



# What Makes Today's Nonprofit Leader?

Two books illuminate the way to great leadership.

By Terrence Fernsler

## Improving Leadership in Nonprofit Organizations

*Edited by Ronald E. Riggio & Sarah Smith Orr. 320 pages. Hardcover. San Francisco: John Wiley & Sons, [www.wiley.com](http://www.wiley.com).*

**T**his guidebook, derived from a conference at Claremont McKenna College, is a valuable tool for leading organizations of today and tomorrow. Providing a wealth of ideas for leadership, it features chapters written by such experts as Francis Hesselbein, Florence Green, and Jay Conger. It discusses transformational, visionary, and servant leadership and how to bring together the best of all three.

In the book's conclusion, Sarah Smith Orr looks at all the ideas presented and finds the common threads. Effective nonprofit leaders ensure soul in the workplace. They embrace change, diversity, evaluation, and collaboration. They have integrity, perseverance, curiosity, empathy, respect for others, and — above all — passion for the organization's mission.

As Frances Hesselbein reminds us, "What we will do as a sector will determine the health, the quality, and the performance of the twenty-first century society." The challenge for leaders is to transform and innovate for the best results. This book will put them on the right path.

## The Nonprofit Leadership Team

*By Fisher Howe. 198 pages. Hardcover. San Francisco: John Wiley & Sons, [www.wiley.com](http://www.wiley.com).*

**T**o be successful, nonprofit executives must share leadership with the board. They must have a deep understanding of the board's responsibilities and their own.

Simply, the board governs, and the executive director manages. There is some overlap in these roles and a great need to work cooperatively. But if the board micromanages or the executive sets — rather than just recommends — direction, the organization will fall out of balance. Each person has a role, usually clearly delineated. For the organization to advance, all must work in concert.

This clear, concise book shows how an organization's leaders can work as a team to fulfill each of eight key functions. It also explores the impact that a variety of new management concepts and technological tools have on shared leadership. Whether you want to fix an imbalance or to understand why your team works well so that you can keep it that way, this helpful book will keep you on track.

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## Nonprofit *brief*

### Five Mistakes Managers Make

- 1. They base their solutions on assumptions.** Instead, they should have proper systems in place to tell them exactly where the problems are. They should involve employees in brainstorming solutions.
- 2. They dump unrealistic workloads on staff.** Instead, they need to help employees set their own goals and measure their own progress.
- 3. Their instructions aren't clear.** Instead, they need to ensure that employees understand not only what they are doing but why.
- 4. They are quick to point out problems** rather than focusing on what's working. It's important for managers to support employees with praise, encouragement, and rewards.
- 5. They don't trust their staff.** They act as dictators and think their way is the only way. Instead, they need to be coaches and partners, listening to their employees and helping them be their best.

— adapted from  
*Stop Managing, Start Coaching*, [www.comprehensivecoachingU.com](http://www.comprehensivecoachingU.com)