

Effective Leadership during Times of Change

Lecture by Darryl A. Jones, Sr. at Non-Profit Summit, March 19, 2013

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1. Leaders Value relationships
 - a. Cultivate relationships inside and outside your organization
 - b. Clean up “baggage from the past
2. Leaders have a vision
 - a. What will your organization
 - i. Look like in 2 years
 - ii. 5, 10, 20 years?
 - iii. Do you have a mission statement?
 - iv. Do you have a strategic plan?
 - b. Are we getting the best people on the bus?
 - i. What is our destination?
 - ii. What will we do when we get there?
 - iii. Who is driving?
3. Leaders do what is right
 - a. Teach by words and deeds
 - b. Honest and sincere with themselves and others
4. Leaders are good listeners
 - a. Seek first to understand, then be understood (Covey)
 - b. If we’re talking, we’re not listening.
 - c. If we’re not listening, we are not learning
5. Leaders value diversity
 - a. Intentional about recruiting and retaining diverse, high quality staff
6. Leaders are humble (servant leadership)
 - a. It is not about YOU
 - b. Members of the serving class, not the ruling class
7. Leaders are not consumed by critics
 - a. Important to know what people say, think and feel about your organization.
 - b. Listen to the critics, learn from them, but do not be consumed by them
 - c. Pay careful attention to new information
 - d. Acknowledge that there might be a better solution and ask for their suggestion.
 - e. "It is not the critic who counts: not the man who points out how the strong man stumbles or where the doer of deeds could have done better. The credit belongs to the man who is actually in the arena, whose face is marred by dust and sweat and blood, who strives valiantly, who errs and comes up short again and again, because there is no effort without error or shortcoming, but who knows the great enthusiasms, the great

devotions, who spends himself for a worthy cause; who, at the best, knows, in the end, the triumph of high achievement, and who, at the worst, if he fails, at least he fails while daring greatly, so that his place shall never be with those cold and timid souls who knew neither victory nor defeat." From "Citizenship in a Republic," Speech at the Sorbonne, Paris, April 23, 1910

8. Leaders build effective teams
 - a. Always recruiting: integrity, competence, loyalty, diversity, energy, high performers, intelligence
9. Leaders must have integrity
 - a. Honest
 - b. Forward looking
 - c. Competent
 - d. Inspiring
 - e. Intelligent
10. Leaders value collaboration and coalition building
 - a. Seek and leverage resources from a variety of partners (beyond the usual suspects)
 - b. Engage with colleagues and competitors
 - c. Decide what you do best, what others do best and where they will strategically cede ground.
11. Leaders invest in themselves and their people
 - a. If you are not learning, you are not growing
 - b. View team development as an investment and the most effective way to improve performance
 - c. Become a learning organization
 - d. Be creative about how you provide training opportunities
12. Leaders celebrate successes and victories
 - a. Thank people early and often
 - b. Give away the credit
 - c. Come up with unique ways to thank people
 - d. Share the stories of success over and over
 - e. Acknowledge and reward those that made it possible
13. Leaders embrace the realities of our changing world
 - a. Experiment and take risks
 - b. Change, adapt, grow, innovate
 - c. Turn adversity into opportunity
 - d. Re-examine old assumptions
 - e. Do more with more, and less with less
 - f. Start where you are
 - g. Listen and learn
 - h. Ask probing questions
 - i. Network
 - j. Give your feedback

k. Convert your learning into action