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## PREFACE

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When we think about the leadership of nonprofits, an image of the organization's CEO or director first comes to mind. But leadership in nonprofit organizations can take many forms. While the director may draw the most attention, the supervisory staffs of many heavily volunteer-dependent nonprofits do most of the real day-to-day leading, particularly if one views motivation as a primary leadership task. Moreover, boards play an important leadership role in nearly every nonprofit organization. And let's not forget the volunteers—many of whom play key leadership roles in other organizations and bring this leadership experience with them. So leadership is loosely dispersed throughout the nonprofit organization, and it is all held together by shared purpose.

The intended audience for this book is these very leaders of nonprofit organizations. Although the authors may have focused the most attention on nonprofit directors, they are also speaking directly to the supervisors, to the board members, to the staff and volunteers—to all who contribute to the leadership of the organization.

This book began as a two-day conference, the twelfth annual Kravis-de Roulet Leadership Conference, held at Claremont McKenna College on February 22–23, 2002. The intent was to bring together leadership scholars, experts in nonprofit issues, and practitioners and leaders in nonprofit organizations to share information and learn from one another. The goal of the conference was straightforward—to focus on improving leadership in nonprofit organizations, the

title of both the conference and this book. The scope of the conference was very broad, including such issues as the current and future challenges faced by nonprofit leaders, board management, motivation, compensation, leadership development, and program evaluation. Some issues (such as fundraising) were intentionally not addressed to make the content more manageable. Some individual papers were presented and panel discussions were held, along with discussions with the audience, which consisted primarily of nonprofit leaders, scholars, and students. Presenters and panelists later prepared the chapters that make up this book.

This book is intended to be a “guidebook” for leading nonprofit organizations rather than a “handbook” of nonprofit leadership or management. There are plenty of the latter. Usually, handbooks are written by experts in managing nonprofits and are “how-to” types of books. The chapters in this volume are more designed to stimulate a nonprofit leader’s thinking and to point out new directions and new ideas for leading that are all well-grounded in theory, research, and practice.

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## Overview of the Contents

The book is divided into five parts. The first calls on nonprofit leadership experts—Frances Hesselbein from the Leader-to-Leader Foundation, Stephen Dobbs, coauthor (with Burt Nanus) of *Leaders Who Make a Difference* (Jossey-Bass, 1999), and Florence Green, executive director of the California Association of Nonprofits (CAN)—to discuss the leadership challenges and issues for nonprofit organizations.

Part Two focuses specifically on the leaders of nonprofit organizations. Drawing on his experience in initiating microcredit, self-help groups in rural Indian villages, K. M. Thiagarajan suggests that leading a service-oriented nonprofit is centered entirely on the organization’s mission and that this should be the driving force in guiding the venture. Ronald Riggio, Bernard Bass, and Sarah Smith Orr suggest that transformational leadership should be a guiding model for nonprofit leadership, showing the “fit” between transformational leadership and the demands of leading the nonprofit organization and presenting some evidence that suggests that transformational leaders of nonprofits do lead more effective organizations but calling for more research on transformational leadership in nonprofit organizations. A chapter by leadership ethicist Joanne Ciulla points out some of the current and future ethical challenges that nonprofit leaders must deal with, and economist Kevin Hallock compares the compensation of for-profit and not-for-profit leaders and implications for their motivation and sustainability. Finally,

Georgia Sorenson presents new research that looks at issues of succession in the leadership of nonprofit organizations, paying particular attention to concerns to when an organization's founder steps down.

The two chapters in Part Three spotlight nonprofit board leadership. First, leadership scholar Jay Conger compares highly functioning for-profit boards with boards of nonprofit organizations; then nonprofit practitioner-consultant Susan Scribner analyzes dysfunctional and functional boards.

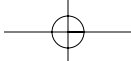
Part Four offers a different perspective, looking at issues related to the organizations that leaders lead. Gill Hickman begins with what she calls "organizations of hope"—for-profit companies that have a commitment to social action, establishing synergistic collaborations with nonprofit organizations and encouraging their employees to engage in community service. Hickman believes that these organizations of hope will provide important leadership for social change and responsibility in the future. Researchers Mark Snyder and Allen Omoto, renowned experts on volunteerism, discuss the motivations of volunteers and suggest strategies to assist nonprofit leaders in managing and motivating a volunteer workforce. A chapter by Craig Pearce, Youngjin Yoo, and Maryam Alavi completes this section. They discuss the notion of shared leadership and the important role it plays in leading nonprofit organizations, using a study of social workers to illustrate the point.

Part Five is the "nuts and bolts" section, offering nonprofit leaders some tools for both effective leadership and personal development. It begins with Tom Reynolds's chapter on leading the strategic planning and execution process. Victor Sohmen presents a model for leading nonprofit projects and discusses the kind of leadership needed to work in these decentralized units. Noted evaluation scholar Stewart Donaldson offers a very valuable model for program evaluation in nonprofit organizations, using examples from some wide-ranging programs that he and his associates have evaluated. Paul Arsenault focuses on the ongoing development of nonprofit leaders and suggests strategies nonprofit leaders can use to develop their leadership capacity. The book concludes with a chapter by Sarah Smith Orr, noting the common threads among many of the book chapters and offering a positive model for looking at leadership and life in the nonprofit organization.

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Preface

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