Unleashing Potential: Creating Shared Leadership

Presented by:
Ann Burroughs, Senior Consultant, Social Sector Partners, and Belinda Madrid Teitel, V.P., Center for Nonprofit Management
Agenda

• Executive Director’s Dream and Nightmare
• Distributing Leadership
• Why a Coaching Approach?
• Leadership Coaching Skills
• Practice
• What’s Next?
The ED’s Dream & Nightmare

• Shifting Nonprofit Workforce
  ❖ More Volunteers
  ❖ Staff can include 5 generations – with different work styles
  ❖ Want more autonomy

• Technology
• Transparency
• Faster, Better, More!
Sharing or Distributing Leadership

Requirements:
- High Levels of Trust
- Investment in Learning
- Shared Values
- Commitment, Patience, and Time
Implementation

• Embrace Autonomy
• Buy-In
• Communications and Information Sharing
• Clear Roles
Indicators of Success

• True Power to Make Decisions
• New Ideas and Innovation
• Tangible Results of Taking More Responsibility
• Increased and Diverse External Awareness
• Greater Impact
Challenges

• Balance
• Accountability
• Greater Creativity, But Less Nimble
Why coaching?

Choice...  Success...
Committeed Listening

• What does it look like?
• How do you do it?
Powerful Questioning

- Evoke Discovery and Insight
- Look Forward vs to the Past
- Gain Commitment
- Spur Action
Questions to Shape Leadership

• What leadership strengths are you using here?
• What’s most important to you in this case?
• How are you sharing leadership here?
• How will you guide others while standing back?
• What is worrying you or making you uncomfortable?
• What support do you need to lead well here?
• What support do you need to provide?
Judgmental vs. Empowering

Have you considered my approach?

What are three possible options or approaches?

Did you ask her about it?

How would you like to address this issue with her?

Should you try telling him?

What would you say if you could talk to him?

Why don’t you just change?

What else are we missing or not considering?
Leadership Coaching

Time to Practice!
Next Steps

- Key Take-Away?
- What to Change?
- Action Steps?
- Success Measurement?
Resources

Full-Day Training

Unleashing Potential: Creating Shared Leadership
(Manager as Coach)

August 5, 2015
9:30am – 4:30pm

Special Thanks to Master Coach Damian Goldvarg, Ph.D.
Damian@goldvargconsulting.com www.goldvargconsulting.com

Other Resources:
- “Masterful Coaching”, from Robert Hargrove, Ed. Pfeiffer
- “Leader as a Coach”, Peterson, and Hicks