

CEO Corner

Entering the Fundamental State of Leadership

When we do our best work as leaders, we don't imitate others. Rather, we draw on our own values and capabilities. Robert Quinn, professor at the University of Michigan's Ross School of Business shares that the fundamental state of leadership is one we enter when an external force calls upon us to rise to the occasion - and with proper nurturing can be sustained.

In his article, *Moments of Greatness: Entering the Fundamental State of Leadership*, Quinn shares that we can make the shift at any time by asking ourselves - and honestly answering - four transformative questions:

1. **Am I results centered?**
(Am I willing to leave my comfort zone to make things happen?)
2. **Am I internally directed?**
(Am I behaving according to my values rather than bending to social or political pressures?)
3. **Am I other focused?**
(Am I putting the collective good above my own needs?)
4. **Am I externally open?**
(Am I receptive to outside stimuli that may signal the need for change?)

When we can answer these questions in the affirmative, we're prepared to lead. We boost the performance of the people around us and rise above the daily pressures. With a continued focus on these strategic questions, we create a sustainable high-performance culture.

read Quinn's full article at cfbroward.org/npm

Why Advocacy?



Lobbying by nonprofits is a powerful strategy for making people's lives better and for building stronger communities.

Common myths such as "it's illegal for nonprofits to do" or "it is for organizations that have lots of money," often inhibits nonprofits from taking the plunge into this important work.

Lobbying on legislation and engaging in public policy advocacy can be great for your organization. You can:

- **Raise awareness of your mission**
- **Mobilize members, volunteers, donors and board**
- **Attract media attention**
- **Establish and expand government investment in important social programs**
- **Reform laws and regulations that govern the operation and evaluation of your programs**
- **Confer benefits far beyond that of any one direct service program**

You should understand that the act of lobbying and other forms of advocacy is about positive change to laws that affect us and the causes we serve. Join us for our two-part **Advocacy Series** and learn how you can use this powerful tool for community change.

visit cfbroward.org/seminars today and register.

BOARDS IN ACTION

The Next Level

A new programs designed exclusively for graduates of the Boards in Action Leadership Academy. Your board faces increasingly critical challenges in an unprecedented economy. There is no going back to business as usual. To move forward requires you to envision a different future for the organization.

Turn national best practices into visionary results for the organization you serve through the Community Foundation of Broward's new Boards in Action - The Next Level program.

The Next Level features a new TEAM Meeting Series: Transform and Energize to Achieve your Mission.

This advanced program gives your board invaluable time together to engage in:

- thoughtful analysis of challenges and opportunities.
- frank conversation of issues and new directions for the future.
- facilitated discussions with national BoardSource experts.

You will leave each Next Level session with a fresh perspective and return ready to take your organization to - the Next Level.

Learn more about this exciting new program, at cfbroward.org/nextlevel

Board Corner

What Boards In Action Means to Us:

Clinton Perkins
Board Performance Development Specialist Broward Health
Chair, Broward Meals on Wheels



Clinton Perkins

In 2008, our board chose to participate in the Boards in Action Leadership Academy. A year and a half later, that investment of time continues to reap dividends for both individual board members and our organization.

What made the difference? A renewed sense of ownership.

Board roles, especially in strong established programs like Broward Meals on Wheels, run the risk of devolving into a once-a-month transaction rather than a committed relationship. As board chair, I have seen Boards in Action foster a renewed sense of ownership that encourages us to include our commitment to the organization in our everyday lives.

This commitment will help us meet future challenges, too. Boards in Action continues to provide the roadmap and compass to maneuver potential landmines along that journey. This is the value-added dimension to the Boards in Action program that endures long after the training is completed.

Having seen future possibilities, our board is motivated to continue developing our capacity. We recently held a board/staff retreat that included volunteer and client perspectives, and I am confident the Boards in Action framework will translate these efforts into improved results for our mission and programs.

We own our destiny at Broward Meals on Wheels, and the Community Foundation of Broward has set us on the right path to continue our commitment to serve. I am excited about the Boards in Action The Next Level program and hope to see you take advantage of these programs with me.

What We're Reading

Here are a few of the things we are reading at the Community Foundation of Broward that may be of interest to you:

The Pollyanna Principle. Veteran consultant and author Hildy Gottlieb provides a roadmap for the sector to rethink what it takes to create "effective organizations."

BoardSource's "Transformative Governance" series. Expand the definition of governance to include elements of leading an organization that is a piece of a whole rather than an end in itself.

access the more information about these topics at cfbroward.org/npm



Do we have your email address?

This newly designed edition of Nonprofit Matters will be arriving to you monthly. On alternate months you will receive a printed copy or email version. Next month, look for your e-digest.

Ensure you receive Nonprofit Matters. Email Laura Santos at lsantos@cfbroward.org to be sure we have your email address and accurate contact information.



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Nonprofit Matters

January 2010

Dates to Remember

February 4

Re-engage for Good Learning Lab
Develop meaningful ways to engage the retiring baby boomer population.

Advocacy Corner

Create the Community You Want
Learn the tools needed to build a successful and effective advocacy campaign.

PART 1

March 15

Build community and constituent involvement around your cause

PART 2

April 22

Effective Techniques to Create Action and Change

April 9

Grow the Pie: How Great Nonprofits Share to Advance Larger Causes
Explore ways to make collaboration an integral part of your core strategy.

for more information on these and other seminars visit our website at cfbroward.org/seminars

Emerging Forces:

What the nonprofit world will face in the new year

Though the economy may be stabilizing, the nonprofit sector will continue to feel the impact for years to come. Giving was off by an estimated 9% in 2009, all while demands for services continue to increase nationwide. In its December 9, 2009 issue, the Chronicle of Philanthropy examined trends that will shape how organizations will fare in 2010.

Consider the following:

Renewed Focus on Volunteerism. Though many nonprofits reported a drop in monetary gifts – watch for 2010 to show an increase in people giving of their time. Rethink what volunteerism and new work models can do to enrich your organization's work. Opportunities such as our February 4 Re-engage for Good training to inspire boomer involvement can help begin this process.

Governments are in crisis. County and city budget crunches continue. Expect continued and ongoing cuts as government entities struggle with declining revenues.

Full-Court Press for Modest Gifts is on. With giving not expected to rebound to pre-recession levels until at least 2012, many nonprofits will focus on small and medium-sized donations.

Watch for a Sharpened Eye on Pay Levels. Lawmakers are putting pressure on nonprofits over perceived excessive pay. The IRS has already begun to examine if federal rules that govern establishment of compensation levels are adequate.

visit cfbroward.org/npm for more forces shaping the nonprofit world in 2010