Why Emerging Leaders?
Purpose

Develop Emerging Leaders: An Organizational Approach is a strategic framework that will:

• **Infrastructure** to address leadership development

• A **common understanding** of leadership development.

• A **common language** for leadership development.

To identify the principles an organization must adopt and the practices they must integrate in order to successfully develop and retain leaders.
Developing Emerging Leaders: An Organizational Approach

Strategic Framework

Principles
- Develop a Vision
- Adapt to Change
- Think and Plan Strategically
- Assess and Evaluate Effort

Practices
- Engage in Collaborative Learning
- Acquire and Share Capabilities and Knowledge
- Support and Maintain Effective Relationships
- Develop and Maintain Information and Organizational Practices
- Support Development and Planning

Indicators
- Support a Learning Culture
- Learning and Development
- Strategic Thinking and Planning
- Strategic Framework
Organizational Assessment

Explore how effectively your organization supports the development of emerging leaders.

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Framework Methodology

• Collaborative Approach

• Research
  – Review of existing research
  – Stakeholder interviews

• Framework Development
  – Testing
Literature Review

• Examined the projected nonprofit leadership deficit

• Explored leadership development as a response to this potential crisis

• Discussed the new realities of a diverse and inclusive workforce
The Nature of the Leadership Deficit

• Arising from both limited supply and increasing demand:
  – baby-boomer retirements
  – movement into different roles within or outside the sector
  – the growth in the size and number of nonprofit organizations

• In the mid 2000’s reports say 65-75% of senior leaders planned to leave by 2010 - 2011 research reports similar numbers leaving by 2015
Reframing the Leadership Crisis

• Turnover not the only issue
  – Non-profit structures often no longer fit today`s operating environment
  – The role of the executive director has become unattractive
  – Organizations are not promoting from within, bench strength is weak
Reframing the Leadership Crisis

• On the other hand . . . no dramatic turnover in leadership has yet occurred

• Research does not necessarily account for other mitigating factors

• The concept of career has changed for upcoming generations
Challenges To Developing Leaders – What Emerging Leaders Say

• Frustration with *lack of guidance and mentoring*

• Need improved *performance management and feedback* mechanisms

• *Generational differences* key stumbling block to current leadership development efforts

• *Outdated hierarchical organizational structures* are unattractive

• *Personal learning and development plans* the first choice of benefits
Challenges To Developing Leaders – What Current Leaders Say

- Lack of **performance feedback** hampers performance improvement and growth
- Majority of employers have experienced **intergenerational conflict** in workplace
- **Executive director role** perceived as unattractive
- Multiple barriers to providing **training and development** to employees
Developing Emerging Leaders

Focus on potential, not age

- Consider communities of practice
- Prioritize diversity and inclusivity
- Support networking
- Collaborate on training
Developing Emerging Leaders

- Advocate for funding support
- Educate future employees
- Offer more competitive compensation
- Invest in executive coaching, peer networks and leadership programs.
So, Now What?

- Identification of priorities and strategies.
- Development of partnerships to plan and deliver initiatives.
- Compile resources, tools and supports.