

Leadership for the Grantmaking Professional

Presented by Sonia J. Stamm
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*Leaders are people who do the right thing;
Managers are people who do things right.*

Warren G. Bennis

Goals for Today's Session

- Explore factors that define and influence leadership in philanthropy.
- Begin to assess leadership capacity and roles of staff, board, organization.

Factors That Influence Leadership

- Mission/Purpose
- Leadership Structure/Practices
- Stage of Development
- Other

Mission / Purpose

- Role
- Style
- Assessment

Leadership Structure

- Board
- Board Chair and Officers
- Executive Committee
- Executive Management Function
- Senior Staff
- Committee Structure
- Other

Organizational Stages of Development

Nonprofit Lifecycles Model

Stage 1: Idea

No formal organization, just an idea and personal mandate to fill societal, programmatic, or cultural gap in community.

Stage 2: Start-Up

Beginning of organizational operations in which mission, energy, and passion reign, but typically without corresponding governance, management, resources, or systems.

Nonprofit Lifecycles Model

Stage 3: Growth

Mission and programs have rooted in marketplace, but service demand exceeds structural and resource capabilities.

Stage 4: Maturity

Well-established org. with smooth operations and reputation for relevant, quality services.

Nonprofit Lifecycles Model

Stage 5: Decline

Services no longer relevant to market and decisions are self-indulgent, status-quo; declining program appeal creates insufficient operating income to cover expenses.

Stage 6: Turnaround

Having faced a critical juncture due to lost market share and revenues, org. takes decisive action to reverse prior actions in conscious manner.

Nonprofit Lifecycles Model

Stage 7: Terminal

Organization lacks will, purpose, energy to continue.

Adapted from Nonprofit Lifecycles
by Susan Kenny Stevens, Ph.D.

Capacity Areas

- Programs
- Management
- Governance
- Resources
- Systems

Areas of Leadership Impact

Decision Making

Orientation and Activities

Decision Making

- Mission
- Programmatic strategy
- Structure and culture
- Grantmaking strategy
- Guidelines for grantee relationships
- Evaluation

Thanks for your participation!

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