

LEADERSHIP competencies

IN THE NONPROFIT SECTOR

MAJOR SHIFTS IN OUR WORKFORCE



Greater job precarity



2/3 of leaders plan to retire in next 5 years¹



Young people are not seeing the sector as a career path²



Pressures for impact and accountability from funders, donors and the public



Changing demographics - aging workforce, increasing diversity, increasing inequality and urbanization

WHAT DOES THE SECTOR NEED? LEADERSHIP THROUGH 7 KEY ROLES

Different skill sets will be needed at different points in an organization's development, and over the course of leaders' careers.



BUILDER

Builds strong, adaptive and diverse organizations and relationships



THINKER

Anticipates change, assesses data, creates strategy, supports learning



MENTOR

Supports staff growth, demonstrates empathy and trust, models perseverance and resilience



STORYTELLER

Communicates the mission and vision, champions the organizational brand



INNOVATOR

Encourages experimentation and risk taking, embraces change, adapts to dynamic environments



CONNECTOR

Develops networks, shares knowledge, collaborates, listens for diverse voices



STEWARD

Strengthens capacity through technology, demonstrates accountability, promotes effective governance

FORCES AND PRESSURES ON LEADERSHIP



Leadership is not fixed at the executive level



Depends on type of nonprofit, resource base and stage of development



Advances in technology



Competition/ blurring of lines with other sectors who are also doing social good



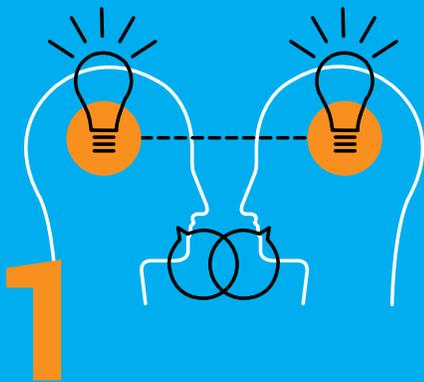
Economic, social, environmental and political pressures



Resource challenges

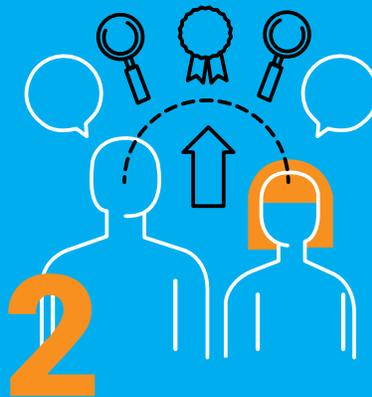
RECOMMENDATIONS: WHAT CAN WE DO TOGETHER?

Nonprofit-driven solutions!



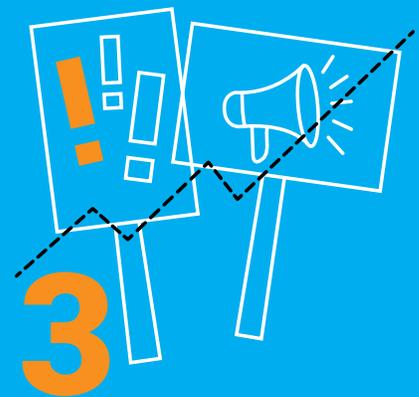
1 Shift organizations to nurture new leadership structures and share leadership.

- › Create more open, flexible and connected organizational models. Share decision making, and exchange of information and ideas.
- › Make organizations less hierarchical and more collaborative.
- › Assess your organization, review HR policies, embed in performance evaluation, use in hiring.



2 Create and amplify sector-driven solutions

- › Tell the story of why your organization matters and what's the value of the nonprofit sector.
- › Ensure diversity and inclusion is integral to organizations.
- › Develop leadership through programs, paid internships, apprentice programs, job swaps and secondments, conferences and professional development.
- › Identify and develop talent together as a sector.
- › Recognize experience-based learning, not just formal, credentialed learning.



3 Advocate for change at the systems and policy levels

- › Request more labour force data (Workforce Planning Boards, Stats Can).
- › Create a compelling case for sustainable funding to support leadership ([funding reform](#)).
- › Develop workforce public policy ([decent work conditions](#)).
- › Fight inequality and marginalization.

Read more in our report: [Leading our Future: Leadership Competencies in Ontario's Nonprofit Sector](#)



Your turn! What solutions will you advocate for?

What promising practices do/will you use? theonn.ca/leadership