

Leadership Transition for Building Resilience

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framework

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Question we are discussing

- How can smaller organisations and CBOs evolve their leadership to become more resilient ?

Outline of this session

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- What are the challenges & risks for leaders of growing CBOs?
- Helpful models of evolution of organisations
- How to build resilience through developing leadership

What are the challenges for leaders of growing CBOs?

- Heavy responsibilities – they have to decide everything
- Well-known personality – everyone comes to them
- Growth of a successful organisation beyond original capacity
- Underdeveloped systems to support all the work
- Board has not evolved
- Limited funding for admin or management

Internal / personal challenges

Leaders of CBOs may face some of these challenges:

- Founder syndrome: protective of their 'baby' (the CBO)
- Not able to make time for developing others in the organisation
- Staff may have become used to doing things in a certain way
- Hard to let go and allow staff to be more involved
- Little or no personal support in their role
- Worry over the future

Challenges for leaders of growing CBOs

Discuss in small groups:

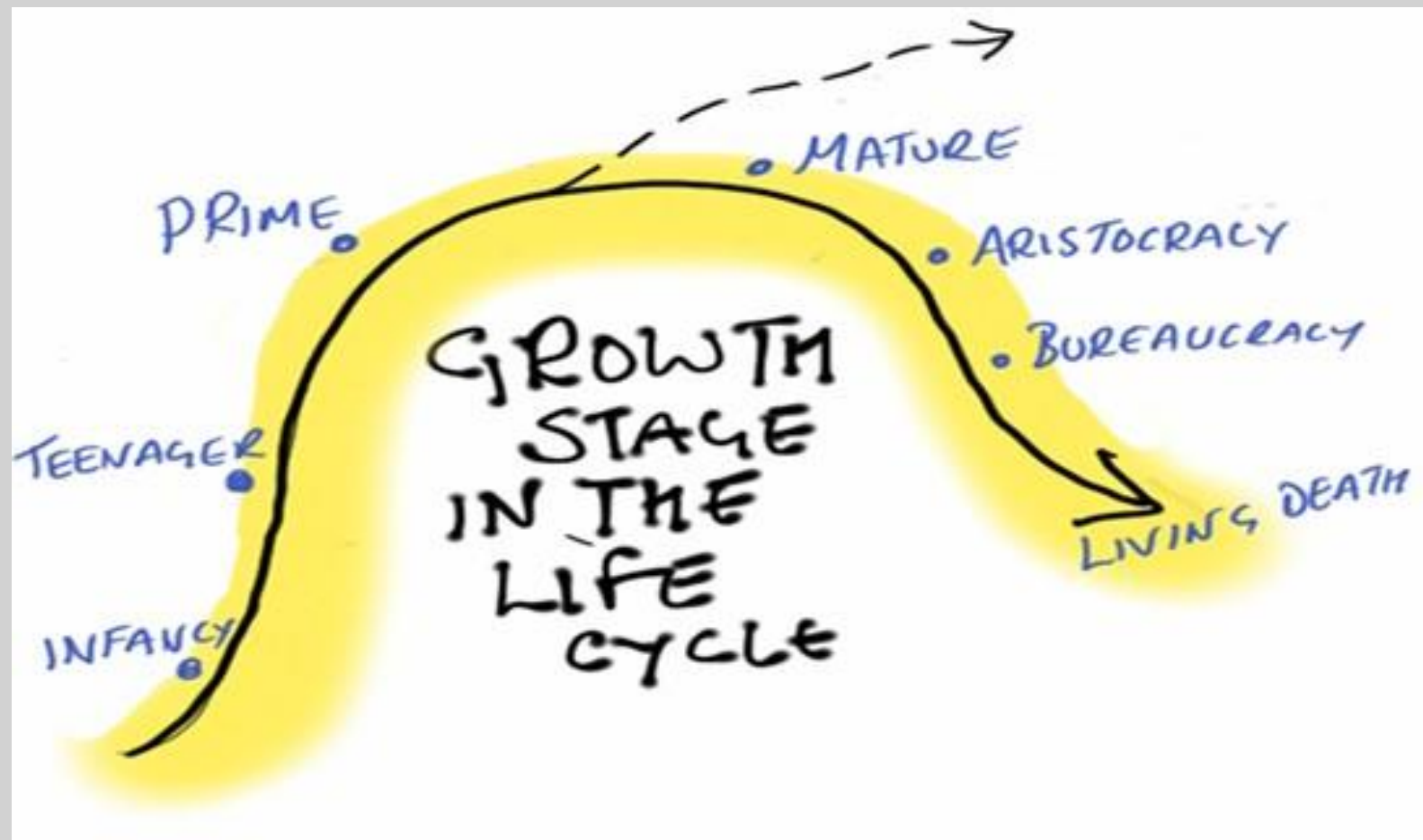
What is your experience of challenges faced by leaders of growing CBOs?

10 minutes

Risks to the organisation

- Over-dependency on one person for work getting done
- Reputational risk if accountability not managed well
- Loss of credibility with community if key person leaves

Organisational life cycle



Growth phases of an organisation



Resilience is...The ability to bounce back after a shock, change or setback.

5 aspects of resilient organisational leadership:

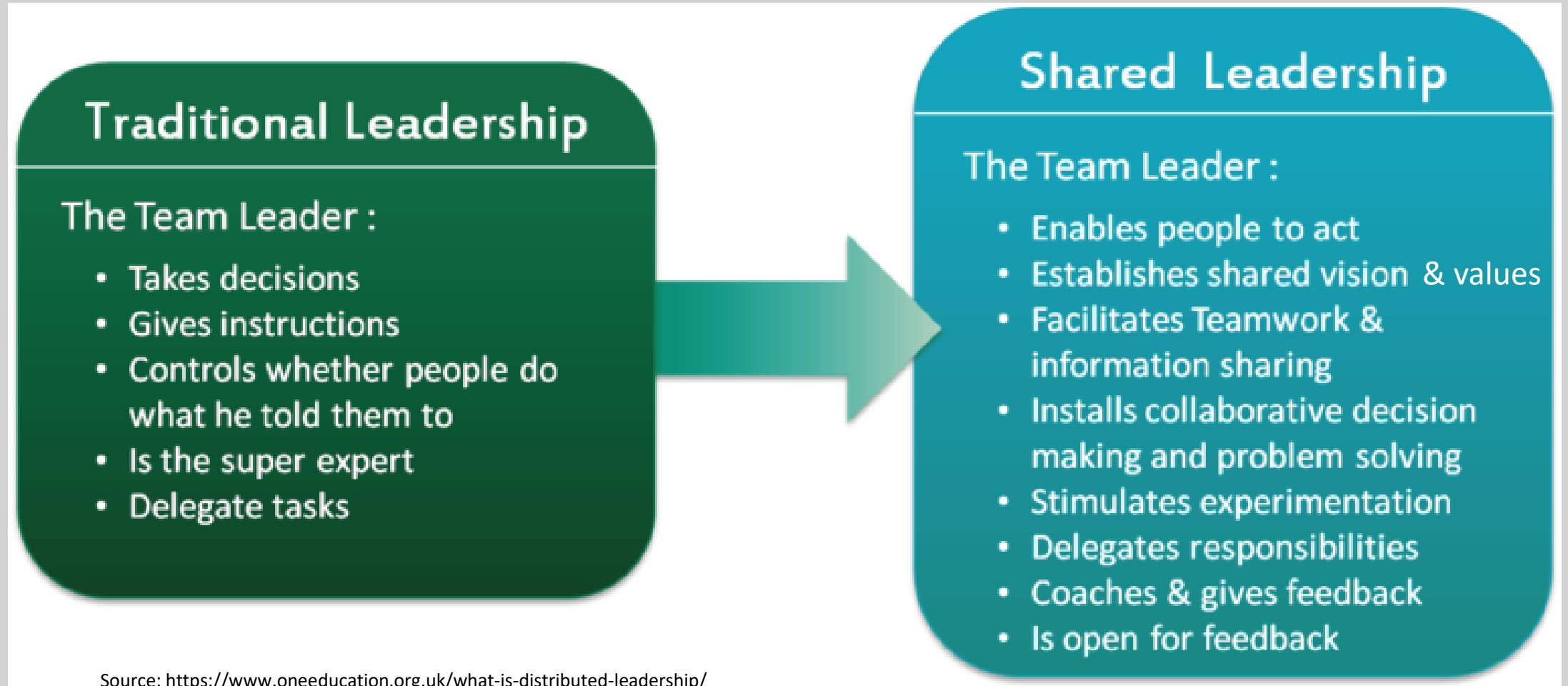
- Be prepared – think ahead for your organisation's growth
- Be adaptable – enable staff and board to take leadership roles
- Be collaborative – encourage working with other organisations
- Be trustworthy – do what you say and put values into practice
- Be responsible and authentic – keep close to the community you serve

Leadership transitions

Here are four main approaches to leadership transitions:

- Changing expectations over the role of the ‘founder’
- Developing staff and volunteers
- Growing the role of the board
- Evolving to distributed leadership

Distributed leadership



Source: <https://www.oneeducation.org.uk/what-is-distributed-leadership/>



Source: <https://www.barefootguide.org/bfg1-illustrations.html>

From this.... to this....



Small group discussion:

Choose a group to discuss some practical ideas for how to:

1. Help the Founder / Director evolve their role
2. Develop the leadership skills of staff and volunteers
3. Empower the board
4. Encourage distributed leadership

15 minutes

Final thoughts...

- Plan ahead for leadership transition
- Organisations are not all on the same path to BIG!
- Change will look different for each organisation – depends on many things including vision, culture, context and history.