2024 NONPROFIT LEADERSHIP CONFERENCE

MINNESOTA COUNCIL OF NONPROFITS

May 8, 2024
Minneapolis

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Learning objectives

- Describe a competency model of leadership
- Determine selection processes and criteria
- Outline training topics with rationale

Why leadership development important?

- Improve financial performance

- Attract and retain talent

- Enhance execution of strategy

- Navigate change successfully

- Foster culture of growth and adaptability

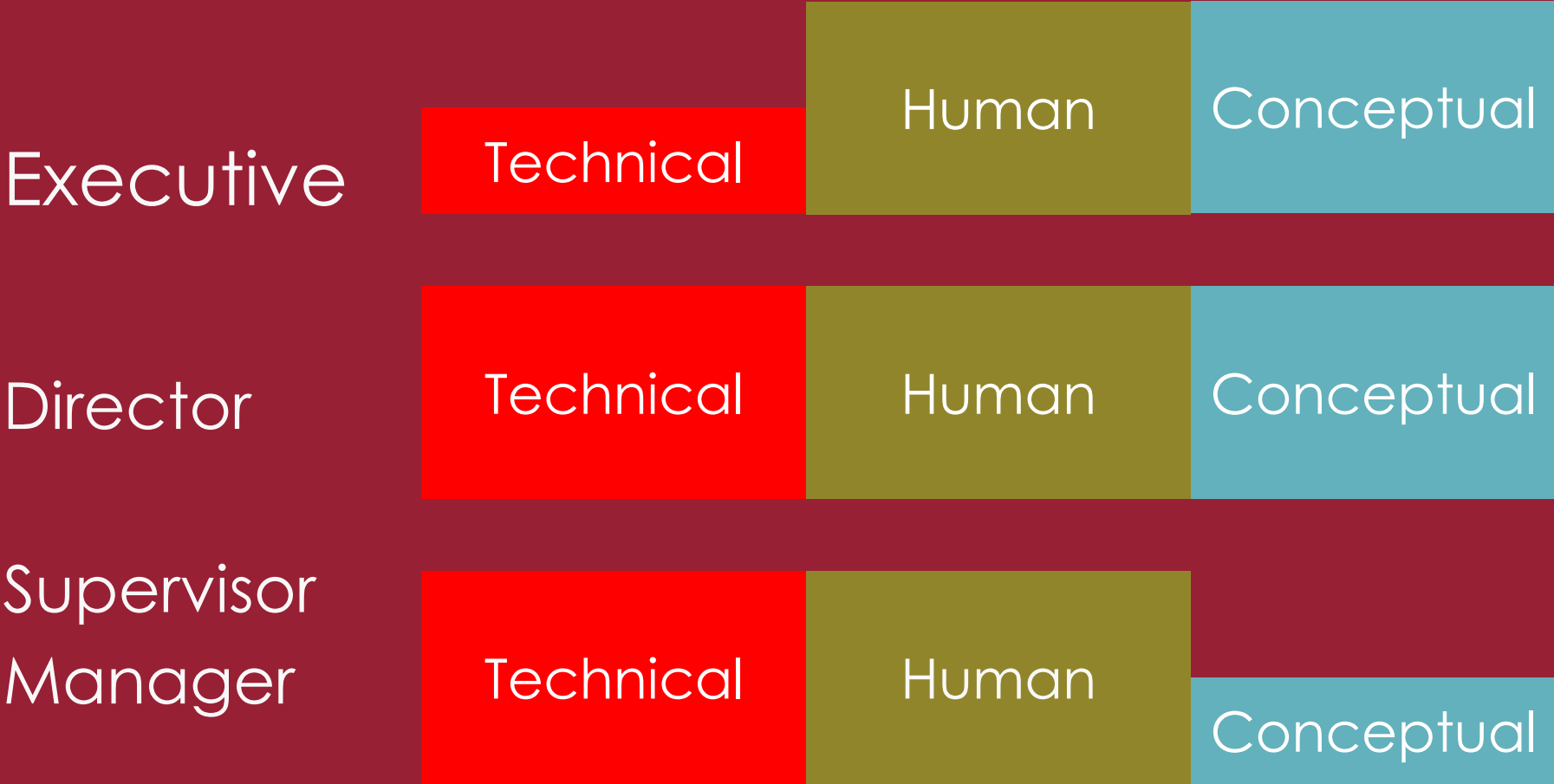# How create a leadership development framework?

1. Create a competency model
2. Assessment tool?
3. Identify trainings that correspond with your model
4. Develop an ongoing mentoring program
5. Create a "practice culture"
6. Formalize program

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Trends in Competency Models

1. High Ethical Standards

2. Empowering Individuals to Self-Organize

3. Promoting Connection and Belonging Among Employees

4. Openness to New Ideas and Experimentation

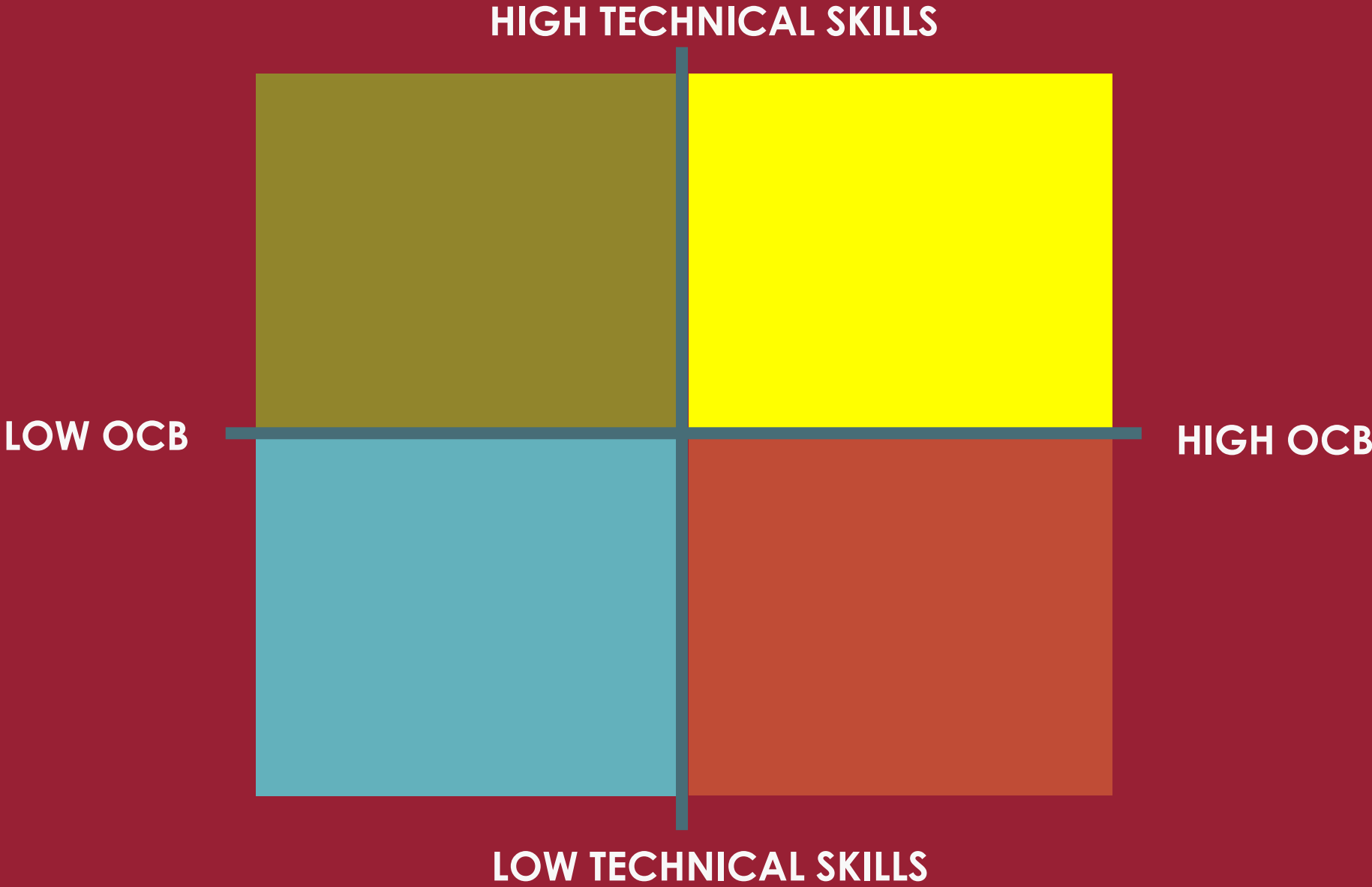5. Commitment to Professional and Intellectual Growth of Employees

Skills Needed

Executive

| Technical | Human | Conceptual |

Director

| Technical | Human | Conceptual |

Supervisor Manager

| Technical | Human | Conceptual |

Our First Skills Model

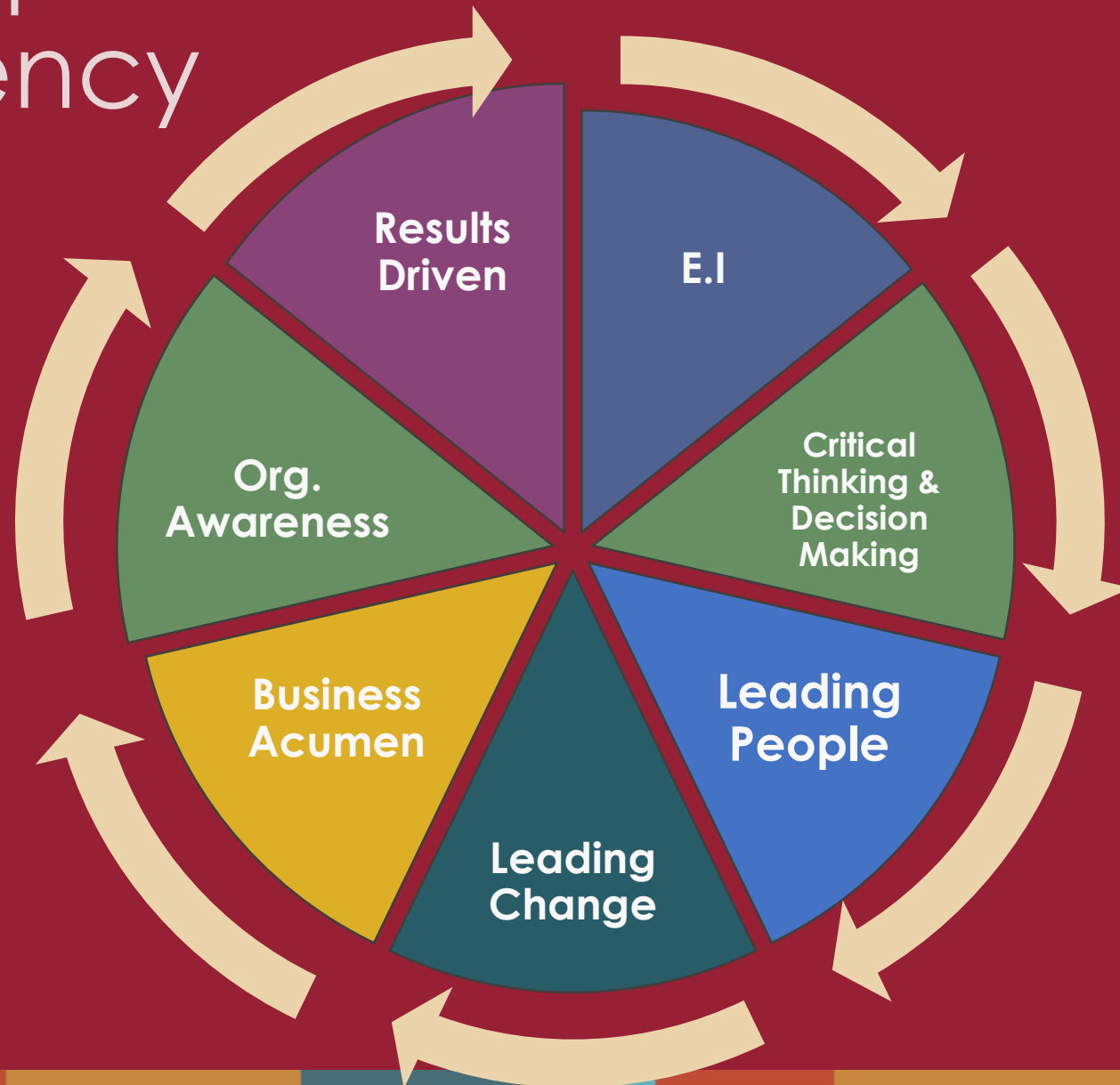| ☐ Technical	☐ Human	☐ Conceptual
o Demonstrates a deep understanding of payer requirements, accreditation, and compliance standards for program/department.	o Ability to develop strategies to ensure staff and volunteers reflect the community served.	o Involves team members and the community in the development of programs and activities.
o Approaches work consistent with the Ethical Code of Conduct, agency policies, and values.	o Approaches work collaboratively and develop relationships based on trust and credibility to advance strategic milestones.	o Integrates multiple thinking processes to make decisions.
o Serves as a subject matter expert in applicable license, accreditation, and regulatory requirements.	o Communicates for influence to attain buy-in and support of goals.	o Assigns clear accountability and ensures continuous improvement.
o Ability to hold self and others accountable for identified outcomes.	o Intentional and effective with building strong peer relationships.	o Develops plans and manages best practices through engagement of team.
	o Creates a sense of urgency and positive tension to support change.	o Ensures execution of project plans.

Organizational Citizenship Behaviors (OCB's)

- Helping behavior
- Sportsmanship
- Organizational loyalty
- Organizational compliance
- Individual initiative
- Civic virtue

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HIGH TECHNICAL SKILLS

LOW OCB

HIGH OCB

LOW TECHNICAL SKILLS

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Practice

- Shape an exciting and challenging vision

- Develop a clear strategy about what actions to take (and what not to do)

- Recruit, develop and reward a team of great people to carry out the strategy.

- Focus on measurable results.

- Foster innovation and learning to sustain your team (or organization and grow new leaders.

- Lead yourself - know yourself, improve yourself, and manage the appropriate balance in your own life

Building a "practice culture"

- Reflect on your performance for 15 mins per day
  - Share what you're learning with your team
- Practice vulnerability
- Practice gratitude
- Practice creating "pilot projects"
- Measurable results, MT is good enough
- Practice using "practice language"
- More?

Leadership Trainings

Tier 1 Individual Contributor to Supervisor	Tier 2 Supervisor to Manager	Tier 3 Manager to Director and above
Adaptive Leadership Principles Developing Strong Staff Setting Boundaries in Supervision Managing Former Peers Giving Effective Feedback Making Meetings Better Leading Intergenerational Teams Delegating Work Managing Conflict (1:1) Developing your Leadership Style	Change Management Trauma-Informed Supervision Inclusive Language for Leaders Person-Centered Supervision Coaching Employees Repair and Restoration after Conflict Difficult Conversations with Staff Critical Incident Stress Management Leading for Engagement and Motivation Leading Resilient Teams	Change Management Part 2 Fostering Productive Disagreement on Teams Polarity Management What gets Measured gets Done Emotional Intelligence Culture of Accountability Negotiation Skills Financial Acumen

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Competency Worksheet

- Review the steps with a partner
- Start working on the competency framework worksheet

Questions?

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