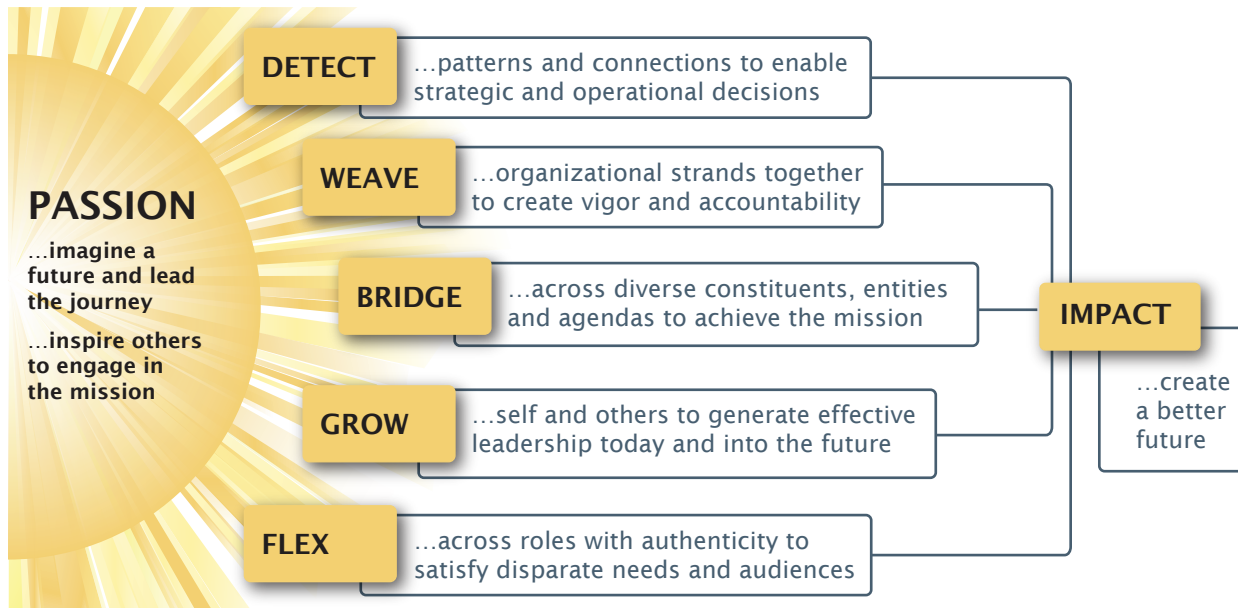


GUIDANCE FROM SAROGA

The Saroga Leadership Model



As you consider what behavior changes would work best for your situation we offer these suggestions to jumpstart your thinking. Here are some actions our clients have tried with great success. Good luck.

PASSION

- Do a self-assessment to explore how connected you feel to the mission. If it just got lost in the heat of daily activities build time into each week to take specific actions that link directly to the mission. If you just can't turn that switch on any more, speak with someone about burn out.
- Build story telling into your staff meetings. Take turns sharing successes in the field that demonstrate the value of the work.
- Create opportunities to speak externally about the mission and progress of your work. As you prepare your remarks focus on the fundamental beliefs and values that drive the work. Rehearse your speech in front of others so they can give you feedback about your intensity level.
- If you feel the passion but cannot convey that in your presentations, especially in group settings, seek out resources to amp up your presentation style (such as a speech writer or an acting coach).

DETECT

- Step back and reflect for a few hours on how and where your organization is connected to others. Draw a diagram to illustrate this. Identify 1-2 places to strengthen those ties for greater impact.
- Before enacting a new policy, program or task spend some time with colleagues mapping possible intended and unintended consequences over the long term.
- Do a deep dive root-cause analysis (e.g. use a Fishbone or equivalent tool) on a subject rather than using the assumptions you have used for the past few years.

WEAVE

- How good are the conversations in your organization. A high quality conversation is a proxy for effective decision-making. Assess the quality of dialog in your organization and especially on your team. Take actions to create a safer environment for more diverse points of view.
- Take a look at how the organization is structured. Does it pass the common sense and easily understood tests? Is it highly idiosyncratic built on history or personalities? If you determine that the structure does not fit the current organization needs and/or creates an obstacle to success embark

on a redesign. Ask for outside help and perspective to get this done.

- Set clear and measurable standards for success. Consistently hold people accountable to meet these. If you find that you are too lenient in assessing achievement, begin having more direct and honest discussions with staff. Rehearse with a trusted role model.

BRIDGE

- Put yourself in the shoes of a staff member or volunteer for a day. See things from that vantage point. Immediately afterwards make one new decision based on your insights.
- Concentrate on getting alignment rather than agreement on key decisions (everyone supports the decision as if it were their own rather than a consensus-driven decision which is the first choice of all parties). If you have a habit of overusing consensus, pull it back.
- Engage in effective listening skills. Ask open-ended questions, ask for more details, paraphrase what you have heard and offer supportive feedback or build on the idea.
- Take on the role of facilitator in meetings with key partners. Focus the group on hearing all points of view, finding the common ground and crafting specific follow up actions. Offer your own opinion only when necessary.

GROW

- Identify a recent difficult situation and assess how you could have handled it differently. Talk it through with a trusted advisor for feedback. Practice the new approach.
- Every week assign projects to staff that will grow their skills. Make a checklist to be certain you are fairly distributing the opportunities. Be certain you give your highest potential staff roles with greater responsibility.
- Find a task that is outside your own comfort zone, and tackle it.
- Read something about leadership from outside your immediate nonprofit space (e.g. military leadership).

FLEX

- Make a list of things that you and only you can do versus things that can be shared among the team. Delegate all the tasks that are not essential to your role.
- In the course of each day develop the habit of asking, "Is this urgent OR important?" Each time you are prioritizing how you spend your time.
- Ask yourself how comfortable you are wearing so many different hats in any given day or week. Do you wish your role was more.
- Contained or do you enjoy jumping from one thing to another? If you are not comfortable with role shifts, do some reading about resilient leadership and determine if there are small things you can do to relax into this.

IMPACT

- Take an honest look at how much attention you give to tracking projects. If you cannot account for the progress and concerns of the top 5 initiatives, add project updates to your schedule. You can attend those team meetings or institute a protocol in your staff or team meetings to routinely monitor these key activities.
- Do you say yes to everything? Have you veered off the strategic focus of the organization to partner with everyone who comes to your door? Gather your team together to revisit the alignment of mission, strategy, priorities and initiatives and make clear choices about what to pursue and what to let go of. Remember that 80% of effects are derived from 20% of actions. Develop a decision making protocol to maintain this focus.
- Initiate new practices for continuous innovation. These can include a physical/electronic board for process improvements, ending each staff meeting with New Ideas, charging teams with finding new ways to achieve better outcomes or bringing in speakers to stimulate the staff's thinking.

360

Contact Saroga at 360@saroga.org to explore how our services and programs can support you and your organization.

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