Leadership as a Process: Implications for Emerging Leaders

NOVEMBER 2013
Global Youth Leadership & Engagement Workgroup

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1. Opening (5 min)
2. Opening Question (10 min)
3. Presentation (25 min)
4. Group Discussion (30 min)
5. Concrete Application (15 min)
6. Closing (5 min)
Purpose

To tap your experience and lessons from leadership development to jointly explore models, strategies, and opportunities to support emerging leadership and engagement.
Outcomes

1. Insights and practical ideas about translating new leadership thinking into practice
2. Energized by engaging with each other
3. Diversity of perspectives, experiences, and wisdom
WHAT PRACTICES HAVE YOU SEEN THAT SUCCESSFULLY SUPPORT THE LEADERSHIP OF EMERGING LEADERS?
Presentation Overview

Framing:
Thinking about leadership development

External Factors

Supports Needed
- Leadership Development - examples
- Foundation Support

Emerging Leadership & Social Innovation
- Examples
Rethinking Leadership
Response Required for Different Problems

Technical

Critical

Wicked

Management

Leadership
Tackling “Wicked Problems”

We need new ways of working together, across silos

June Holley: The Network Weaver’s Handbook
Leadership as a Process

Individual Leadership
- Leader of Followers
- Setting Vision & Directing
- Control and Planning
- Exercising Power
- Leadership Hierarchy
- Centralized Decision Making
- Personal Claim or Blame
- Individual Responsibility
- Individual Intelligence

Leadership as Process
- Self as Leader
- Aligning Purpose & Actions
- Adaptive Action Learning
- Transparent Power Sharing
- Relational Shared Leadership
- Collective Input & Process
- Group Reflection/Learning
- Group Accountability
- Group Creativity & Wisdom
The Changing World Around Us

- Groups Organize To Advocate
- Shift In Power Dynamics
- Issues Less Localized
- Need To Support Innovation
Emerging Leaders & Social Innovation

- Agile
- Sustainable Impact
- Partnerships
- Learn From Failure
- Leverage Resources
Focusing on Collaboration

To what extent do you think collaborations across sectors are necessary for solving this societal problem? How well do you know people in other sectors that you believe could be helpful collaborators?

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<th>Question/Average</th>
<th>Necessity of collaboration = 4.6</th>
<th>Knowledge of potential collaborators = 2.5</th>
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<tr>
<td>Percent of Responses</td>
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<tr>
<td>1 Not at all necessary / Not well at all</td>
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<td>4</td>
<td>19%</td>
<td>15%</td>
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<tr>
<td>5 Extremely necessary / Very well</td>
<td>73%</td>
<td>4%</td>
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2009-2010 American Express NGen Fellows Project
Establishing Partnerships

“You need to have fishermen see and understand the benefits of becoming community stewards. They need to see that their actions will benefit their families and communities. At the end of the day that is one of the most important goals for conservation of the reef” (MAR Participant)
Taking Risks

1) Created first working prototype with limited funds

2) Trial and error

3) Grow one crop of sustainable mushrooms in an old paint bucket

4) Enough to demonstrate vision and create successful Kickstarter campaign
"There is a certain generation who have grown up being able to mash up, to tinker with, every system they've ever encountered, so they are meeting their relationship with government in a new way, with a new assumption: We can fix it. “ (Jennifer Pahlka, Founder and Executive Director)
Leadership Roles

Not Taking Leadership Roles

- Not Interested
- Not Supported

When In Leadership Roles

- Lacking Management Skills
- Unsustainable Model
Trying Different Models

Challenging hierarchical structures
“I served as a co-director in a nonprofit that traditionally had an executive director. I found the experience to be very positive. The co-director model made the ED role far more realistic and having a partner in advancing the organization’s mission was a very positive experience.”

(YNPN Survey, 2011)
LLC Example

- Creating Opportunities For Emerging Leaders
- Experimenting With Co-Leadership Model
- Investing In Infrastructure
- Emerging Leader Coach For ED
Supports Needed: Leadership Development

- More Skills: Business Plan
- Access To Networks
- Credibility
Creating Opportunities

Informal Network:
Participants of the program are creating new organizations and advancing within existing organizations. They are creating opportunities for each other and hiring other participants.
Creating a Global Network

Network Strategy:
Network of 880 emerging innovators, all CEOs and founders of their social enterprises.

Goal is to strengthen and scale up the impact of youth-led social ventures around the world.
Long Term Investment

Lifelong trajectory for emerging leaders
Many move on to pursue even bolder social change agendas

“I don’t see working in a nonprofit as necessary to bringing about social change.”
(YNPN Survey, 2011)
Foundation Support

- Support Experiments
- Capture Data
- Invest In Leadership Development
- Support Collaboration
WHAT IS CHALLENGING OR RESONATES WITH YOUR THINKING ABOUT EMERGING LEADERSHIP?

WHAT ARE YOUR EXPERIENCES AND OBSERVATIONS ABOUT LEADERSHIP SKILLS AND COMPETENCIES THAT ARE REQUIRED OF LEADERS IN THE 21ST CENTURY?

WHAT STRENGTHS DO YOU BELIEVE THE NEXT GENERATION OF LEADERS BRING TO LEADING IN THE CURRENT ENVIRONMENT?

WHAT DO YOU BELIEVE ARE EFFECTIVE WAYS TO SUPPORT EMERGING LEADERS?
WHAT IS ONE PIECE OF ADVICE YOU MIGHT OFFER TO OTHER FUNDERS ABOUT HOW TO SUPPORT EMERGING LEADERS GLOBALLY AND IN THE U.S?
“ONE WORD”
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<td>2009-2010 American Express NGen Fellows Project -- Final Report, July 2010</td>
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<td>Lean Impact Series: 10 Changemakers Using Lean Startup Methods For Greater Social Impact , Beth Kanter, 2013</td>
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<td>Next Shift: Beyond the Nonprofit Leadership Crisis, Building Movement Project, 2007</td>
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<td>Stepping Up or Stepping Out: A Report on the Readiness of Next Generation Nonprofit Leaders, Young Nonprofit Professionals Network</td>
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<td>YouthActionNet Yearly Reports, 2012 and 2013</td>
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