

# **Leadership**

## **An introduction**

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Compass Partnership

## Objective of this presentation

**To enhance participants  
understanding of leadership in the  
voluntary sector**

# Key questions

## PART 1

- What is leadership?
- Which models are most valuable to leaders of voluntary organisations?

## PART 2

- How can I develop my leadership skills?

# There are hundreds of definitions of leadership

- **A leader is a person who marshals the people, capital and intellectual resources of the organisation to move it in the right direction** (Nanus and Dobbs)
- **Leadership is the capacity and the will to rally men and women in a common purpose, and the character which inspires confidence** (Field Marshall Montgomery)
- **Leadership is the ability to influence others to follow** (Richard Lynch)
- **Leadership is the capacity to translate intention into reality and sustain it** (Bennis and Nanus)

# Distinguishing leadership and management

## The Leadership Task

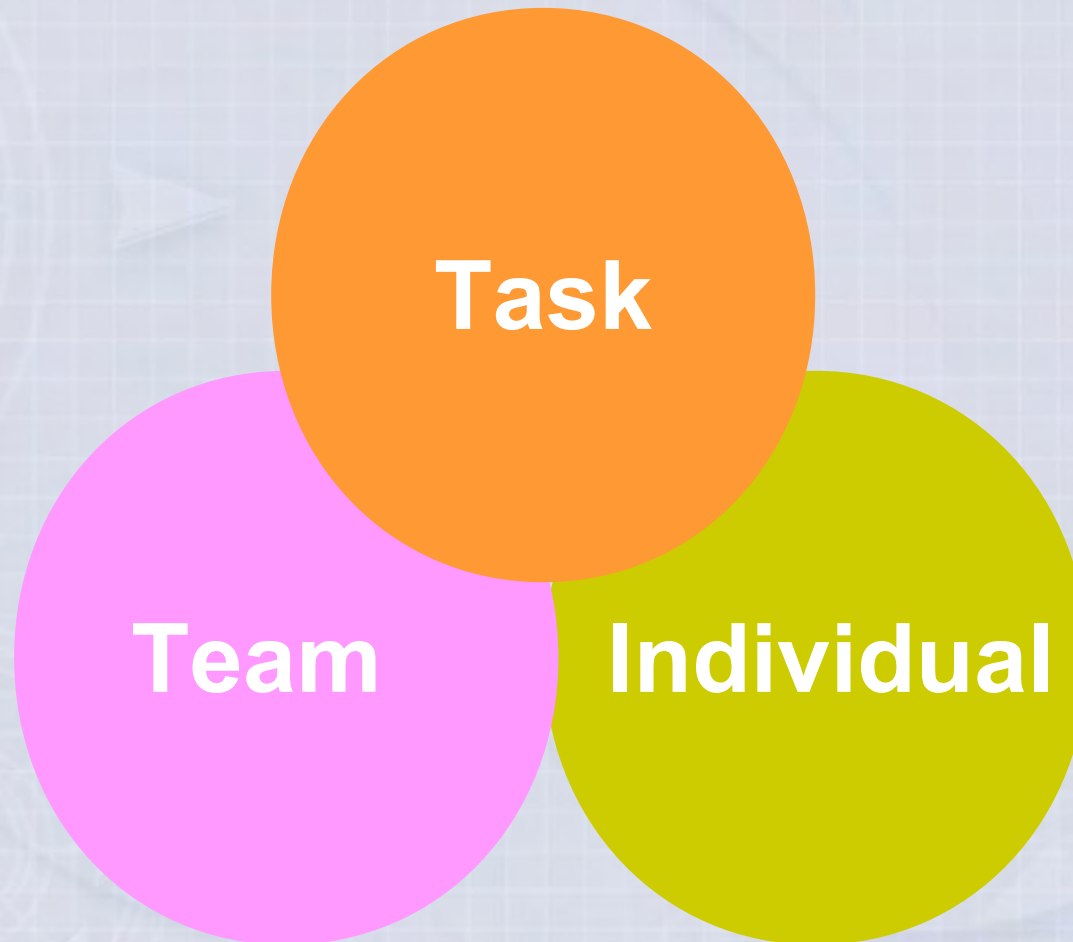
- Create a long term vision
- Set broad purpose and direction
- Create a better future
- Focus on the product
- Inspire people to do more
- Teach by example and praise
- Focus on effectiveness
- Look to the future

## The Management Task

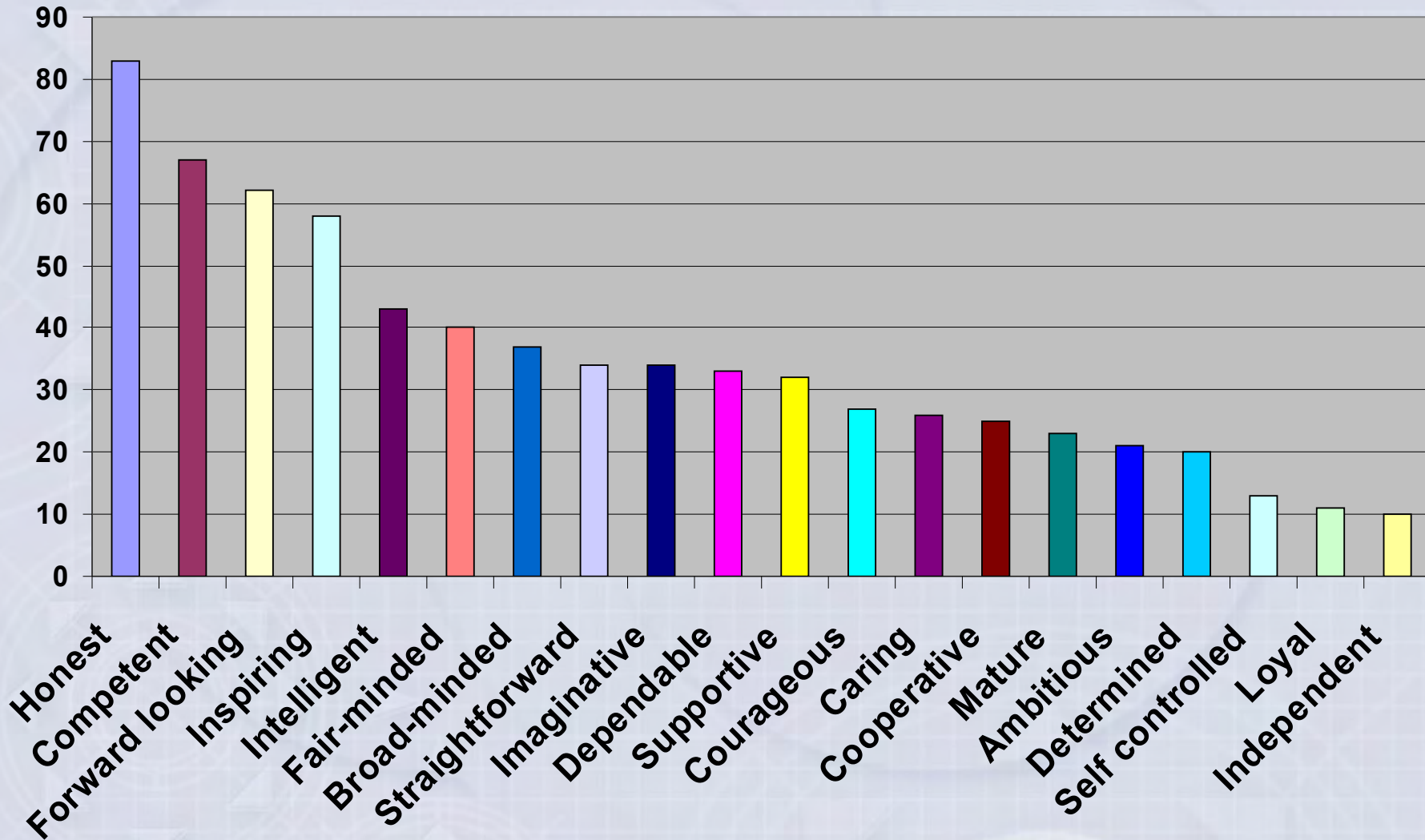
- Plan to meet current objectives
- Make best use of resources
- Manage today's problems
- Focus on processes
- Ensure people work to contract
- Seek improvements through training
- Focus on efficiency
- Look at the present

(Based on Lynch)

# Three needs leaders must attend to



# Characteristics people admire in leaders



Kouzes & Posner

## Four directions to focus on

1. Inside the organisation
2. Outside the organisation
3. On present operations
4. On future operations

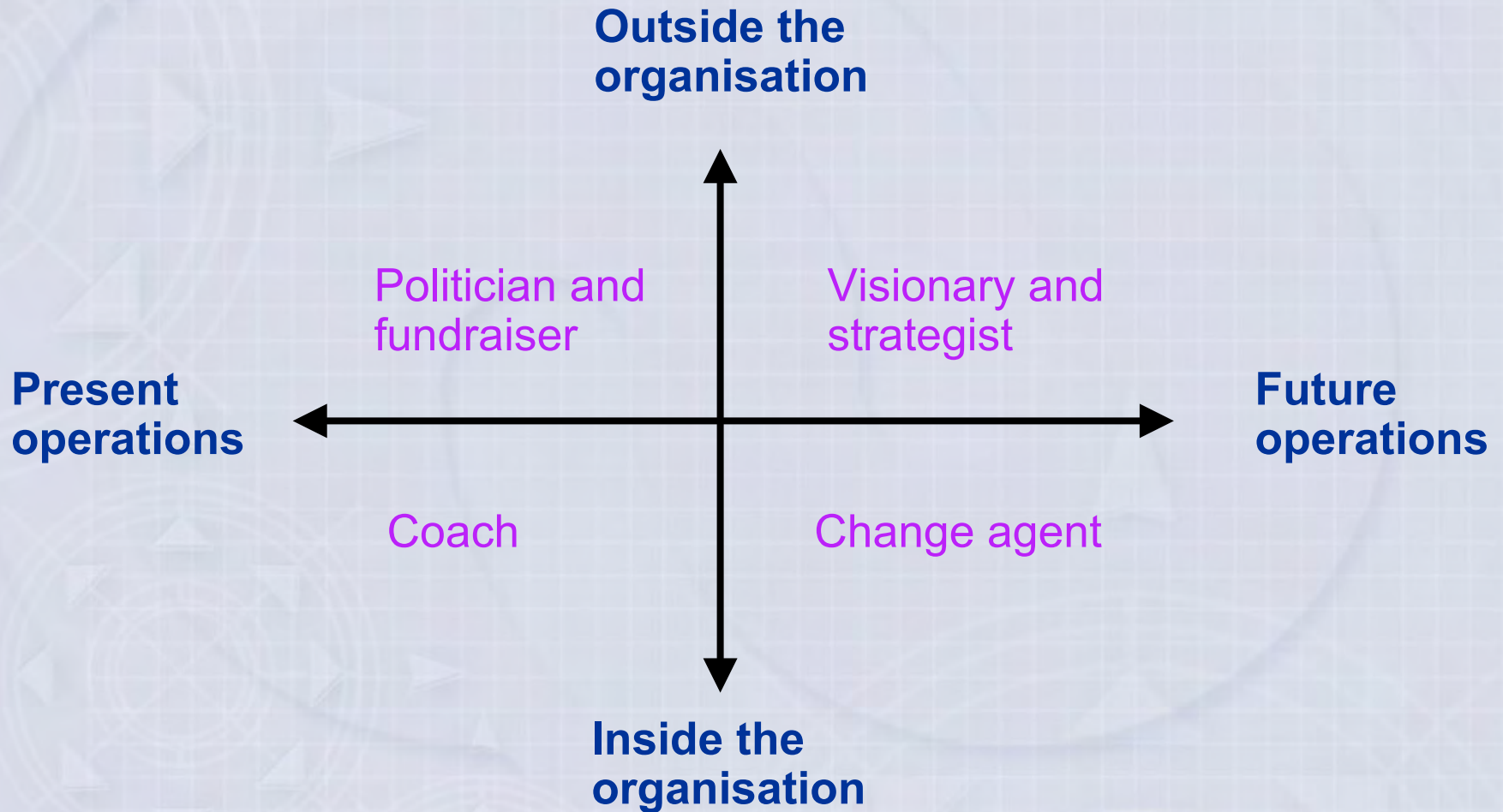
## Six roles leaders deliver

1. Visionary
2. Strategist
3. Politician
4. Fundraiser
5. Coach
6. Change Agent

Based on work by Burt and Nanus



# The key roles of the voluntary sector leader



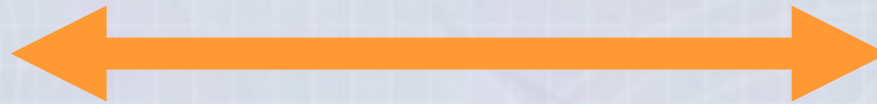
# Leaders and leadership styles have to fit circumstances

The most effective leadership depends on good fit between:

- The leaders personal characteristics and preferred style
- Required approach of people being led
- The tasks being undertaken

Leaders have to decide whether each situation they face requires

**Tight  
leadership**



**Flexible  
leadership**

## Group discussion

**Which parts of the theory best fit your circumstances and which are most far removed from your circumstances?**

## **PART 2 How can I increase my leadership skills?**

**Leadership skills can be developed**

**Take 30 seconds to write down:**

**The two most valuable actions you have taken to enhance your leadership skills in the last five years**

# Taking action to enhance your leadership skills

- **Reflect on your actions and their consequences**
- **Read**
- **Attend courses**
- **Share experience and learning with a twin**
- **Establish or join a support group / action learning set**
- **Have a coach**

# Practicing leadership skills

## Three issues for voluntary sector leaders to consider:

- **Content – what you decide to do**
- **Process – how you decide to do it**
- **Behaviour – how you conduct yourself**

# What can leaders of voluntary organisations do?

- 1. Change the mission and strategy**
- 2. Change the management structure**
- 3. Change management processes**
- 4. Invest in team building**
- 5. Increase the organisation's profile**
- 6. Increase or diversify income**
- 7. Create strategic partnerships**
- 8. Invest in building infrastructure**
- 9. Persuade the Board to change governance arrangements**

# How leaders decide to do it

## Issues to consider:

- Different ways to raise problems and proposals
- The plan for the process for achieving the change
- The points when decisions have to be taken
- The extent of consultation
- The timescale for implementation



# How you behave

- **Be yourself**
- **Be enthusiastic**
- **Care for people**
- **Act with integrity**
- **Be decisive**
- **Be fair**
- **Look after yourself**
- **Invest in your development**
- **Network extensively**

# Five concluding messages

- 1. Leadership skills can be developed**
- 2. Requires time and commitment**
- 3. Start by seeking feedback on your own leadership skills**
- 4. Write a personal leadership development plan**
- 5. Seek feedback and review progress regularly**

Compass Partnership books:

*Managing Without Profit*, Mike Hudson, (DSC, 2009) sets out the theory and practice of creating highly successful nonprofit organisations.

*Managing at the Leading Edge*, Mike Hudson, (DSC, 2003) describes what can be learned from the management and governance of nonprofit organisations in the USA.

Both are available from [www.dsc.org.uk](http://www.dsc.org.uk)

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