



Eight Steps to Becoming a Multicultural Leader

These rungs on the leadership ladder highlight the core values that are keystones of other cultures:

1. **Learn from the past.** Dig into history to understand the contributions of communities of color.
2. **Focus on the advancement of the group** rather than the individual.
3. **Be generous in sharing** and collaborating with others.
4. **Practice shared leadership**, in which the leader is not above others but part of the group.
5. **Act as an advocate** for justice and equal opportunity.
6. **Work for the common good** of the group, community, and society.
7. **Recognize your kinship with others**, who are all part of one human family.
8. **Integrate spiritual values**, such as compassion, forgiveness, gratitude, and hope, into your leadership.

Next Steps: Exercises in Multicultural Leadership

What changes should you make to create an environment of inclusive leadership? Ask yourself these questions, and use your answers to apply the principles of leading in a diverse society:

- How has spirituality helped communities of color survive adversity? How can you use such spirituality to anchor your leadership?
- What might you learn by asking people their perspectives on history in general and their own heritage? How could you arrange such a dialogue?
- The Jemez Pueblo people believe “spiritually we are all related.” What are the implications for multicultural leadership?
- What adjustments do you need to make so that sharing and partnering with others are high priorities?
- How can practices from collective leadership, shared leadership, and servant leadership increase your effectiveness?
- What specific things could you do to exemplify a spirit of generosity, sharing, and reciprocity?
- How could you learn about your organization’s beginnings and founding vision, and how might you use this information to inspire a sense of purpose and belonging?
- What can you do to ensure that leadership is rotated and distributed?
- How can values like honesty, humility, fairness, and generosity enhance performance in your group?
- What is the greater purpose that you serve?

—adapted from *Salsa, Soul, and Spirit*

Name that Facility!

Naming rights—giving donors the right to name property or events in exchange for contributions—bring an estimated \$4 billion a year to nonprofits. A cutting-edge trend with nonprofits is selling naming rights to boost brand name recognition in fundraising campaigns.

And it’s not just large institutions like hospitals and universities that grant donors the right to name facilities. Even small nonprofits can find something donors can name. A few possibilities: a garden, lobby, atrium, rooftop, exhibit, gallery, elevator, artwork collection, lecture or series of lectures, endowments, legacy gifts, unique events or get-togethers, conferences, and corporate support in the form of named sponsorships, including online sponsorships. To learn more, see *Naming Rights* by Terry Burton (Wiley, www.wiley.com).



Management Methods that Don’t Work

In *Oops* (Performance Management Publications, www.pmanagementpubs.com), Aubrey Daniels describes management practices that waste time and money—and what to do instead. Examples:

Performance appraisals. Instead of annual appraisals, aim to give people immediate feedback. Ensure that employees know how well they’ve done at the end of every workday.

Stretch goals—huge goals set to challenge people to stretch themselves and make great leaps in performance. Rather than one big goal, set many mini-goals. Make progress visible.

Recognition of a top employee’s performance. Instead of rewarding one person for being the “best,” award employees all at the same time for their work as part of a team.

Downsizing. The negative consequences of laying people off are so great that nearly anything is preferable. If you’re in a bad economic situation, involve employees in how to solve the problem. They may be willing to take on tasks done by contractors, for instance, or give up some compensation in return for other incentives.

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Key Words for Leaders

All successful leaders have one thing in common: They use words as their primary tools. Whether through speeches, vision statements, or annual reports, a leader has to find the words to engage people. Here, says Joanne G. Sujansky, executive director of KEYGroup® (keygroupconsulting.com), are the right words to use:

• **Words of inclusion.** To infuse employees with a sense of loyalty, use terms like “team” and “partner.” Talk about “our” goals. Refer to employees as “associates,” “colleagues,” and “teammates.”

• **Words of empowerment.** Do you express confidence in people (“I know you can do it” and “you’re the best person for the task”) or undermine them with expressions of doubt (“I’ll give you a chance” or “nobody else wanted to do it”)? Do you give employees “deadlines” and “due dates” or “goals” and “targets”?

• **Words of success.** Thriving organizations have a vocabulary of success. They tend to use terms like “victory,” “achievement,” “result,” “outcome,” “performance” and “payoff.” In struggling organizations you’re more likely to hear people talking about “coming up short,” “botching a job,” or “dropping the ball.” The language of success is energizing, while the language of failure is demoralizing.

Do you give employees “deadlines” and “due dates” or “goals” and “targets”?

In these demanding times, the best way to ensure a dynamic, adaptable workplace is to encourage positive communication patterns. But building a productive environment requires more than words alone. What you do must match what you say. Be sure all your words and deeds set a positive, inspiring tone. As Goethe said, “Correction does much, but encouragement does more!”

Be a Better Leader by Becoming a Better Listener

For conversations that matter, such as those between managers and employees, it’s imperative to recognize the importance of listening. Keep these two keys in mind:

KEY #1: Be Active. Make a commitment to listen, and engage the speaker with these tips:

• **Strive to understand.** Instead of mentally framing your response, focus on what the speaker is saying, not only the words but the feelings behind them. Pay attention to body language. Place any agendas aside, reserve judgment, and don’t interrupt.

• **React to the message.** In addition to maintaining eye contact, offer positive cues like smiling, nodding, and leaning toward the speaker. Don’t react with negative signals, such as shaking your head or frowning, even if you disagree with the speaker. Reserve your objections for when it’s your turn to speak.

• **Confirm what you’ve heard.** Paraphrase but don’t parrot. Say, “Okay, as I understand it, you’re saying that...” or “Let me make sure I understand you...” Summarizing and waiting for confirmation avoid misunderstandings.

KEY #2: Be Empathetic. Make sure others feel seen, heard, and understood with these suggestions:

• **Focus on feelings more than facts.** Pay attention to the speaker’s tone and facial expressions to understand what *isn’t* being said.

• **Nudge the speaker to a solution.** Add a new perspective by sharing a similar experience you’ve had.

• **Mirror the speaker physically.** You can often convey empathy more effectively in silence—with a look or pause—than with words. Physically, you become more empathetic by mirroring the other person’s breathing rate, voice speed and volume, gestures, and posture.

—adapted from an article by Randy Siegel. Subscribe to his complimentary monthly e-newsletter “Stand in Your Power!” at <http://www.powerhousecommunications.com>

Nonprofit Job Growth Defies Recession

Despite the recession, nonprofit employment in Maryland increased by 2.7% in 2008, according to a new report (“Nonprofits & Recessions,” <http://cess.jhu.edu/>) from the Johns Hopkins Center for Civil Society Studies. By contrast, for-profit employment in Maryland decreased by 3.3% during the same period.

The new data seem to confirm an earlier finding by Johns Hopkins researchers about national nonprofit performance in previous recessions: that nonprofit organizations are a counter-cyclical force in the economy, actually adding workers in times of economic downturn. In two previous U.S. recessions (1990-1991 and 2001-2002), nonprofit employment nationally increased by an average of 2.4% while for-profit employment declined by 2.2%.

Post Your Wish List On Line

Nonprofits have always relied on donations of merchandise as well as money. Cash-strapped people who want to support a cause often have items to contribute. Now, a barter site, www.wassetfair.com, has added a fundraising section where nonprofits can post their wish lists. The nonprofit can use the donated items for their needs or auction them off at fundraising events.



Time and Work Stats and Facts

- 80% of employees don't want to go to work on Monday morning. By Friday, the rate drops to 60%.
- 31% of Americans don't use all the vacation time they've earned. Three out of 12 vacation days, on average, go unused.
- 25% of sick days are taken for illness, 75% for other reasons.
- The average worker gets interrupted every 8 minutes. Each interruption averages 5 minutes, totaling about 4 hours or 50% of the workday; 80% of those interruptions are rated as of little or no value.
- By taking an hour a day for independent study, one can learn at the rate of a full-time student.
- 97% of workers, if they became financially independent, wouldn't continue with their current employer or in their current occupation.
- The average reading speed is 200 words a minute. The average working person reads 2 hours per day. A speed reading course can increase the reading rate to 400 words a minute and save an hour per day.
- 80% of "crisis management" events are preventable.
- 9 out of 10 people daydream in meetings.
- 20% of the average workday is spent on "crucial" and "important" things, 80% on things that have "little value" or "no value."
- A person who works with a cluttered desk spends, on average, 1½ hours a day (7½ per workweek) looking for things or being distracted by things.
- We retain 10% of what we read, 20% of what we hear, 30% of what we see, 50% of what we hear and see, 70% of what we say, and 90% of what we do. ❏

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Have You Tapped into the New Economics?

The latest financial disaster is a symptom of a much larger problem with the traditional economy: By excluding vital social components, it reveals itself as unsustainable. It's crucial for nonprofits to understand the new economic model that's emerging from the financial shambles: It's our chance to stop reacting to a framework imposed on us and, instead, help design a system that promises equality and security for all.

Human transactions are the core that holds up the money economy, although we've somehow come to believe that money itself is the goal. Social capital is what guarantees sustainability, letting us leave our descendants better off than we are—in terms of health, satisfaction, and possibilities.

The latest financial disaster is a symptom of a much larger problem.

The New Economics: A Bigger Picture by David Boyle and Andre Simms (published by Earthscan, earthscan.co.uk) explains the emerging economy that's narrowing the gap between money and the realities that money fails to measure. This economy is more than just a series of good ideas: New principles are being put into practice—primarily, for now, at local levels—that will make life thrive rather than stifling it. What cannot happen is an inexorably slow social change—our environment cannot wait.

By embracing the new economics, nonprofits choose their destiny and legacy. You can find out what that means for you in this practical yet inspiring book. ❏

—reviewed by Terrence Fernsler

Transforming Grantors

In the past two decades, new money has poured into foundations, compelling them to become more effective. In *Change Philanthropy: Candid Stories of Foundations Maximizing Results through Social Justice* (Center for Community Change, published by Jossey-Bass, www.josseybass.com), Alicia Epstein Korten presents the inside stories of how 10 foundations leveraged their assets to be more effective social change agents.

The stories take us behind the often-closed doors of foundation decision making. Some common themes emerge. Almost all the foundations found a clear, limited focus. Most decided to help grantees build strong organizations, then let them make their own choices by providing general operating support. Most reached for help by working within collaborations or creating affinity groups to increase support for an issue. Several of the stories explore the tensions of grantee-funder relationships.

If you're seeking a grant, this book will help you work with foundations focusing on social equity. The stories show how you can become a partner in changing systems, ensuring that more people enjoy society's opportunities, and giving everyone a chance to fully participate in the life of their communities. ❏

—reviewed by Terrence Fernsler



■ The Secret to Nonprofit Success

Why are some nonprofits more successful than others? In *The Nonprofit Secret* (P3Press, www.thep3press.com), Jonathan Schick argues that the key is establishing a good relationship between the board and CEO.

Boards in successful nonprofits do the following: They focus on governance (major policy decisions) and let the CEO manage day-to-day issues; they create committees to help accomplish their own governing work (not the management work of the CEO); they evaluate the CEO through a special committee; and they evaluate themselves once a year. ■

■ Think Five when Speaking to Media

In the current climate of economic uncertainty, don't ignore the value of media coverage. Becoming a media expert has never been more important to increase funds and polish your organization's image. Some foolproof tactics:

- **Five Seconds:** Give a sound bite that's no longer than five seconds. Anything longer will almost surely be edited or deleted.
- **Five Points:** Develop no more than five concise message points.
- **Five Sentences:** Answer reporters' questions using no more than five sentences.
- **Five Counts:** Just before you give an interview, breathe in to the count of five, and exhale to the count of five, five times. After preparing good content, breathing is the most important preparation for any interview. ■

—source: Richard Virgilio, PayPerClip Public Relations (RVirgilio@PayPerClip.com)

■ Leap to a New Level of Communication

Verbal Judo: The Gentle Art of Persuasion (HarperCollins in association with Alive Communications, Colorado Springs) uses the acronym LEAPS to summarize five steps to successful dialogue:

Listen. People rarely say what they mean. If you react to what they say, you make a mistake. Look beneath the words and interpret what you hear. And be sure to project a listening face.

Empathize. Don't confuse empathy with sympathy. You don't need to sympathize or agree with other people. Simply look at the matter from their perspective. One of the most empathetic statements you can make is, "Let me be sure I understand what you just said," followed by a brief replay of what you've heard and a pause to give the speaker a chance to correct any wrong assumptions.

Ask. Don't just throw out questions; be strategic in your asking. Begin with general open-ended questions, then ask how the speaker feels about the subject, and gradually move to direct, fact-finding questions. Avoid leading questions (those that make it clear how you want the other person to answer).

Paraphrase. Put the other person's meaning into your own words and deliver it back.

Summarize. Condense what's been said and put it in a brief statement, signaling that the discussion is over. ■

■ Building Your Network

Networking involves more than just widening the circle of people you know, as Michael Dulworth explains in *The Connect Effect* (published by Berrett-Koehler Publishers, www.berrett-koehler.com). To create powerful networks, you need to devise a personal brand that's vivid and positive. Rather than meeting lots of people, focus on building rich relationships with the right people, and look for ways to help them succeed. And, although electronic communications facilitate networking, you can't eliminate face-to-face interaction if networking is to be effective.

Networking can increase knowledge, guide a career, open doors, solve problems, and provide feedback. This book will help you evaluate, widen, and deepen your own network and understand the outcomes of investing in it. Learning the skills described here can bring even more benefits from networking than you already realize, and help you change the world.

—reviewed by Terrence Fernsler

TIPS FOR SUCCESSFUL NETWORKING

- **Build a PBOD** (Personal Board of Directors)—people you can turn to when you have questions or problems—to support your career and life.
- **Play "One Degree of Separation"**—digging deep to find out who your friends' friends are—to see whom you might include in your network.
- **Go for quality** over quantity when picking people to join your PBOD.
- **Add as much diversity** to your network (in terms of age, gender, kinds of jobs and industries, interests, and cultural backgrounds) as you possibly can.
- **Make connecting with people** one of your top priorities every day. ■