



Busy Work to Better Work Improving Productivity

Who among us hasn't complained of the endless emails, voicemails and meetings that get in the way of our "real work"?

The Harvard Business Review tackles this dilemma in its recent *The Boss as Human Shield* feature which reports that great leaders limit employee distraction, reduce organizational burdens, and eliminate trivial demands to protect the integrity and creativity of staff work.

As CEO, do you find your staff can get bogged down by nonessential tasks and responsibilities? If your answer is yes, then your organization's culture may need adjustment. At the **Better Work Not Busy Work: Improving Productivity** seminar on March 17, you and your team will examine the way you currently work to reveal the causes that limit productivity and learn how to adopt more effective strategies to remove those impediments. In doing so each team member can be productive, focused, accountable, and manage projects more effectively.

Facilitator Leo M. Tonkin is the founder and CEO of Distinctions, Incorporated, a strategic organizational and leadership development firm with offices throughout the United States. Leo has over 25 years experience working with entrepreneurial and high-growth companies to Fortune 100 companies to improve their performance, effectiveness, and productivity. In the early 1990s he collaborated with Stephen Covey to develop and deliver training programs based on best seller, *The 7 Habits of Highly Effective People*.

Learn how you can increase your productivity: go to cfbroward.org/Resources-for-Nonprofits/Seminars.aspx and register today.

Bookshelf: TRIBAL LEADERSHIP Leveraging Natural Groups to Build a Thriving Organization

Recommended by
Dr. Germaine Baugh-Smith, CEO, *Urban League of Broward County*

Dave Logan, John King & Halee Fischer-Wright

Book blurb: Traces how great leaders and their teams influence each other and maps out how to use this dynamic for success.

How did you come to read the book?

At the Community Foundation's Breakthrough Thinking and Action seminar, I was very impressed with facilitator Susan Rink of Distinctions, Inc. I felt such a connection and trust with her and her insights, that I went out immediately and bought the book she referenced, *Tribal Leadership*, not only for myself, but for my entire team. I believe in building people's libraries.

What did you get out of this book?

The book provides an overview of five stages of an organization's culture. Once you identify what stage your organization is in, you start at that chapter.

Ultimately the book suggests most tribes are in stage three - "I am great, I am well, I am fine," not in stage 4 - "We are great." The more that you're able to shift to collaboration and partnership, the better your organization will be. One way to make this shift is by discouraging tribe members from side grouping and by promoting the tribe in both action and language. A great insight was that as the CEO, you have

a responsibility to be the tribal leader and to cultivate the members of the tribe. The premise of the book is that you can't change people's thoughts and attitudes. You can change their language and language influences behavior.

How has this book influenced your thoughts on leadership?

If most companies are in stage three, then we really can't have the legacy impact that we all want as individual leaders or CEOs. This book makes me think more about my language and actions, and how I can encourage the entire tribe to move forward.

Would you recommend this book?

I would definitely recommend *Tribal Leadership*. The CEO of an organization should read the book first. Every year when the National Urban League meets with all of the CEOs for a week-long training; I bring a book. This year I'm giving *Tribal Leadership* to everyone. It's a great book for anybody in charge of a team, a tribe, or a tribe inside of a tribe and who wants to have long-term impact. It's in the legacy impact that we should be looking and *Tribal Leadership* helps align that focus.

Boomer Power - Access the Social Innovator



Tight budgets and a singular focus on social outcomes

ensure few leaders are more effective at sniffing out available resources than those in the nonprofit sector. Despite this, many CEOs may be ignoring a powerful resource - highly skilled and experienced Baby Boomers.

An American turns 65 every six seconds!

In Broward County alone there are more than 250,000 Baby Boomers considering retirement. Soon many will be looking to give back to their community and are willing and able to help your organization. According to a recent MetLife Foundation study, Boomers and pre-Boomers:

- Want to do work that helps others, now and in retirement
- Want careers that are about people, purpose, and community
- Have divergent attitudes about post-retirement work based on gender and race
- Don't think it will be easy to find second careers doing good work.

This opportunity comes at the perfect time for nonprofits who find themselves with bare bone staffs and increasing client needs. It is especially powerful for small organizations who cannot hire COOs or other management professionals. To begin the process

of finding qualified retirees with the right skills and knowledge, organizations must:

- **Change employment paradigms.** The new retiree requires more flexibility, creative opportunities and less drudgery. Assess your work structure, volunteer paradigm and employee engagement methods as a first step towards attracting high impact 'volunteers.'
- **Determine real needs** if your staff shrinks or your needs for skilled talent increases. First clarify your project and skill needs, not your body count. A special project may be better served by a part-time volunteer or staffer. Corporate America uses flex-time, job sharing, remote staffing and project driven consultants. Many retirees looking for meaning in an encore career would jump at one of these opportunities.
- **Invest in management** of this unique force. Although the strategies for managing these individuals are very different, finding the right person is just as important when filling a volunteer or part-time position as it is with any full-time opening. Learning these new strategies is worthwhile to access the extraordinary advantages experienced, knowledgeable and passionate Boomers can bring to your agency.

The Community Foundation of Broward's Re-engage for Good initiative works to bridge the divide between thousands of retiring and soon to be retiring Boomers and the nonprofit sector we serve. Volunteer managers, executive directors, board members and program directors can participate in our **Boomer Power: Access the New Social Innovator** seminar on March 25th to help assess your organizational needs and ways Boomer human capital can meet them. Facilitator Dick Goldberg is director of the Philadelphia based national *Coming of Age* initiative, which works with communities across the country to develop and/or access the Boomer talent pool.

For more information and to register go to cfbroward.org/Resources-for-Nonprofits/Seminars.aspx

Program Sponsors



A.D. Henderson Foundation

James K. Oppenheimer Fund
a Fund of the Community Foundation of Broward



Hudson Family Fund
a Fund of the Community Foundation of Broward



ForGood Awards

Winners Announced

Ron Malec is as unknown as the recovering addicts he serves, yet he has quietly helped more people in the second half of his life than most us will in a lifetime.

Malec, the driving force behind Fort Lauderdale's Keystone Halls' recovery program has been honored for these efforts as the first ever winner of The Community Foundation of Broward's For Good Awards. As a winner, Malec will receive an extensive scholarship to Leadership Institute courses and \$30,000 to invest back into Keystone Halls' programs.

The For Good Awards are part of the Community Foundation's "Re-engage for Good" initiative aimed at ensuring new retirees use their skills and interests to make a difference in their communities.

"Ron's decision to give back is one we hope the more than 500,000 Baby Boomers in Broward will emulate," said Linda B. Carter, president/CEO



For Good Awards winners: Pat Owen, Ron Malec and Jackie Rosen

of the Community Foundation of Broward. "These Boomers are members of the largest, healthiest, best educated generation to ever approach retirement. Imagine their impact if, like Ron, they devote the second half of life to social entrepreneurship that makes our community better."

Also honored were Pat Owen, whose Second Chance Society's Hand Up program provides clients the resources and training they need to become self sufficient, and Jackie Rosen, who spent the last 25 years channeling grief over her son's suicide into a passionate crusade to help prevent this all too common tragedy through education, advocacy, research and support. These finalists received \$10,000 each to support their causes.

Learn More
Visit cfbroward.org for more articles,
tips and breaking news.

Ensure you receive Leadership Matters
Email Corey Yugler at cyugler@cfbroward.org
to be sure we have your email and physical address.



1401 East Broward Boulevard, Suite 100
Fort Lauderdale, FL 33301
954-761-9503
cfbroward.org
Address Service Requested



Non-Profit
U.S. Postage
PAID
Permit #1307
Fort Lauderdale, FL



Leadership Matters

Winter 2011

Upcoming Events

Busy Work to Better Work: Improving Productivity

March 17
8:30 a.m. – 4:00 p.m.

Boards in Action Alumni Series Boardmanship - The Refresher

March 23
8:00 a.m. – 3:30 p.m.

Boomer Power Access the New Social Innovator

March 25
8:30 a.m. – 12:30 p.m.

Board Chair Network Positioning for Success Through the Chair

Learn best practices
to lead with confidence
March 31
8:00 a.m. – 10:00 a.m.

Building Your Dream Board

April 1
8:30 a.m. – 11:30 a.m.

CEO Coffee Talks

Nonprofits with
budgets over \$5M
21st Century Leadership
April 21
8:00 am - 11:00 am

Nonprofits with
budgets under \$5M
CEOs Leading Up
April 22
8:00 am - 11:00 am

More details at: [cfbroward.org/
Resources-for-Nonprofits/Seminars](http://cfbroward.org/Resources-for-Nonprofits/Seminars)

Building Your Dream Board

Is recruiting a great board of directors really worth it?
Absolutely - if you want your nonprofit to succeed.

A great board can mean the difference between successful growth and failure, but many CEOs struggle to find board members with the leadership, skill sets and connections they need. For many creating a great board may seem like an impossible dream. But it's not. Boards that succeed have an on-going board building process to ensure it is an integral element of their community outreach and fundraising practices. This recruitment has two main objectives:*

- ◆ **Board Replenishment:** Identify, cultivate, recruit and orient board members. This early step in the board recruitment cycle requires board profiles to identify strengths, weaknesses, opportunities and board compatibility. If the relationship works for both parties, a complete orientation saves you disappointment down the road. If the timing or skill set isn't right, invite them to support the organization as a friend, advisory board or task force member.
- ◆ **Strengthening Board Performance:** Involve, educate, evaluate, and rotate your board. Simple meeting attendance does not create a highly efficient and engaged board; it takes regular reports of successes and challenges. Annual board assessments can also promote greater involvement and allow necessary course corrections. Engaged boards are more likely to encourage staff development and innovation and allow organizational evolution.

Develop a board recruitment plan that helps you secure the best and brightest candidates at the Community Foundation of Broward's **Building Your Dream Board** seminar on April 1, 2011. Facilitator **James Mueller** works nationally with nonprofits to strengthen their strategic planning, fundraising, governance and board building. For the last five years, Mueller has worked with local organizations through the Community Foundation of Broward's Boards in Action-Leadership Academy to successfully create highly effective board building and governance practices.

Participants should come as a team and include at least one board member. CEOs, board members and governance teams are welcome. For more information and to register go to cfbroward.org/Resources-for-Nonprofits/Seminars.aspx

* Based on *The Board Building Cycle, second edition*, by Berit M. Lakey, BoardSource

