

Building Leadership Capacity Across All Generations

Kelly Hannum, Center for Creative Leadership

Jennifer Deal, Center for Creative Leadership

Liz Livingston Howard, Center for Nonprofit Management at the Kellogg School
Northwestern University

Nancie Zane and Linshuang Lu, Praxis Consulting Group



As result of this session we hope you will ...



- Have a deeper understanding of the opportunities and challenges facing nonprofit organizations
- Gain an understanding of key characteristics of emerging nonprofit leaders
- Think about development and talent more broadly
- Develop leadership capacity for nonprofit organizations

Defining the Generations

POLL: What generation do you belong to?

- Silent Generation Born 1925-1945
- Early Boomers Born 1946-1953
- Late Boomers Born 1954-1963
- Generation Xers 1964-1980
- Millennial 1981-2000

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Sector Trends

- 1) The nonprofit sector is growing
- 2) The need for nonprofit leaders is growing
- 3) The demographics of the U.S. are changing
- 4) The type of leadership needed is changing
- 5) Investing in leadership development is difficult for nonprofit organizations

Opportunities & Challenges

- Changing Technologies
- Diverse Stakeholders
- Measuring Impact
- Combining Effort
- Work-life Fit Expectations
- Need for Development

Our Research

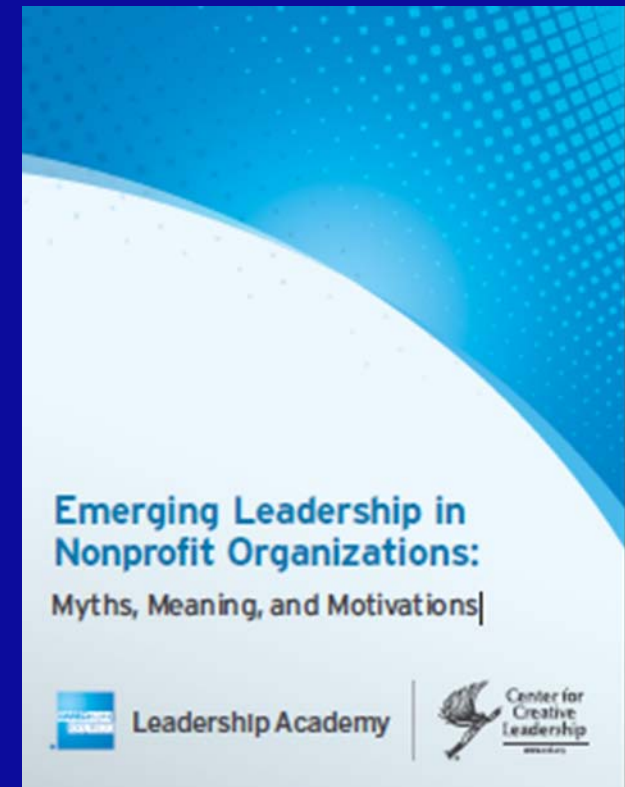


Research Partners

- Kelly Hannum, Jennifer Deal, Marian Ruderman, & Sarah Stawiski
Center for Creative Leadership
- Liz Livingston Howard
Kellogg's Center for Nonprofit Management
- Linshuang Lu & Nancie Zane
Praxis Consulting Group
- Richard Price
University of Michigan

Methods

- World Leadership Survey
- Focus Groups
- Appreciative Interviews



For whom is work life balance a concern?

- Millennials
- Gen Xers
- Baby Boomers
- People with family members they have to take care of (children, elders, etc.)
- None of the above
- All of the above

Trends

Work/Life Balance



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“We need space to unplug”

“We don’t think we could work at places where we would be expected to dedicate 24/7 to the mission of the organization—we want to be at places where attention to one’s own family and personal life was perceived as normal and where older people could model the lifestyle we want”

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Structure and Flexibility



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“We are conflicted. People want a hierarchy so they know how to advance, BUT want the freedom to innovate”. (Gen X)

Trends

Mission Matters

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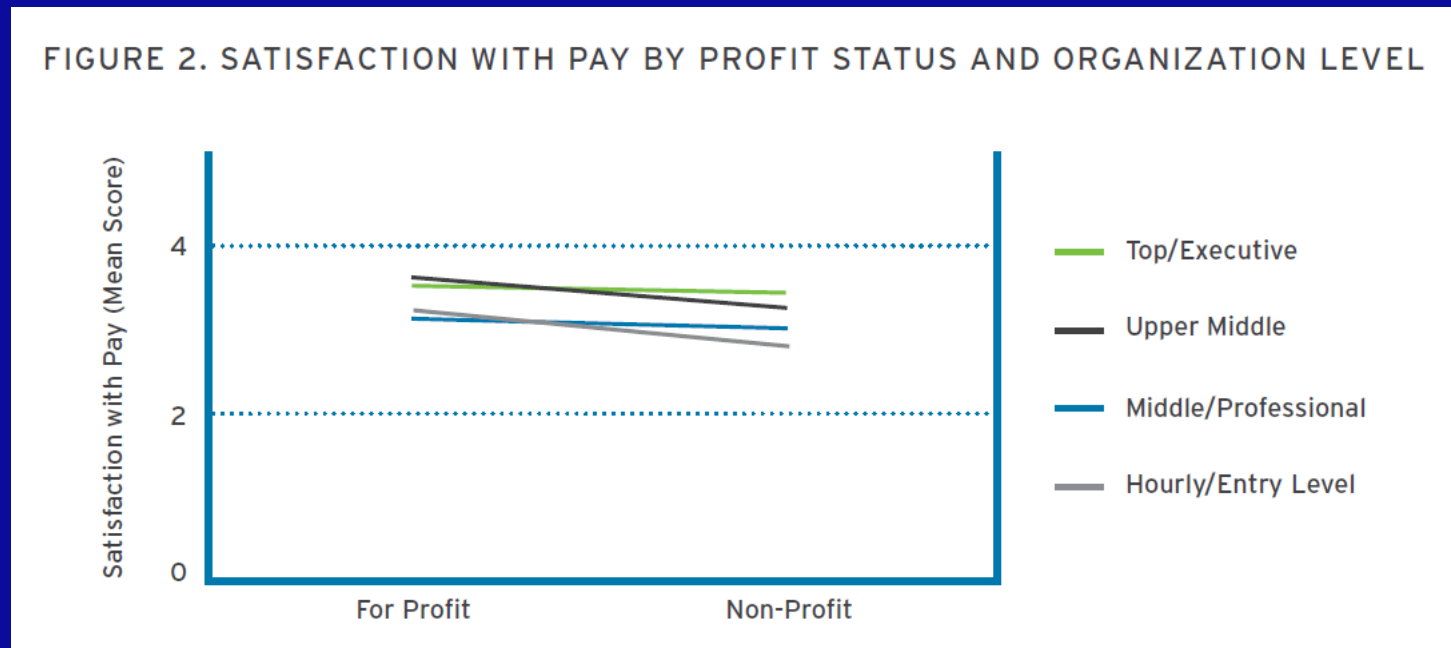
We want to connect what the organization does and progress made. For example, we want to hear: “It takes \$50 to support each child in our program. Because of the money you raised, you were able to provide this experience to X number of children”.

People need to feel a sense of ownership over what they’re doing; difficult to be part of putting together a cog and not see the whole wheel; it’s important to see the impact of all the strategic thoughts and actions”

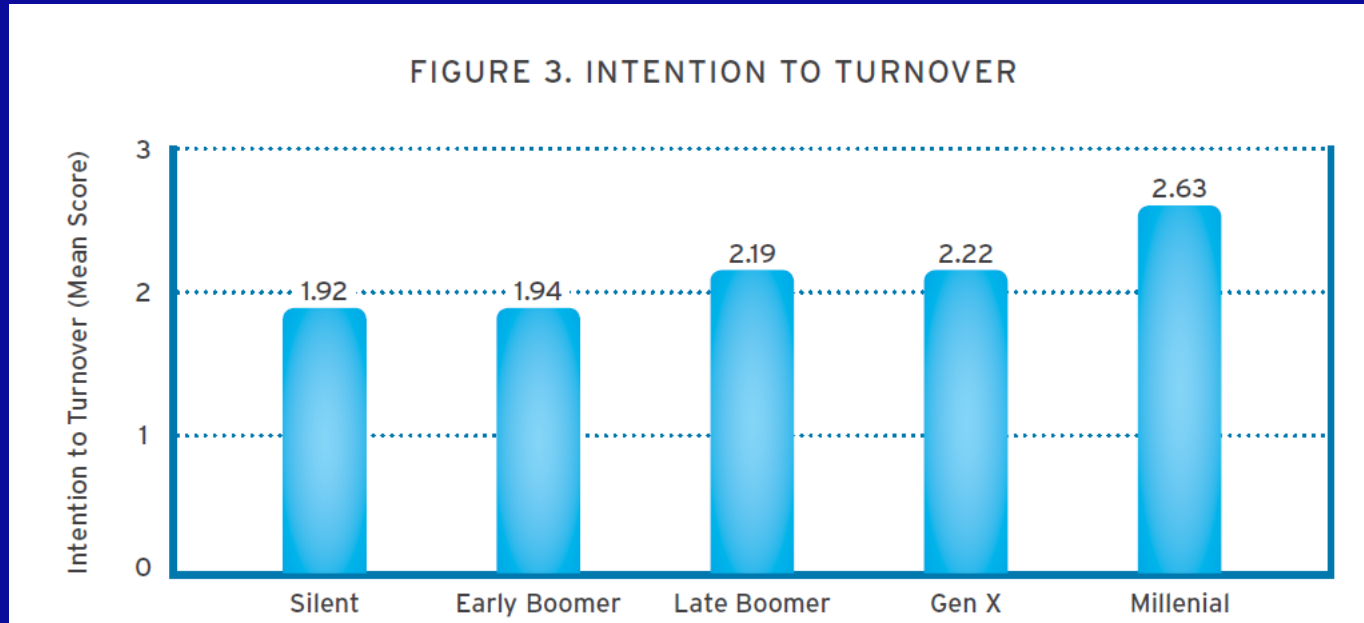
Trends

Mission Matters

- Financial incentives matter at lower levels of pay, less at higher levels

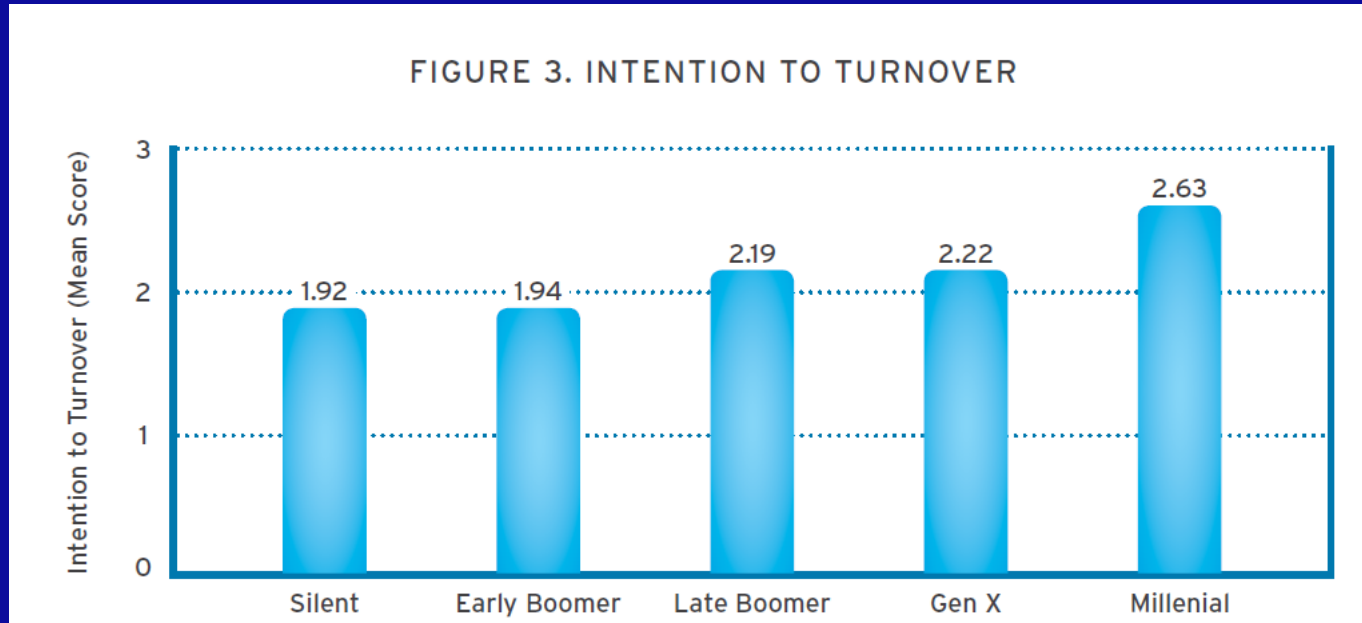


Trends Turnover



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“Today’s graduates are not looking for a career, but looking for experiences that will enable them to move from job to job.”

“I want to be married to a cause, not an organization.” (Millennial)

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Learning and Development



- Learning and development is important for all generations
- Key element for retaining younger employees

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“My peers will leave a job if they don’t see a clear way to grow and learn”

“I can’t imagine being in a place for 15 years. What motivates me is to learn new things and do new stuff; but I don’t believe an organization can keep reinventing itself to offer me new things. If I’m not learning, I lose my motivation.”

Trends

Learning and Development



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- Creativity and innovation

“I want to work at a place where it doesn’t feel like you’re taking a risk to be creative.”

Audience Question



- **Is this consistent with your experience? Feel free to comment.**

Trends Discussion



Are there other trends that you've observed that we haven't mentioned?

Recommendations of the Study

As they apply to the target audiences:

- Individuals
- Organizations
- Nonprofit Sector

Emerging Leaders

- Talk to organizational leaders about boundaries, expectations, development
- Seek a “personal” board of directors
- Frame your talents to illustrate value to the organization
- Understand the organization from different functional perspectives
- Help connect your work to the impact of the organization, help others do this
- Recognize symptoms of burnout in yourself and others

Organizations

- Invest in talent development/become a learning organization
- Focus on impact & quality of work, not just hours worked
- Don't rely only on metrics requested by funders
- Make the impact case to ALL stakeholders (including internal!)
- Provide a connection between performance goals for individuals and organizational impact

- Help leaders articulate a specific vision for impact and how that vision can be achieved
- Support cross-sector initiatives
- Support professional development opportunities for cross-sector learning as well as multiple levels of the organization, team learning
- Embrace technology based learning
- Promote talent development/succession planning across sector
- Recognize negative measures as learning tools, not punitive tools

Recommendations Discussion

- What have you done in your organization/sector around building leadership across generations?
- How have you used the generational lens to understand what is happening in an organization?
- As a capacity-builder, what have you done/seen?

Resources

- Emerging Leadership in Nonprofit Organizations: Myths, Meaning, and Motivations www.ccl.org/leadership/pdf/research/AMEXReportEmergingLeadership.pdf
- American Express NGen Fellows Report http://buildingmovement.org/pdf/ngen_fellows_09_report.pdf
- Grantmakers for Effective Organizations Investing in Leadership <http://giving.org.nz/files/geofunders%20volume%202.pdf>
- Bridgespan Group: The Nonprofit Sector's Leadership Deficit <http://www.bridgespan.org/learningcenter/resourcedetail.aspx?id=946>
- Retiring the Generation Gap by Jennifer Deal (Book)
- Working Across Generations: Defining the Future of Nonprofit Leadership by Frances Kunreuther, Helen Kim and Robby Rodriguez (Book)