

IMPACT DELEWARE 2018

Planning for Leadership Capacity and Continuity

Sustaining healthy, effective organizations requires sustained Leadership Capacity, just as it needs programmatic, asset, infrastructure, and community capacity. In this session, we explore the idea of organizational leadership capacity and what it takes to develop and sustain it when we know leadership positions are transient

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What are we focused on sustaining ...

... and what does that mean in terms of our thinking about leadership and continuity?

What Capacity Keeps Community, Organizations, and People Healthy



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

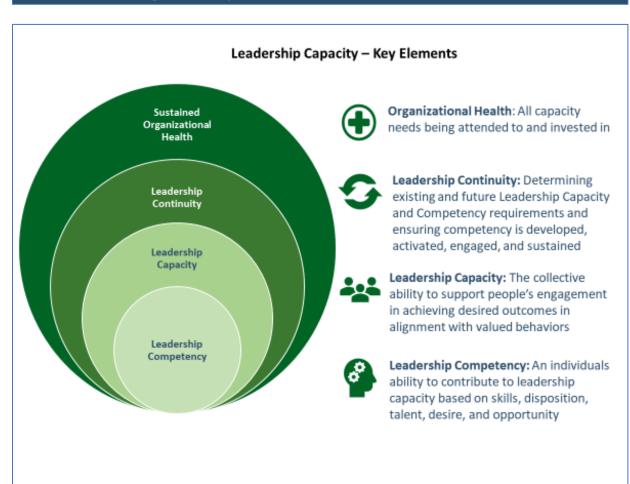
Ability to identify required assets, attract/acquire those assets, and allocate them effectively to advance community outcomes

Pehaviors that Lead to Well-Governed Entities Wanagement Wanagement Wanagement Wanagement Wanagement Wanagement Wanagement Actions Ouestions

- Ask about & Identify Outcomes (desired behaviors)
- Learn & Determine necessary conditions
- Articulate what it will take to create conditions
- Engage others in advancing outcomes
- Identify systems, structures, and processes
- Determine strategy and execution plans
- Set benchmarks
- Identify key assumptions
- Create climate

- Execute plans
- Engage and allocate assets
- Utilize systems and processes
- Did the implementation lead to desired outcomes
- Were plans executed as expected
- What assumptions do we need to test

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



Key Lines of Inquiry

- What is the organization's leadership capacity
 - What leadership capacity is required to sustain the Theory of Change
 - Where does that capacity currently reside (who has the needed competencies)...
 - Staff?
 - Board?
 - Community?
- What would it take to ensure continuity of this capacity specifically, the competences remain present in the organization in spite of personnel transitions...
 - o Opportunities
 - Training / Coaching
 - Recruitment
- What could compromise the ability to sustain this capacity?
- What action do the answers to the above questions demand?

Board Specific Inquiry

- 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)?