



Passion, Productivity, and Profit

Effective management for non-profit organizations

About the Presenter

Mark McNamer

- Manager, Client Services - Headway Emotional Health Services(Formerly The Storefront Group)
- Provide Administrative Oversight to Multiple Program Supervisors
- 15 Years Non Profit Management Experience (Mental Health, Homeless Youth, Corrections)

Workshop Objectives

- To distinguish the difference between leadership and management
- To learn how to train and empower employees to be effective and productive
- To provide insight into organizational culture and effectiveness

Workshop will focus on administrative supervision

Passion = Productivity = Profit

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Passion Defined

A strong or extravagant fondness, enthusiasm, or desire for anything: a passion for music.

- Know your employees “passion” – both work and non work related
- Utilize that passion to your advantage (Praise Strengths Often)
- Passion must be contained (Accountability – address concerns immediately)

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Passion

- What are some traits of someone that has a passion for what they do?
- How do we tap into that passion?

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Productivity Defined

The quality, state, or fact of being able to **generate, create, enhance**, or bring forth goods and services: The productivity of the group's effort surprised everyone.

- We are a service driven field
- Monetary or service driven we need to act efficiently with our resources
- Tap into employees passion to **generate, enhance, create** effective services

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Profit Defined

The monetary surplus left to a producer or employer after deducting wages, rent, cost of raw materials, etc.: The company works on a small margin of profit.

Advantage; benefit; gain.

To be of service or benefit

To make progress

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Profit

- Contained directed passion = productive employees = profit (more \$'s is the ultimate goal)
- Profit can be more than monetary: client success and successful agency outcomes are of **advantage, benefit, or gain**
- Examples: Increase student success in school, Improve a clients anger management skills, regulate a clients medication (**to be of service or benefit, to make progress**)
- SROI: Social Return on Investment - is a principle based method for measuring extra-financial value relative to resources invested

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How do significant life events shape who we are?

Think about significant life events and how they effect your current decision making process and work style

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How do significant life events shape who we are?

- Large Irish Catholic family twin brother and I are the youngest of 9 (7 boys, 2 girls)
- 8 out 9 siblings graduated from college
- Grew up in Middle Class South Minneapolis Neighborhood
- Father was a HS Math Teacher/Coach, Mother was a Store Clerk
- Attended a Catholic grade school and Mpls Public HS
- Was a student athlete at a small Liberal Arts College in Western MN
- Worked in a small rural town in Iowa for 3 years post college before returning to Twin Cities
- I have spent 20 years in the social service field
- Married with 3 children (4, 7, 10)
- Have become actively involved in my community through City Commissions committees, and volunteer coaching

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How do significant life events shape who we are?

What "life events" might affect my decision making process and work style?

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Understanding Your Co-workers

We all have life experiences that shape who we are!

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Understanding Your Co-workers

Think of a someone you work well with, what are the traits you value in that person?

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Understanding Your Co-workers

Think of someone you tend to clash with, what traits do you dislike about this person?

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Understanding Your Co-workers

What things does this person do well?

Would these things be of any value to you in your work?

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Understanding Your Co-workers

How do you get what you need from this person?

- Focus on the positive
- Figure out how to navigate the negative (example: what traits do you dislike)
- Approach them in a way that makes sense to them not you
- Value their opinion/perspective
- Set boundaries
- Work at the relationship!

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Effective Leadership

Joyfields Institute – Strategic Planning & Evaluation for Evidence-Based Human Services

David L. Meyers
Interim Director
Murtha Institute for Homeland Security
Indiana University of Pennsylvania

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Effective Leadership

- “Life is change, growth is optional. Choose wisely.” Clark & Anderson, 1995
- Change is common, but significant organizational growth (i.e., long-term, positive, and planned change) requires strong leadership.
- Exercise (David Meyers)
 - Think of someone who you believe is an effective leader. What makes this person an effective leader? What does being an effective leader mean to you?
 - How do you distinguish between being a leader and being a manager?

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Effective Leadership

What makes a great leader? (Carter, 2006)

- Effective leaders:
 - Are collaborative and clear about their vision and goals
 - Give their team members permission to excel
 - Provide direction while limiting criticism
 - Are optimistic, passionate, and willing to take risks
 - Are eager listeners and able to share power and credit
 - Possess and share knowledge and skill, at substantive, political, and interpersonal levels (i.e., good communicator)

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Leadership Qualities

Six Important Leadership Qualities (Bennis, 2003)

- **Integrity:** Align words and actions with inner values
- **Dedication:** Time and energy to get the job done
- **Magnanimity:** Give credit for success, accept responsibility for failure
- **Humility:** Not superior to others, treat others as equals
- **Openness:** Listen to ideas of others, suspend judgment
- **Creativity:** Think of and consider new and different viewpoints, see things others have not seen.

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Leader vs. Manager

“Leaders are people who do the right thing; managers are people who do things right.”

Warren Bennis, 1989

- Leaders ask what and why. Managers ask how and when.
- Leaders focus on the horizon. Managers focus on the present day and the bottom line
- Leaders are willing to challenge the status quo. Managers accept the status quo.
- Leaders develop new strategies and partnerships. Managers employ chosen methods and practices.
- Leaders lead people. Managers manage things.

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Empowering Employees

Leadership is also about empowering others, in order to build the organizational culture.

Employees feel empowered when:

- They feel they are significant and make a difference in the organization's success
- Learning, competence, and mastery of skills are valued throughout the organization
- There is a sense of being part of a team and community
- Work is exciting, stimulating, and challenging

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Leadership Philosophy

- Leadership can occur at any level of an organization. It's a way of behaving, not simply holding a particular organizational position.
- Strong leaders are typically guided by a well-articulated and communicated leadership philosophy. (see handout)
- Exercise #3: (David Meyers)

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Leadership Philosophy

Exercise #3

- How do you view the leadership at your agency?
- Are employees empowered at your agency?
- What areas are in need of improvement?
- Do you have a written leadership philosophy?

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Organizational Culture

What is organizational culture?

- Prevailing assumptions, values, expectations, and norms that characterize the leadership, management, interactions, and daily operations of an organization.
- Dictates the way things are done; type of people the organization attracts and retains; who exercises authority; what behaviors are rewarded (both formally and informally); and how staff view their job and role.

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Effective Organizations

Exercise #4 Organizational Culture (David Meyers)

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Effective Organizations

Exercise #4 Organizational Culture

- How is your organization perceived internally and by other organizations and the community?
- Is your organization perceived as being committed to helping your clients achieve success?
- Are the formal and informal structures of your organization consistent with each other?

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Effective Organizations

Effective Organizations:

- Have committed staff with low turnover and high job satisfaction
- Support collaborative internal and external relationships
- Adopt and sustain evidence-based programs and practices
- Ensure service availability, responsiveness, and continuity as high priorities (i.e., serving clients is high priority)

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Effective Organizations

Effective organizations have been found to be:

- **High in Proficiency**
 - The agency expects employees to be competent, have up-to-date knowledge, and place the well being of clients first
- **Low in Rigidity**
 - The agency expects employees to have flexibility in their work; employees not required to closely follow bureaucratic rules.
- **Low in Resistance**
 - The agency expects employees to be open to change and new ways of providing services.

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Effective Organizations

Staff of effective organizations have been found to be:

- **High in Engagement**
 - Experience a sense of personal accomplishment, involvement and concern in working with clients
- **High in Functionality**
 - Believe they receive the cooperation, support, and recognition they need to do their jobs
- **Low in Stress**
 - Do not feel emotionally exhausted and overloaded in their work

Effective Organizations

Exercise #5 Organizational Effectiveness (David Meyers)

Effective Organizations

Exercise #5 Organizational Effectiveness

- How affective is your organization?
- Is your organization in need of further culture assessment and positive change?

Employee Empowerment

Preparing the organizational Culture for Growth

- Recognize that significant change takes time and effort
- Leadership modeling is essential (i.e., walk the walk)
- Need to listen and collect information
 - Meetings, focus groups, surveys, etc.
 - Examine current Organizational culture in detail

Empower staff through collaborative leadership

- Management teams should include staff from various parts and levels of the organization
- Build leadership and support at all levels over time
- Increase collaboration and reduce conflict

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Case Studies

Kieran Folliard – Owner, cara irish pubs

- Kieran's (Mpls.), the Local (Mpls.), The Liffey (St. Paul), Cooper (St. Louis Park)
- Strong focus on Customer Service
- Management is key to success – view employees as an asset as opposed to a cost center
- Employees receive full benefits and receive part ownership in the company
- “Treat the customers with respect, but also your vendors and your fellow employees - you cannot work anywhere in our pubs if you don't treat your fellow employees with great respect. I don't care if you're the best chef in the world – someone in the kitchen who does not treat the dishwasher well cannot work with us.” (Kieran Folliard)

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Case Studies

Minnesota Twins – Major League Baseball

- Winner 6 of 9 AL central titles since 2001
- “Small Market” team
- Promote players through their system
- Win from within philosophy
- Attention to detail
- Fundamentals and good attitude
- Team first philosophy

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Case Studies

The Current 89.3 FM – Jan 2005

- Think outside the box idea
- Deep ties to local music and community
- Wide variety of genres
- Each employee brings different perspective that is reflected in the variety of programming
- Focus on local artist and small labels
- Funded through 91% non-govt sources

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To do list

- Tap the passion and strengths of others in your organization
- Empower your employees
- Effective leadership is key to success
- Know your organizational culture
- Become an observer of good management
- Research successful organizations in your area
- Read the business section
- Be patient change takes time

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