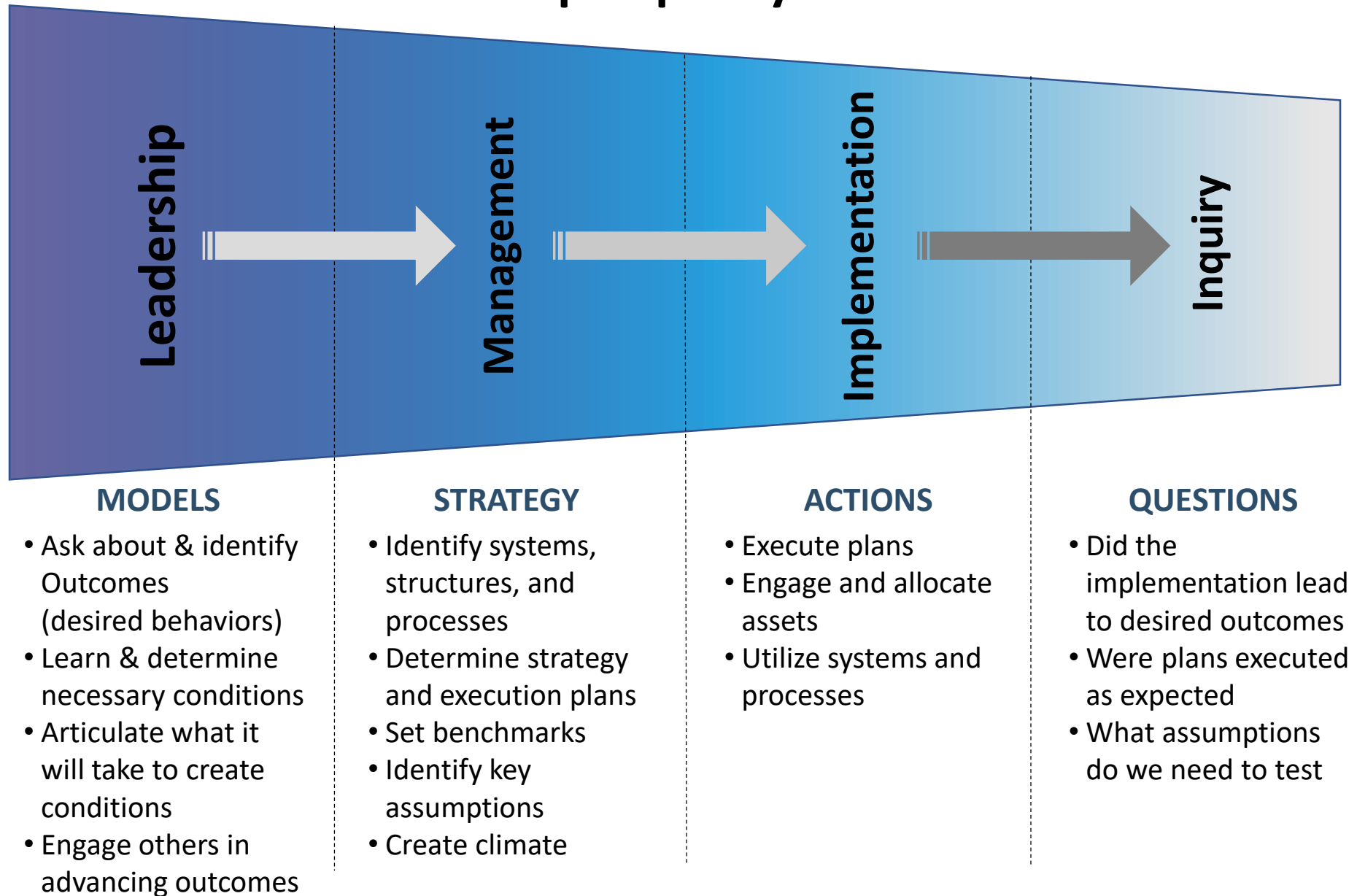
Leadership Capacity

ability to identify desired outcomes
(the change)

determine what it takes to accomplish
(model assumptions and needs)

engage people in achieving those outcomes
(foster action)

Leadership Capacity Behaviors



Governance: The ability to ensure that the model for creating change is being followed AND is effective at advancing community outcomes

Leadership Capacity – Key Elements

**Sustained
Organizational
Health**

**Leadership
Continuity**

**Leadership
Capacity**

**Leadership
Competency**



Organizational Health: All capacity needs being attended to and invested in



Leadership Continuity: Determining existing and future Leadership Capacity and Competency requirements and ensuring competency is developed, activated, engaged, and sustained

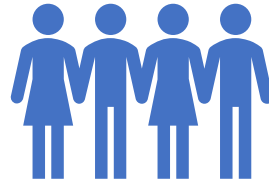


Leadership Capacity: The collective ability to support people's engagement in achieving desired outcomes in alignment with valued behaviors



Leadership Competency: An individual's ability to contribute to leadership capacity based on skills, disposition, talent, desire, and opportunity

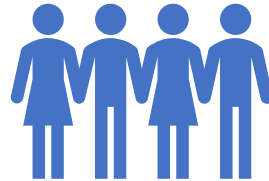
Exploring Leadership Capacity



What is the leadership capacity we would need to understand in this situation?

Small group: Scenario **Nonprofit ED** announced she is retiring in three months due to health issues. She was instrumental in growing the org from a \$200K, mostly volunteer entity, to a \$2M, seven staff member org. The board meets quarterly and relies on her to set the agenda with the board chair.

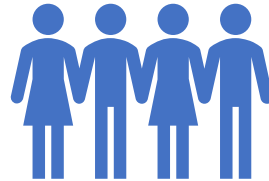
Exploring Leadership Capacity



**What would it take to
navigate this personnel
transition and keep the
organization healthy**

Small group: Scenario
Nonprofit ED
announced she is
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\$2M, seven staff
member org.
The board meets
quarterly and relies
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agenda with the
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Exploring Leadership Capacity



**What would ensure
leadership continuity in this
situation and future
transitions**

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Next Steps

Board Leadership Capacity

What is the leadership capacity of the board (not what they are capable of, but rather what leadership asset is expected of this body)

What does it take to be successful in that capacity?

Where does the competence reside?

What are the implications with regard to board recruitment and role designation (functional role vs titled officer/chair role)