

EXCERPT

Leading Out-of-the-Box Change: The Chief Executive's Essential Guide To Achieving Nonprofit Innovation and Growth

By

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BEATING THE ODDS

I wrote *Leading Out-of-the-Box Change* to arm you with very detailed, practical, down-to-earth guidance that you can put to immediate use — in your nonprofit or public organization and even in your personal life — in beating the odds and accomplishing significant out-of-the-box change. The guidance that I share in the following pages draws on contemporary planning and management theory, but I don't waste your time by merely summarizing what other authors have written on the subject of change. Rather, all of the advice and counsel in this very practical guidebook is based on my work as a senior executive in the nonprofit and public sectors and as a consultant to over 500 nonprofit and public organizations.

Accomplishing significant change and building solid board-chief executive partnerships have been my twin professional foci and passions for over twenty-five years, and the wisdom I share in this guidebook has been thoroughly tested through my work with the governing bodies, chief executives, and senior executives of international and national associations, economic and community development corporations, public school districts, postsecondary educational institutions, providers of health care, aging and social services organizations, and public transportation authorities. Of course, changing in major ways always involves some risk, and hence requires a good dollop of courage, but the advice and counsel in this guidebook will help you keep the risk within reasonable bounds.

Leading Out-of-the-Box Change consists of three main chapters and a Postscript:

Chapter One: Powerful and Passionate CEO Leadership

Every successful out-of-the-box change process I've observed has been led from the top down — by the organization's chief executive officer, serving as the organization's Innovator-in-Chief. Working closely with her governing body, the change-savvy CEO wears three hats as Innovator-in-Chief: Chief Process Designer, Chief Motivator, and Chief Enabler.

Chapter Two: Out-of-the-Box Change Planning And Management

This chapter describes the Change Investment Portfolio Process, a powerful, thoroughly tested approach for accomplishing out-of-the-box change. The Portfolio Process involves: identifying and analyzing out-of-the-box issues in the form of opportunities for growth and challenges facing your organization; selecting the issues on which your organization should focus now; and fashioning and implementing change initiatives to address the selected issues. Successfully accomplishing out-of-the-box change also depends on a dedicated management structure that is separate from the structure for managing day-to-day operations.

Chapter Three: Intensive Governing Body Involvement

The governing body — whether a board of directors or trustees, a city council, or county commission — must be your organization’s preeminent “change champion” if you are to accomplish out-of-the-box change. Only your governing body has the authority to adopt plans and strategies and to commit financial resources to implementing out-of-the-box change initiatives. Also, strong, consistent board backing for your chief executive officer is critical to countering the normal human resistance to change and, consequently, getting initiatives implemented.

Postscript: Up Close And Personal

Building the capacity to lead out-of-the-box change is not only critical to organizational success in a changing, challenging world, but it is also the key to individuals’ leading fuller and more satisfying personal and professional lives. The principles and techniques discussed in Chapters One, Two, and Three can, with appropriate tailoring, be applied by individuals in planning and managing their own growth and development.

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