

**Leadership for Nonprofit Executives:
The Management & Strategy Tools of Effective Nonprofit Executives and Board Leaders
AGENDA**

WORKSHOP OBJECTIVE: *To increase the impact of leaders serving as board and/or staff leaders in nonprofit organizations, for-profit corporations, and government entities.*

DAY 1: SMART LEADERS 8:00 to 5:00

SOURCE MATERIAL

8:00 a.m. to 10:00 a.m.

Unit 1 – The Basics

- Overview of *Smart and Healthy* Corporate Model
- 7 Key Management Functions for Building a Sustainable Nonprofit
- Comparison of Nonprofit, For Profit and Appointed/Elected Boards
- Public Oversight: 990 and Guidestar – The **Critical Pages** that can make or break you!
- Identifying your *CORE BUSINESS*

The Advantage, Patrick Lencioni
BoardSource, Corporate Library
Peter Drucker
Guidestar and Internal Revenue Service
Center for Social Innovation, Stanford Graduate School of Business
Good to Great, Jim Collins.

10:30 a.m. to 1:00 p.m. (case studies during lunch)

Unit 2 – The Board

- Governance as Leadership: Fiduciary, Strategic & Generative Thinking
- Three modes of governance that build strong boards and organizations.
- 21st Century Board Structures

Group Discussion: *The New Work of the Nonprofit Board*, Harvard Business Review.
Governance as Leadership, Dick Chait
BoardSource and Blackfish
Lunch Interactive Case Studies: Boston Museum of Fine Arts and Vanderbilt University

1:00 p.m. to 2:30 p.m.

Unit 3 – The Board and Staff

- The Essential Board Manual
- The 5 Essential Board Committees: Overcoming Committee Chaos
- The Role of Charters in Committee Excellence
- The Trifurcated Board: The Key to Building Leaders & Donors!
- The Board Building Cycle: Identifying, Cultivating, Recruiting and Building Effective Board Leaders!

Blackfish
How Well Run Boards Make Decisions, Harvard Business Review.
Blackfish
Results, Process and Relationships – Blackfish.

3:00 p.m. to 5:00 p.m.

Unit 4 – Strategy & Development

- Strategic Planning: The Balanced Scorecard
- Understanding Your Customer Value Proposition
- Generating a Business Model and Plan
- Using the CANVAS to build your model.

The Balanced Scorecard in Nonprofit Organizations, Harvard Business Review.
New Business Model Generation, Alexander Osterwalder.
The CANVAS, Osterwalder.

All materials are editable and will be printed as well as provided to participants in a dropbox with passwords.

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WORKSHOP OBJECTIVE: *To increase the impact of leaders serving as board and/or staff leaders in nonprofit organizations, for-profit corporations, and government entities.*

DAY 2: HEALTHY LEADERS 8:00 to 5:00

SOURCE MATERIAL

8:00 a.m. to 10:00 a.m.

Unit 1 – The Approach to Leadership

- Revisit of *Smart and Healthy* Corporate Model
- The Five Dysfunctions of a Team
- Myers Briggs Overview
- Personal Histories Exercise
- Team Assessments

The Advantage, Patrick Lencioni
The Five Dysfunctions of a Team, Lencioni.
MBTI Test Results with Group

10:30 a.m. to 11:30 p.m.

Unit 2 – Leading a Team

- Building Trust, Mastering Conflict, Achieving Commitment, Establishing Accountability, Attention to Results.
- How to Have Difficult Conversations
- Identifying and Managing Conflict

The Five Dysfunctions of a Team, Lencioni.
How to Have Difficult Conversations, Stone and Heen.
Thanks for the Feedback: The Science & Art of Receiving Feedback Well, Stone and Heen, Triad Consulting.
The TKI Model – Don't Pick Your Battles Pick Your Tools. Blackfish.

11:30 p.m. to 1:00 p.m. (case studies during lunch)

Unit 3 – Leading Yourself

- The Leadership Challenge
- Discovering your personal leadership style.
- The 3 Characteristics of Effective Leaders
- 10 Traits of a Pseudo-leader
- The 12 Habits of Great Managers
- Founder's Syndrome: Identifying and Preventing

The Leadership Challenge, Kouzes and Posner.
Servant Leadership, Greenleaf.
The Five Levels of Leadership, John Maxwell and Jim Collins.
PseudoLeader, Blackfish.
Leadership vs. Management, Bennis.
First Break all the Rules, Buckingham.

1:00 p.m. to 2:30 p.m.

Unit 4 – Leading the Process

- Identifying the 6 Critical Questions of your Business
- Team Processes: Facilitating and Leading Great Meetings
- Before and After Agendas a comparison of what works and what doesn't.

The Advantage, Lencioni.
Death By Meeting, Lencioni.
Governance as Leadership, Dick Chait.

Team Exercise: we're not telling. It's a Mystery. Prevents you from Googling it!

3:00 p.m. to 5:00 p.m.

Unit 5 – Taking it Home (personal and business plans)

- Team Exercise
- Think, Pair and Share – Planning for Next Steps.
- Debrief and Q & A

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