

### Leadership Secrets

What practices will ignite leadership power in your organization? Debbe Kennedy, in *The Organization of the Future* (Jossey-Bass Publishers, www.josseybass.com), identifies these lessons:

- **Begin with self-knowledge.** Take time to explore your personal values and goals, how they may lead to bias, and how to use them to advance your organization.
- **Help people understand why each decision is made** so they can learn from the experience.
- **Tap knowledge** from all levels of the organization.
- **Get to know people** and their differences. Build diversity into your organization's culture, and reach out in a deliberate way to people who are different from you. Ask lots of questions, and listen to the answers.
- **Provide every opportunity for training and development** throughout your organization.
- **Create succession plans** that give leadership roles to those who demonstrate integrity, good judgment, and personal responsibility.
- **Make mutualism the final arbiter.** Evaluate your actions by asking how they affect everyone concerned.

For tips on putting these lessons into action, see these *Nonprofit World* articles at www.snpo.org/members: "Leading from Feeling" (Vol. 27, No. 1), "How to Present Training Workshops that Educate and Inspire" (Vol. 29, No. 4), "What's Your Personality Type?" (Vol. 14, No. 5), "Planning to Succeed: Creating a Succession Plan" (Vol. 29, No. 3), "Inner Leadership" (Vol. 18, No. 3). □

### Can Introverts Be Good Leaders?

In a culture that rewards extroversion, introverted people struggle to be effective. Introverts may be excluded, overlooked, or just misunderstood. Yet, with their quiet strength and reflective nature, introverts can make powerful leaders if they follow what Jennifer Kahnweiler, in *The Introverted Leader* (Berrett-Koehler Publishers, www.bkconnection.com), calls the four Ps:

**Preparation:** Introverts must take time to prepare for such challenges as public speaking, heading up projects, leading meetings, and developing relationships. For each such situation, it helps to know the purpose, have an agenda, and plan your strategy and comments.

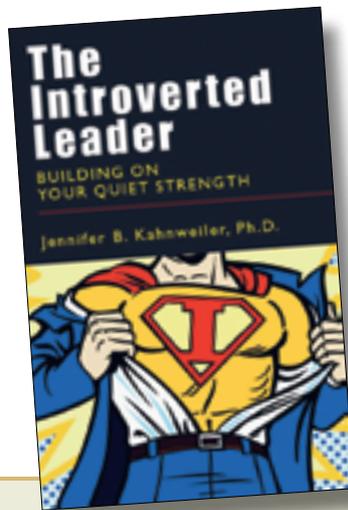
**Presence:** It's important to be present in the moment, focusing on what's happening now. Introverts are typically more comfortable in one-on-one settings than in groups, so, for example, making eye contact with an individual for each thought you present during a speech or meeting may help you be more present.

**Push:** To overcome your fears, you need to push past them, stretching yourself and stepping out of your comfort zone. When you push yourself to take risks, you reveal your full potential to others and to yourself.

**Practice:** Doing things repeatedly to learn from them and rehearsing before a situation that could cause stress are useful strategies to make an introvert more comfortable.

Kahnweiler lays out an action plan to help yourself prepare, stay present, practice, and keep pushing yourself. Becoming a successful leader will require changes in order to gain confidence, but the results will be worth the effort for introverts and the organizations they lead. □

—reviewed by Terrence Fernsler



### The Problems and Potential of MSOs

Multi-service organizations (MSOs) struggle with a variety of special challenges. MSOs (nonprofits that provide services across multiple categories such as substance abuse, housing, and education) are often stymied by a set of reinforcing strategic, financial, and operational barriers.

New research ("Clients at the Center: Realizing the Potential of Multi-Service Organizations," www.bridgespan.org) identifies a key hurdle—the tendency of many MSOs to organize around the services they deliver (service-centric) rather than around the needs of the clients they serve (client-centric). To attack this problem, organizations need to do the following:

- Hold themselves accountable for holistic, long-term outcomes rather than short-term, service-specific results.
- Empower clients to work with staff members to create their own plans for receiving services.
- Extend relationships with clients to ensure they achieve long-term outcomes.
- Ensure that there are personnel and processes in place to deliver multiple coordinated services.
- Use data not just for reporting purposes but also to continually improve service delivery. □

### 50 Leadership Development Techniques

Every leader is better at some things than others. The best leaders know their strengths and shortcomings and thrive on continuous improvement. *Bootstrap Leadership: 50 Ways to Break Out, Take Charge, and Move Up* (Berrett-Koehler Publishers, [www.bkconnection.com](http://www.bkconnection.com)) offers ways to improve abilities or develop new ones.

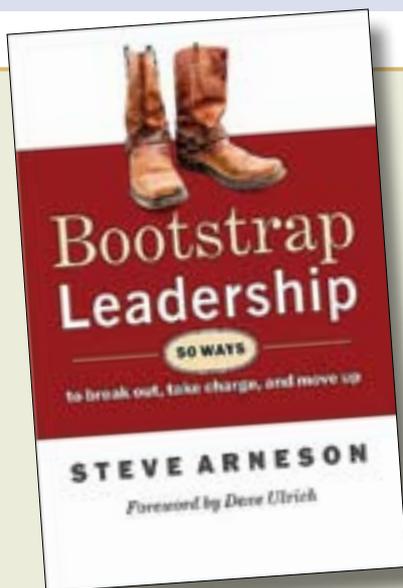
Steve Arneson begins with an assessment to determine where your strengths lie and where you can improve. He looks at 50 skills and suggests how to develop each.

You can read this book from beginning to end, but it will serve you better if you focus on the chapters most relevant to you. Anyone responsible for others is a leader, and you owe it to yourself and the team to keep improving. *Bootstrap Leadership* will help you find tools and techniques to become a better leader, some that you can apply immediately. With the help of this book, you can improve in some way every day. □

—reviewed by Terrence Fernsler

#### Leadership Tactics You Can Use Today

- Set three priorities for the coming month. Plan to spend 75% of your time working on these critical focus areas.
- Approach every encounter with a commitment to listen, learn, and hear the underlying message.
- Start a journal to capture your thoughts, feelings, and ideas.
- Do something outside of your normal routine. Stepping out of your comfort zone offers some of the best learning experiences.
- Ask yourself three questions: How can I show up as a leader today? What can I communicate today? Who can I develop today?



### Debit Fee Reductions Mean Savings for You

Congress recently passed legislation commonly known as the Durbin Amendment, charging the Federal Reserve Board to determine a standard interchange fee for processing a debit card transaction. They decided the new interchange fee would be capped at 0.05% + 21 cents.

It's not often that government involvement means lower costs for nonprofits, but this time you could realize some significant savings, particularly if you accept a fair number of debit cards. There are a couple of things you should keep in mind as this new fee is implemented.

1. As with many legislative-based reforms, **there are complexities**. In this case, the cap only applies to debit cards issued by very large banks; it doesn't include those issued by smaller, community banks or credit unions. While large banks issue the overwhelming majority of debit cards, the fact remains that some debit card interchange fees will not change.

2. Processors aren't required to pass through these new lower interchange fees, so the best way to ensure that you get them is to **move to the Interchange Plus pricing model**. The Interchange Plus pricing model is the *only* model that will automatically pass through the interchange fees at their exact cost, including the new lower debit card fee.

3. As an added bonus, when you move to Interchange Plus pricing, **the new debit fee isn't the only fee that can be affected**. This model gives processors the ability to better analyze data and potentially offer you even more savings.

For more information, call MTG at 888-599-2209. □

### Nonprofit Job Creation Is Encouraging

Despite the economic downturn, nonprofit jobs continued to grow in 2010, rising nearly 1% over their 2009 level, according to a John Hopkins report. This contrasts sharply with the for-profit sector, where overall job losses have been registered for each of the past three years.

This is especially significant because nonprofit organizations now employ nearly 10% of all private workers in the United States, making the nonprofit workforce the third largest in the U.S., behind only manufacturing and retail trade, but far ahead of construction, transportation, and finance.

An overview is available at [http://www.ccss.jhu.edu/pdfs/NED\\_Bulletins/National/2011\\_Nonprofit\\_Jobs\\_overview.pdf](http://www.ccss.jhu.edu/pdfs/NED_Bulletins/National/2011_Nonprofit_Jobs_overview.pdf).

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### Everything You Hoped to Learn about Nonprofit Management

Despite its title and size (643 pages), *Nonprofit Management 101* (Jossey-Bass, www.josseybass.com) isn't a college textbook. It's a clear, comprehensive, and powerful compilation of tools needed to run a nonprofit organization. And although it's ideal for new nonprofit managers, experienced leaders will find pearls of wisdom here, too.

Each chapter is written by an expert in the field. Editor Darian Rodríguez has done a masterful job of assembling a full range of topics, including lists of do's and don'ts, resources, and tips on everything from hiring staff to raising funds.

But the book is far more than a toolbox of ways to develop an organization. It also provides the inspiration to do it well. This means accessing the spirituality of your work. It means opening up to collaboration without interest in who receives credit. It means accepting ambiguity, complexity, and the unknown. It means believing there are solutions to intractable social problems. It means taking a stand and determining how you and your organization can best be valued citizens. By providing fundamentals, trends, and possibilities, this book will help nonprofit leaders and aspiring leaders think critically and become open to building the best organizations they can. 

—reviewed by Terrence Fernsler



### A Journey to Your Best Self

In *Leadership from the Inside Out* (Berrett-Koehler Publishers, www.bkconnection.com), Kevin Cashman describes ways to develop yourself so that you can lead with authenticity:

- **Get in touch** with what's most important to you. Pay attention to what energizes you, expands your boundaries, and brings you happiness.
- **Be open to the learning and growth** contained in change. Challenge yourself to go against the grain.
- **Integrate reflection** into your life. Take time to meditate, read, enjoy music and nature, and keep a journal.
- **Eliminate damaging habits.** Poor lifestyle choices—alcohol, cigarettes, unhealthy food, poor exercise and sleep routines, abusive relationships—account for more misery, suffering, and imbalance than any other cause.
- **Listen to your inner voice**, and act on what you really think and feel vs. what others want.
- **Share your feelings, joys, and concerns** with others. Let your openness be the catalyst to open up the culture around you.
- **Develop awareness** of how your mind affects your body and how the body affects the mind.
- **Manage stress** effectively. Each time you face a stressful situation, ask, “What can I control? How can I influence this situation? What must I accept?” Take action on what you can control or influence, and clearly face what you cannot change.
- **Simplify** your life. Sort out needs vs. wants, and connect with your purpose.
- **Don't take yourself too seriously.** Humor and lightheartedness energize body, mind, and spirit. Harriet Rochlin wrote, “Laughter can be more satisfying than honor; more precious than money; more heart-cleansing than prayer.”
- **Limber up.** Develop emotional resiliency using the same principles you use for physical training: Stretch; don't strain. Micro-millimeters of daily progress are sufficient. 

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### Questions to Clarify Your Strengths and Weaknesses

- Imagine yourself listening to a friend describing you. What would your friend be saying?
- What situations bring out the best and worst in yourself?
- How would you describe your leadership “brand”?
- When have you felt most completely yourself—not meeting others' expectations but expressing who you are? What steps can you take to create more times like this?
- What do other people tell you that you need to work on or develop?
- What do you hope people will thank you for contributing at the end of your life?
- If you witnessed your funeral, what do you hope the eulogy would say?
- What new behaviors are you committed to practicing?
- What key things have you learned in times of crisis and change?
- When presented with a new experience, what is your first reaction?
- How agile and adaptable are you?
- What do you fear most? What do you value most?