Leadership Development Roundtable
December 3, 2020

<u>Purpose of Roundtable</u>: Bring together people from different networks who have insights into new approaches to leadership to share their learning with each other and help inform the Testing Change project on where we might best focus a working group.

Key questions discussed:

1) What are some important aspects to how our approach to leadership and leadership development has changed in the past ~5-7 years?
2) What new approaches to leadership development do we know of that are being explored by other 'leadership development' oriented programs or groups? Do we have any stories of new approaches being tried by leaders and to what effect?
3) What key elements would we want to see in a peer learning initiative around testing some new approaches to leadership?

Question #1 – <u>Some important aspects to how approaches to leadership have changed</u>

- Greater need for empathy and emotional intelligence – can this be taught? practiced?
- An evolution (for more than just 5-7 years) away from leadership as top down and masculine to more empathetic, leading together (seen as female qualities), with these two approaches battling. (Is there better terminology we can use for comparative styles of leadership that help us move away from gender? human values?)
- Increasingly the trend is when leadership of CSOs change, new leadership is more likely to be young, female and a person of color. This can result in greater leadership challenges – dealing with implicit bias, raising money, wining the confidence of the board (and often competing with high expectations from younger staff).
- Better understanding behavior change and how to use it for effective and sustainable organizational change.
- Understanding ourselves and how we as individuals influence how we shape organizations (ie how do our personal perspectives and challenges come into the workplace? who holds power? how are leaders being challenged by others in the organization and stakeholder groups?)
- More focus on 'rupture' – trauma, healing, and race. This calls for dealing with conflict resolution skills and deeper conversations.

- More agile approach to leadership – the future is less predictable and therefore leaders have to be prepared to be "unprepared" and shift quickly.
- Leaders must be "double-edged thinkers" – always trying to predict possible negative consequences of any decisions they make, and plan to mitigate them.
- Most recently – big focus on resilience.

Question #2 <u>What new approaches to leadership development do we know of that are being explored by other 'leadership development' oriented programs or groups? Do we have any stories of new approaches being tried by leaders and to what effect?</u> (Actions being taken)

- Cohort/peer groups for learning and support using on and offline opportunities.
- Sharing power – may involve some rules as to how power is used and shared.
- Negotiating harder, deeper conversations needed for change (eg integrating LGBQT perspectives into a race focused organization).
- Using behavior change approaches for sustainable change (eg working with university students around energy usage in their dorms).

Question #5 <u>What key elements would we want to see in a peer learning initiative around testing some new approaches to leadership?</u> (*this may provide a 'menu' for working group participants to choose from*)

Skills sets around:

- Self-awareness
- Empathy
- Leading/negotiating deeper conversations (around power, race, etc..)
- Conflict resolution
- Co-powering (power sharing)
- Using behavior change for sustainable organizational change
- Developing and implementing wellbeing approaches for yourself and your staff
- Continuity and leadership transitions
- Understanding and applying systems thinking
- "Double edged' thinking (anticipating negative consequences of decisions and mitigating them)

Summary comments are from those who were able to participate in the roundtable (Joy Zawadi, Akili Dada, Kathy Reich, Ford Foundation, BUILD program, and Janet Daiziell (consultant, formerly with Greenpeace); as well as those who weren't able to attend but provided input via calls with Bonnie Koenig or email: Darlene Nipper, Rockwood Institute, Marina Nicolau, Academy of Change and Magda Mook, International Coach Federation

Resources shared

BUILD report https://www.fordfoundation.org/media/5787/niras_interim_report_final.pdf

Academy of Change curriculum on behavior change https://www.aochange.org/curriculum/

Wellbeing tools from a November 2020 workshop: Resilience as a leadership practice and Wellbeing.

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Summary by Bonnie Koenig
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