**CHAPTER ONE**

bd00028_

**UNDERSTANDING WHAT LEADERSHIP AND MANAGEMENT IS**

**“Integrity means living it *myself* before leading others!” (John Maxwell)**

**FOREWORD BY PROFESSOR LINDA COOPER**

Leaders, managers and adult educators in Africa and countries of the South often face difficulties in finding education materials that are both educationally sound as well as appropriate to our context.

This book, compiled by Frank Julie, will be an extremely valuable resource to those in non-profit organisations (NPO’s) who are wanting to develop their leadership potential and skills as well as those working in the field of training in organisation and leadership development.

The book combines a thoughtful, critical understanding of the theory and politics of leadership development with practical resources for effective skills development.

In addition, it is grounded in the history of organisation-building in the context of the developing world, and combines the collective wisdom of generations of organisation-builders with a sensitive understanding of the challenges of building new layers of leadership who will be able to take their organisations effectively into the future.

The book is written in an engaging and challenging style. It encourages its readers to rethink their assumptions and develop a critical ‘gaze’ not only on their organisations and social context, but also on themselves, and its holistic approach emphasises not only the politics of the organisation, but also the politics of ‘self’.

Adult education staff at the University of Cape Town has enjoyed a long and fruitful relationship with Frank Julie, and we are very gratified to see him making this important contribution to the development of leadership in organisations.

***Professor Linda Cooper***

***Head: Centre for Higher Education Development***

***University of Cape Town and***

***Board Vice-Chairperson of the International***

***Labour Research and Information Group (ILRIG)***

***April 2006***

**Leadership and management in the non-profit organization**

Chapter 1.The context: Understanding what leadership and management is

**A: The struggle of leadership and management**

Many definitions have been postulated for what leadership is. For example, John Maxwell tells us that “Leadership is influence. That’s it! Nothing more and nothing less! He who thinketh He leadeth and hath no one following him/her is only taking a walk.” [[1]](#footnote-1) I don’t think this definition adequately explains what leadership is. In any case, we all exercise influence over others whether consciously or unconsciously a point that Maxwell himself acknowledged at a later stage. This is how he put it: “Did you know that each of us influences at least ten thousand other people during our lifetime? So the question is not *whether* you will influence someone, but *how* you will use your influence (his emphasis).[[2]](#footnote-2)

In *The Servant as Leader,* Robert Greenleaf defines effective leadership as people who serve others and while they serve, “Do those being served grow as persons: do they, while being served, become healthier, wiser, freer, more autonomous, more likely themselves to become servants? *And* what is the effect on the least privileged in society; will she or he benefit, or at least, not be further deprived?” He then continues: “I would now add one further stipulation: “No one will knowingly be hurt by the action, *directly* or *indirectly*.” (his emphasis)[[3]](#footnote-3)

In *The Leadership Challenge*, James Kouzes and Barry Posner quotes Vance Packard as stating that, “Leadership appears to be the art of getting others to want to do something that you are convinced should be done.” They identify five leadership practices common to successful leaders namely: “***Challenging the Process*** (referring to leaders as pioneers, willing to step out into the unknown. They are people who are willing to take risks…) ***Inspiring a Shared Vision*** (Every organization, every social movement begins with a dream. The dream or vision is the force that invents the future. Leaders inspire a shard vision. They breathe life into what are the hopes and dreams of others and enable them to see the exciting possibilities that the future holds.) ***Enabling others to act*** (Exemplary leaders enlist the support and assistance of all those who must make the project work. They encourage collaboration, build teams, and empower others.) ***Modelling the way*** (Leaders must also have detailed plans. They must steer projects along the course, measure performance, raise funds, and take corrective action.) ***Encouraging the heart*** (People do not start their work each day with a desire to lose. It is part of the leader’s job to show them that they can win.)”[[4]](#footnote-4)

According to Max Du Pree “The first responsibility of a leader is to ***define reality***. The last is to ***say thank you***. In between the two, the leader must become a ***servant and a debtor***.” Quoting a friend, he states: “Leaders don’t inflict pain; they ***bear pain***.” He continued: “The signs of outstanding leadership appear primarily among the followers.” … Leaders should leave behind them ***assets and a legacy***. …Leaders need to be concerned with the ***institutional value system*** which, after all, leads to the ***principles and standards*** that guide practices of the people in the institution. …Leaders are also responsible for ***future leadership***. They need to identify, develop, and nurture future leaders. Leaders are responsible for such things as a ***sense of quality*** in the institution…” Effective leaders encourage ***contrary opinions***, an important source of vitality. …Leaders owe a certain ***maturity***. Maturity as expressed in a sense of self-worth, a sense of belonging, a sense of expectancy, a sense of responsibility, a sense of accountability, and a sense of equality.” …Leaders owe the corporation ***rationality***. Rationality gives reason and mutual understanding to programs and to relationships. It gives visible order. …Leaders owe people ***space***, space in the sense of freedom. Freedom in the sense of enabling our ***gifts*** to be exercised. We need to give each other the space to grow, to be ourselves, to exercise our diversity. We need to give each other space so that we may both give and receive such beautiful things as ideas, openness, dignity, joy, healing, and inclusion.” …Leaders are obligated to provide and ***maintain momentum***. Momentum comes from a ***clear vision*** of what the corporation ought to be, from a well-thought-out strategy to achieve that vision, and from carefully conceived and communicated directions and plans which enable everyone to participate and be publicly accountable in achieving those plans.”[[5]](#footnote-5)

The Berkhana Institute led by Meg Wheatley and Bob Stilger defines a leader as “…***anyone who wants to help, who is willing to step forward to make a difference in the world.”*** (my emphasis). According to them the world is blessed with an abundance of these leaders.[[6]](#footnote-6)

For me ***leadership is struggle***, a ***struggle for life***! It is a struggle that manifest itself both in a ***personal context*** (in your own life) and in the ***organizational context*** (within an organization). It is important to differentiate between personal leadership and organizational leadership. In the first case, you have no choice but to lead yourself in your own life. The quality of training you received from your parents will contribute greatly to your ability or inability to lead your own life. Your life is your biggest project and you are always in charge. Failure to exercise leadership in your project of life will result in you having to face the consequences. If you are married or live with others dependent on you, they will all suffer the consequences. In this case, you have no choice.

But in organizational leadership ***you have a choice***. This is the defining difference between personal and organizational leadership. If your actions as a leader lead to the destruction of the organization, then you have the moral duty and responsibility to decide if you are fit or unfit to provide leadership. ***You have to make a choice.*** You cannot wait for others to act against you, to force you to jump ship. Trying to find excuses or blaming others is one of the worst crimes by someone who professes to be a leader.

Authentic leadership is born through struggle both within (your inner struggle) and without (your external environment). I remember this story by Robert Fuller that best describes for me the struggle of leadership:

A group of farmers used to travel weekly to the town market to deliver their potatoes. Before embarking on this weekly journey, they used to arrange the potatoes in an order from big to small. This practice took them considerable time and energy. But there was another farmer who did not follow this ritual. Instead of arranging the potatoes from big to small, he used a different method. Travelling to the market, he took a rocky road full of bumps and potholes. When he arrived at the town market the big potatoes were all lying on top and the smaller ones at the bottom.

What is the moral of the story? Leadership is born out of struggle. The big ones always rise to the top through obstacles, through struggle. The key to authentic leadership for me is captured in this story. There can be no life except through struggle and the essence of true leadership is to face this struggle. Any attempt to take short cuts and avoid this struggle can only lead to misleading others and fooling yourself. People who have no history of a bumpy road in their progression to leadership, should not as a rule, be entrusted with leadership in an organization. This is dangerous and setting them up for failure. When their personal lives are in tatters, the more reason not to entrust them with this responsibility. They can only become a danger to themselves and others.

**ELEMENTS OF EFFECTIVE AND AUTHENTIC LEADERSHIP PRACTICE:**

Leadership is ***vision***, i.e. the ability to see a reality that does not yet exist. It is the will to defy the constraints of a current reality, to stretch oneself mentally. It is the determination to think the impossible and then to put plans in place to achieve the impossible. There can be no choice to lead without having a vision. Leadership without vision represents the past, a movement backwards, reverse thinking. It represents stuckness in a comfort zone, the blind leading the blind.

To have a vision is to align you to the future, to live with creative tension. Creative tension holds the possibility for forward movement, to move to higher levels and lift you up; to stretch yourself. And the first place to stretch yourself is in your mind. Moving to higher levels allow the leader to live with and embrace risk taking, to live with uncertainty and ambiguity, to live with and embrace your vulnerability and coming to terms with your inner fear for failure.

The importance of vision should not be taken lightly. If leadership is about struggle then vision is the solution we offer society to overcome and guide that struggle. It should be a vision that defies the constraints of a current reality. It is about moving out of your comfort zone and learning to live with disturbance all the time.

Leadership is about ***responsibility***. Remember, Stephen Covey talks about “response-ability”. Leaders have the ability to respond to their circumstances and not just to play victim to what is happening to them. You can never lead authentically unless you cast aside the victim mentality, thinking that the whole world is against you. People who suffer oppression and abuse of all kinds tend to fall in this trap. For as long as you think you are a victim then you cannot move to act, to change your circumstances. You always expect the perpetrator to act first. They must change before you change. Needless to say, no change will take place.

Effective leaders rid themselves of this victim mentality and take charge of their own life and the life of the organization. They don’t blame the donors for not funding them or changes in the external environment. In short, they refuse to play the blame game. They act and act decisively to impact on their external environment, knowing they have the inner power to bring about change through taking responsibility.

Kaplan says that leadership is also a ***privilege*.** “Privilege is, of course, a double-edged sword. It is gift which is bestowed, but also power to be wielded. Privilege brings power and leadership is nothing if it is not about power. Intrinsic to the nature of power is its potential for abuse. Power does have the ability to corrupt, hence the importance of recognising the need to cultivate wisdom – the indefinable quality of maturity – rather than relying merely on skill and knowledge. It is equally necessary not to deny or avoid the attribute of power, nor to diminish its value. Without power, a defining characteristic of leadership is lost.” [[7]](#footnote-7)

Leadership is about ***focusing***, about knowing what *not* to do. In a world of more and more choice, effective leaders know what to do and what not to do. They follow one of the most important laws in organization - ***the law of concentration***. They know that to build effective organization they cannot dissipate their energies. It must be concentrated. Especially in a non-profit environment, where there is a constant lack of resources, concentration is vital. In my experience I always deal with organizations that are trying to do too much, having too many objectives. In the end they hardly meet any of the objectives because they want to be everywhere. The result is that they are nowhere.

Effective leadership is about ***focusing your energies*** on the needs where you can make the biggest difference based on your available resources. This is not easy for non-profits. Born in the struggle to address human needs, and driven by the passion to make a difference to human lives, we want to do as much as we can. In the pioneer stage of our work we tend to want to help everyone. But this is only a stage and should be recognised as that. It is important that out of the focus on quantity is born the need to focus on quality, on where the biggest impact can be made after your pioneer period of experimentation.

To focus also means to let go, to decide what ***not*** to do. It means to make sacrifices, to give things up. And the word sacrifice comes from the word sacred. To be sacred means to be spiritual, to come into touch with your spirit. To let go and make sacrifices can be very painful at times. And this makes it difficult to lead. Without the ability to let go, to make sacrifices, the leader will try to please everyone, ***competing for popularity***. It becomes a constant battle to avoid the difficult decisions, to avoid the short term pain. I have learnt over the years that you can decide to either have *short term pain and long term gain* or *short term gain and long term pain*. Bad leaders go for short term gain, for instant gratification, and in the end destroy their organizations.

Precisely because leadership is about struggle it is also a ***calling*** and must be practised with dignity. It is about inspiring (not only motivating) others to act. The word ***inspiration*** derives from the word ***spirit***. Leaders always try to get in touch with their inner spirit. You can only inspire if you get in touch with your own spirit and stay in touch with it. Not many people in society are fit for organizational leadership. My estimation is that only between 15%-20% of people are fit to occupy positions of organizational leadership. To think everybody can occupy this position is wishful thinking. This does not mean that when people have proved themselves in others areas of their lives (both personal and organizational) that they should not be afforded the opportunity to lead. But don’t leave them in that position when the signs of failure start to emerge. Remove them immediately before they do more harm to others and themselves.

Leadership is about ***discipline*,** the discipline to act decisively. Remember the word discipline comes from the word “disciple”. Leaders become their own disciples. They learn to follow themselves first. ***An effective leader is also an effective follower***. You learn to follow yourself first – your own cause! In a world of complexity, the leader can never know everything, nor profess that s/he does. This makes it imperative for the effective leader to allow others to lead at times, those who are specialists in their own areas of work. This can happen in many ways. You can mirror your staff or volunteers. When you do this then you work with someone in her/his department for a couple of days or weeks. It is the responsibility of the other person to educate you about what they are doing and how it links up with the bigger objective of the organization. Here you consciously play the role of follower. This can inspire your followers to become leaders themselves. It can cultivate their untapped potential. It also shows your humility and tempers any tendency towards elitism.

Remember, leadership is a disciplinein its own right and must be studied as such. It is an art and not a science. There is no set of techniques, rules or series of commandments with which a leader can arm him/herself and be assured of success. What you do today you may not repeat tomorrow. What works today may become obsolete tomorrow. In a world of ambiguity you can never know. You can only try. ***And if you don’t try you will never know!***

What is management?

Traditionally the term “management” refers to the set of activities and often a group of people, involved in five general functions namely, planning, organising, leading, co-ordinating and monitoring activities. Management is also the *process* by which certain predetermined ***objectives are achieved through the effective utilisation of resources***. This is how Peter Drucker puts it:[[8]](#footnote-8) “A manager, in the first place, ***sets objectives***. He determines what the objectives should be. He determines what the goals in each area of objectives would be. He decides what has to be done to reach these objectives. He makes the objectives effective by communicating them to the people whose performance is needed to attain them.

Secondly, a manager ***organises***. He analyses the activities, decisions and relations needed. He classifies the work. He divides it into manageable activities. He further divides the activities into manageable jobs. He groups these units and jobs into an organization structure. He selects people for the management of these units and for the jobs to be done.

Next a manager ***motivates and communicates***. He makes a team out of people that are responsible for various jobs. He does this through the practices with which he manages. He does it in his own relation to the men he manages. He does it through incentives and rewards for successful work. He does it through his promotion policy. And he does it through constant communication, both from the manager to his subordinate, and from the subordinate to the manager.

The fourth basic element in the work of the manager is the job of ***measurement***. The manager establishes measuring yardsticks…He sees to it that each man in the organization has measurements available to him which are focused on the performance of the whole organization and which at the same time focus on the work of the individual and help him do it. He analyses performance, appraises it and interprets it. And again, as in every area of his work, he communicates both the meaning of the measurements and their findings to his subordinates as well as to his superiors.

Finally, a manager ***develops people***. Through the way he manages he makes it easy or difficult for them to develop themselves. He directs people or he ***misdirects*** them. He brings out what is in them or he stifles them. He ***strengthens their integrity or he corrupts*** them. He trains them to stand upright or he ***deforms*** them. (my emphasis)

Every manager does these things when he manages – whether he knows it or not. He may do them well, or he may do them wretchedly. But he always does them.”

It is dangerous to see management and leadership functions as something separate. You need to have both. These days more emphasis is put on the leadership abilities of managers, e.g. developing vision and mission, setting clear objectives, mentoring and coaching others to achieve more, etc.

According to Scot Peck management can be regarded as the ***“profession of professions”***. The role of a manager is the most stressful and the profession of management is the most complex. Management is the youngest of professions. Some people are called to become managers but the majority is not. Management is a position of great ***power***. Some people with an unbridled lust for power seek positions of management for which they are unsuited and unqualified. Rather than a profession they are called to, it becomes a position they abuse![[9]](#footnote-9) They cling to the position not because of the responsibility it carries to perform but because of the financial benefits and social status it provides. In short, it feeds their ego!

Mindless promotion (without proper selection, induction, monitoring and evaluation) leads to the wrong people ending up in management positions. Some people also “drift” into management due to their seniority in the organization and because they are “academically” better qualified than others or simply high talkers. How did you end up in your management position? How did you qualify for this profession? What did you do to earn the trust of others to be managed and led by you? What sacrifices did you make to earn the respect of others?

There is a collective ignorance in our society that the role of leading and managing is more than just a job. The responsibility calls for more than just training or “capacity building”. The general tendency is for people who are great in performing in a particular department of work are automatically promoted into management. This is very dangerous. It is dangerous because it confuses technical ability (e.g. working on a computer or managing the books) with human ability, i.e. working with human beings. Human beings are complex organisms and working with them is a complex task. It requires an understanding of the highest order and a willingness to learn all the time. Mindless promotion is therefore a dangerous practice and can only undermine an organization.

**C: The differences between leadership and management[[10]](#footnote-10)**

|  |  |
| --- | --- |
| **Leadership** | **Management** |
| *Innovates* | *Administers* |
| *Focuses on people* | *Focuses on systems* |
| *Inspires trust* | *Relies on control* |
| *Long range perspective* | *Short range view* |
| *Asks what and why* | *Asks how and when* |
| *Eye on the horizon* | *Eye on the bottom line* |
| *Originates* | *Imitates* |
| *Challenges the status quo* | *Accepts the status quo (work within the constraints)* |
| *Does the right thing* | *Does things right* |
| *Get people to* ***want*** *to do what needs to be done* | *Get people* ***to do***what *needs to be done* |
| *Is original* | *Is a copy* |
| *Develops* | *Maintains* |
| *Is his own person* | *Is a foot soldier* |
| *Keeps his eye on the horizon* | *Keeps his eye on the bottom line* |
| *Has a long range perspective* | *Has short range perspective* |
| *Focuses on people* | *Focuses on systems and structures* |
| *Put emphasis on intangibles (the invisible)* | *Focuses on tangibles (the visible)* |
| *Deal with the unknown; unexplored territory; defy reality* | *Deal with the known; with what is; with constraints* |
| *What things mean to people* | *Deal with how things get done* |
| *Coping with change* | *Coping with complexity* |
| *Making happen what wouldn’t happen anyway. Working at the edge of what is acceptable* | *Exercise authority and influence to achieve levels of performance consistent with previously demonstrated levels* |
| *Create a common vision; motivate others to contribute to that vision; align self-interest to that of the organization; Focus on persuasion* | *Allocate scarce resources against organization objectives; set priorities and design work for the achievement of results; focus on control* |
| *Are architects* | *Are builders* |
| *Get extraordinary results from ordinary people* | *Get well-planned and well-executed outcomes* |
| *Achieves the unexpected* | *Achieves the predictable* |
| *Focus on principles* | *Focus on techniques* |
| *Ask “Is the ladder against the right wall”?* | *Climbing the ladder fast* |

**D: Leadership and Eldership:**

Another quality that goes beyond leadership is eldership. These are men and women of great wisdom that can only develop over years of experience. In the American Indian culture they are referred to as elders. This is a higher level of leadership – leaders in touch with their spirit.

*The differences between leaders and elders can be summarised as follow:[[11]](#footnote-11)*

|  |  |
| --- | --- |
| **Elders** | **Leaders** |
| Stands for everyone | Seeks a majority |
| Sees the trouble maker as a possible teacher | Sees trouble and tries to stop it |
| Tries to show the truth in everything | Strives to be honest |
| Supports democracy but also listen to dictators and ghosts | Supports democracy only |
| Try to get others to become elders | Try to be better at their jobs |
| Have no mind of their own; they follow the events of nature | Try to be wise |
| Takes only a moment to notice what is happening | Needs time to reflect |
| Always learn | Already knows |
| Studies the moment | Needs a strategy |
| Honours the direction of a mysterious and unknown river | Follows a plan |
| Let things be | Tries to act |

**The final test:**

The final test of true leadership lies not in the organization but outside of it. That means that while you are leading inside the organization, you will never know whether you have been successful or not. What you leave behind is the true test of leadership. Creating the conditions for the reproduction of the organization is the ultimate test of leadership. It is about leaders and managers who can work themselves out of their jobs. Whenever I ask managers what their most important task is, they never tell me that it is to work themselves out of their jobs. Well, unless you can accept this reality you cannot lead, you only mislead. You are deceiving, for your role is always temporary. Of course this idea is anathema to most managers and leaders who suffer from perpetual insecurity or who create organizations not out of need but out of expediency or job creation for themselves. These are people who can never move on. They get stuck and they destroy others and themselves in the process.

***This is how Peter Drucker puts it:***

“The test of any leader is not what he or she accomplishes. It is what happens when they leave the scene. It is the succession that is the test. If the enterprise collapses the moment these wonderful, charismatic leaders leave, that is not leadership. That is – very bluntly – deception.”

***About separating leadership from management:***

“…[As] for separating management from leadership, that is nonsense – as much nonsense as separating management from entrepreneurship. Those are part and parcel of the same job. They are different to be sure, but only as different as the right hand from the left or the nose from the mouth. They belong to the same body.”[[12]](#footnote-12)

**E: The 5 different levels of leadership and implication for organizational practice[[13]](#footnote-13)**

1. **POSITION:** (Rights) People follow because they have to. Your influence will not extend beyond the lines of your job description. The longer you stay here the higher the turnover and the lower the morale (at all levels of the organization including staff, volunteer and board members)
2. **PERMISSION** (Relationships) People follow because they want to. People will follow you beyond your stated authority. This level allows work to be fun. Caution: staying too long on this level without rising will cause highly motivated people to become restless.
3. **PRODUCTION** (Results) People follow because of what you have done for the organization. This is where success is sensed by most people. They like you and what you are doing. Problems are fixed with very little effort because of momentum.
4. **PERSONNEL DEVELOPMENT** (Reproduction) This is where long range growth occurs. Your commitment to developing leaders will ensure ongoing growth to the organization and to people. Do whatever you can to achieve and stay on this level.
5. **PERSONHOOD** (Respect) People follow because of who you are and what you represent. This step is reserved for leaders who have spent years growing people and organizations. Few make it to this level. Those who do are bigger than life. This is a transitional level from leader to elder. This is the highest form of leadership.

**LEADERSHIP AND UNCONSCIOUS USE OF RANK:**

Arnold Mindell tells us that “We all have some form of rank. Our behaviour shows how conscious we are of this rank. When we are heedless of rank, communications become confused and chronic relationship problems develop.”[[14]](#footnote-14) For example, you sit in a meeting as a director and ask for participation by everybody but you do all the talking or when a staff member develops a point, you interrupt the person without apology. What you say and do are two different things. You are sending a double signal. This is an abuse of your rank as a director. People will then stop participating in the meeting or discussion.

***There are different forms of rank, namely:***

1. Economic rank – using your access to material wealth
2. Social rank – using your status (i.e. you are the president of the country, etc.)
3. Gender rank – using your power as a male or female
4. Emotional rank – using your emotions to manipulate others
5. Psychological rank – people who experienced and overcome extreme hardship and using those experiences to look down on others who experience similar pain as “victims”
6. Educational rank – your access to quality education might make you think that others who lacked this are illiterate
7. Language rank – the language and words you use in relation to the people you communicate with

Rank can also be expressed between parents and children, doctors and patients, consultants and clients, donors and recipients, directors and staff/volunteers, principals and teachers, teachers and pupils, developed and underdeveloped countries, priests and followers, etc.

For example, I was working with a client where their main donor got used to “punish” them for submitting reports late without trying to understand and appreciate the inner dynamics and external challenges that caused this malpractice. The “punishment” was in the form of withholding funding until the relevant reports were submitted. I pointed out to the donor that this is an abuse of their rank. A relationship based on a developmental objective is by its very nature a relationship of equality and when one partner is “punished” then this objective is compromised and rank is abused. The same donor insisted that the organization report in a language that the donor was comfortable with instead of providing the organization with an option to report in their language of choice. This was an abuse of language rank. Many consultants are also guilty of this. They never check people’s language preference. They assume that people must speak their language. The result is that no one learns anything meaningful and people are shut up even before they can start to communicate. If you cannot speak the language of a particular group of people, get an interpreter. If you are serious about other people and their ability to understand you, then you have to make the sacrifice and go the extra mile to accommodate them.

Make sure that you always understand your rank that you carry with you and use it consciously. Rank is not necessarily a bad thing. It is when it is used unconsciously without the awareness of its effect on others, that it can become bad.

**WHAT EFFECTIVE LEADERS PRACTICE:**

**BEWARE OF YOUR SHADOW[[15]](#footnote-15)**

So, what is your shadow? Allan Kaplan refers to the shadow as that thing or energy that arises when we have too much or too little of something or strive too much or too little towards something. He says: “When we direct our energies in too focused a fashion, a balance is lost; yet life strives towards balance.”[[16]](#footnote-16) For example, you are fiercely fighting against poverty but you are poor in other respects, e.g. relationships with other people, don’t look after yourself, mental poverty, etc. You start to romanticise poverty. I once worked with a health institute caring for sick people but internally the relationships were very sick. It was a sickness that pervaded the institute. Remember, the more you strive for something the more its opposite will appear. The sharper the light of consciousness the more intense is the darkness of the subconscious. Where you have high peaks you also find deep valleys. Where you have strengths you also have weaknesses, Your shadow is not necessarily a negative or destructive phenomena. It is when you deny this shadow that it is invested with destructive energy. You lose control over it and it starts to control you. So, how do you approach your shadow? Don’t fight it. Make it your friend, your ally. Be aware of it. Embrace it and integrate it. When you push it away then you live in denial. Then it will haunt you, control and ultimately destroy you!

**POWER + PRIVILEGE – PRIVACY: PUTTING THE LEADER ON TRIAL**

I am always amused when I hear leaders in NPO’s bemoan the fact that they have no privacy in their personal lives. Well, what do you expect? To think you can have privacy in an organization is to suffer from serious delusions. The risk of leadership is about the risk of occupying a space that makes you visible and vulnerable. If you try to deny this it will haunt you wherever you go. In leadership there is always a trade off between power, privilege and privacy. You cannot have the first two and refuse to let go of the third one. In an NPO it is actually worse since we work with public funds and other resources entrusted to us. When you betray that trust how can you claim privacy or even confidentiality as some corrupt leaders prefer to call it?

Sorry, but you will always be under scrutiny. Not only what you do inside the organization but also outside of it. If you don’t like this intense scrutiny then step down because you are then not qualified to lead. To lead is a choice, a choice to accept power and privilege, to occupy that space provided for you, a very sacred space. But it is also a choice not to accept power and privilege, to maintain your privacy and to abandon that space! This is why Drucker says that a leader is paid to be uncomfortable. As a leader you are always on trial. Whatever you say, do, write or even not say, not write and don’t do is always being scrutinised. As Drucker said, “But a leader is not a private person, a leader represents.”[[17]](#footnote-17)

**COMBAT HERO WORSHIPPING:**

All leaders are fallible because they are human. There is no perfect leader. When people start to hero worship you then it is not about you really. It is about them and what they lack in themselves. They develop expectations about you that you are not even aware of. When you cannot meet those expectations then they will crucify you, forgetting it was all about them and not about you! Where you see this phenomenon, fight it. You may feel good in the beginning when others put you on a pedestal, but there is a price to be paid later on. Most of the time it will happen that the very people that put you on that pedestal will try and destroy you at a later stage. I have heard this from many leaders in various organizations.

**PAY ATTENTION TO INVISIBLE LEADERSHIP:**

This is probably one of the least appreciated elements of leadership development. Simply put, it means what are you doing when no one is watching? What are you doing behind closed doors? How well do you treat yourself and your family, your partner, children, friends, etc? What are you doing to advance the interest of your organization when no one is watching? What do you do at night, what are you reading and studying? How disciplined are you when on your own? Some people may not know it but great leaders are made through the things they do when nobody can see them. They make sacrifices without expecting credit for it, build relationships, caring for others, helping others grow without expecting anything in return. They don’t abuse their partners and the trust others put in them. They don’t use others as tools to advance themselves. They defend others even in their absence. They don’t manipulate or take short cuts. In short, they build inner power, a power that cannot be taken from them. They build integrity. They learn to become whole. And they constantly strive for balance.

Many times great leaders create the unintended impression amongst subordinates that it is easy to manage an organization. It is like someone running a 100-metre hurdle effortlessly and someone in the crowd thinking how easy it looks. When the person in the crowd attempts the same thing, he realises how difficult it is. The point is that the athlete was not observed during training, when they constantly practised, when she was preparing for the race. Invisible leadership is like practising when no one is watching. You are on your own. Remember a race is not only won while ***running*** it. It is won while you also ***prepare*** for it. Invisible leadership is like preparing for your race. You have to practice all the time. There is no end in how much you can learn. So, what are *you* doing while no one is watching?

**IMAGE+IDENTITY = INTEGRITY**

Just like organizations, leaders also have an ***image*** that they project to the outside world. But your image *(that which is visible)* and your true ***identity*** *(what you do privately)*may not be the same. Your true identity refers to what I have discussed under invisible leadership. There must be congruence between what you stand for in your public and private life. I have seen many of my own close comrades who failed this test. Some of them still do. I have also failed this test miserably until I started to work more seriously on myself.

When there is an imbalance between your image and your real identity then you will suffer from a lack of ***personal integrity*** or inner character. What you stand for in public and what you do in private is not consistent. Scot Peck reminds us that the word integrity comes from the word integration. And integration he says means to bring the parts together.[[18]](#footnote-18) The opposite of integration is separation. When things separate, they disintegrate or they fall apart. When you lack personal integrity then you fall apart. It is in this situation where leaders who are not authentic or real are forced to wear masks to cover up their treacherous deeds. They cover up, sow division, recruit camp followers to compensate for their own insecurities, ignore policies and objective criteria when making decisions, or use policies to benefit them personally, play up to the camp followers who provide legitimacy to their masks, and become generally reckless!

The same applies to organizations where you also have an image and an identity. Sometimes you read beautiful reports about the work of organizations just to find out later how corrupt these organizations are internally. Then there is a lack of ***organizational integrity***. (See the part dealing with board development) For example, an organization may preach about gender equality just for you to find out that its own female members feel marginalised and oppressed.

When you lack personal integrity as a leader it becomes ***impossible*** for you to develop organizational integrity. You cannot have one without the other. And you are not born with this quality. You have to develop it. It is a process. You have to be open and honest with yourself.

When you see signs of disintegration, learn to watch yourself and correct your behaviour. Admit your mistakes or indiscretions and move on. Learn to become whole. It is a process and a very painful one. There are no short cuts. When you live in denial about this, then you become unfit to lead as well as a danger to yourself and others. So, get real!

**THE TASK BASED vs. EMOTIONAL BASED RELATIONSHIP:**

As a leader you have to make decisions about people working with you all the time. You have to decide on their placement in the organization, their promotion or even demotion, salary levels, evaluate their performance, etc. It is therefore a good thing to know as much about the staff member as possible to guide you in your decisions. When you approach the development of a person in a holistic manner, then finding out as much about the person helps you to understand the other person. But there is also a danger. This is the danger of getting too close. You are unconsciously sucked into the person’s personal life. You become aware of the person’s trails and tribulations and can allow these to influence your decisions about this person. This is dangerous.

The difficulty is that there is a fine line between knowing enough about someone to assist that person in her development and maintaining a distance to allow for objectivity in decision making. At an extreme level you can have two individuals who are emotionally involved and where these lines are totally blurred. And it cannot be otherwise because the demands of a ***task-based relationship*** (at work) are totally different from the demands of *an* ***emotionally based relationship*** (in your personal life). In the first instance you are contractually bound to perform certain tasks and deliver certain results and in the second instance you have a choice to stay in that relationship. You are not subject to deliver certain predetermined results for which you are financially rewarded.

Where individuals report to each other and they are emotionally involved then you may have a recipe for trouble. You will unconsciously put each other under unnecessary pressure in order to prove to others that you are objective. When one of the parties is not producing the results based on the predetermined performance criteria, then the temptation to be subjective can be great. But this will not help. Unless you work in different departments and report to different people, you should rather review your relationship and the impact it has on the organization. This also applies in the case of family members or friends working together. And remember, even if you try very hard to be objective there will always be other staff members and volunteers who (because of their own personal agendas) convince themselves that you are favouring the other person. I know this because I had personal experience of this phenomenon. I was compelled to make the difficult decision to end a relationship that lasted for four years. And even after ending this relationship I was still perceived to be subjective towards the other party! So, be warned.

**HAPPINESS IS AN INSIDE JOB:**

As a leader your job is to make others happy. Right? Well, that is very wrong. In fact, it is dangerous thinking! It is not your task to make others happy. I have met many human resource managers who labour under this illusion. They tend to think that they are employed to maintain good human relations that will lead everyone to be very happy. The emphasis in their work is therefore on how much people pay, endless teambuilding activities, overlooking certain malpractices, etc. All of these aimed at making and keeping a person happy.

Well, your job is ***not*** to make people happy. It is to help others ***grow***. It is to continuously create an environment where people can realise their own potential and where ordinary people can learn to do extraordinary things. For people to expect that your job should be to make them happy is an impossible expectation. It is impossible because happiness is primarily an ***inside***job. It must start with you.

This myth of leaders employed to make others happy flows from a flawed understanding of what relationships are all about. Some married couples firmly believe that it is the duty of the husband and wife to make each other happy. Wrong! Scot Peck argues strongly against such thinking that can only lead to so much frustration. According to him, you get married to help each other grow. When that growth is not taking place you are bound to have a breakdown in that relationship.

The pain inherent in that process always accompanies your personal growth and development. You cannot avoid that pain.[[19]](#footnote-19) When true leaders therefore take responsibility to make others grow and develop, they also face the risk of people who will try to avoid that pain. When people practice avoidance behaviour (a form of denial) then they start to project that pain onto to other people. The leader usually becomes a convenient target. Remember, you are paid to be uncomfortable. This is another source of that discomfort. People that are not very conscious of the dynamics of organization will tend to personalise this inner conflict that they are experiencing.

Effective leaders that are truly committed to create an environment to make others grow and develop will therefore not always be very popular. And that is so because they have to force people to confront their own pain. Leaders who strive for cheap popularity will help people to avoid this inevitable pain. But this also makes them the most ineffective. Decide whether you want to be *effective* or *popular*?

When staff members or volunteers complain again that they are not very happy and when they expect you to make them happy, please share the following poem with them:[[20]](#footnote-20)

*We convince ourselves that life will be better once we are married, have a baby, then another.*

*Then we get frustrated because our children are not old enough; and that all will be well when they are older.*

*Then we are frustrated because they have reached adolescence and we must deal with them. Surely we’ll be happier when they grow out of the teen years. We tell ourselves our lives will be better when our spouse gets his/her act together, when we have a nicer car, when we can take a vacation, when we finally retire.*

*The truth is that there is no better time to be happy than right now. If not, then when? Your life will always be full of challenges. It is better to admit as much and to decide to be happy in spite of it all.*

*For the longest time, it seemed that life was about to start. Real life! But there was always some obstacle along the way, an ordeal to get through, some work to be finished, some time to be given, a bill to be paid. Then life would start.*

*I finally came to understand those obstacles were life. That point of view helped me see that there isn’t any road to happiness. Happiness is the road!*

*So, enjoy every moment. Stop waiting for school to end, for a return to school, to lose 10 pounds, to gain ten pounds, for work to begin, to get married, for Friday evening, for Sunday morning, waiting for a new car, for a mortgage to be paid off, for spring, for summer, for fall, for winter, for the first or the fifteenth of the month, for your song to be played on the radio, to die, to be reborn… before deciding to be happy.*

*Happiness is a journey, not a destination. There is no better time to be happy than NOW!*

***LIVE AND ENJOY THE MOMENT…***

**BE BRAVE - FIRE YOURSELF!**

A leader acts like a coach. Coaches don’t play the game with their team players. They help to ***prepare*** them for the game. That is why I say that a game is not really won while you play it. It is first won while you prepare for it. Have you seen how some coaches like to stand on the sideline and freak out at players who commit errors while playing? They throw tantrums, become angry, shout at the players and just generally lose self-control. Are you also like this kind of coach? Do you also throw tantrums at board or staff meetings, lose self-control and become aggressive? Well, if you are then you are in the wrong job. You don’t trust yourself. You have not prepared well enough. When coaches perform badly, when there are no proper results, when they cannot show much for their high salaries and perks, they get fired. Sport codes are riddled with such examples. And it cannot be otherwise. For a leader that underperforms is a danger to the organization and also to himself. He should be ruthlessly removed, for the sake of himself as well. The non-profit sector has a lot to learn from the sporting codes!

There was a case of a director in Cape Town who was so obviously under performing for years, but who earned a horrendous salary. Managers in the corporate sector must have envied him. Instead of his board getting rid of him years ago, he actually proposed that the organization should dissolve! Outrageous you might think, but in the NPO sector this is common practice. If they don’t propose dissolution of their organizations, then they make sure they get rid of the boards, the very people who appointed them! In one case the entire board resigned from an organization. Instead of the director resigning due to this vote of no confidence and ***restoring the integrity*** of the organization, this man decided to continue as if nothing happened. Needless to say, he continued earning a huge salary for plundering and killing the organization. When confronted by others about his destructive behaviour, he boldly claimed that he was ***“protecting the integrity”*** of the organization. He was reminding me of the United States government who goes on a world crusade to ***advance democracy by destroying it***! So, this gentleman was ***“protecting organizational integrity” by destroying it***. And whilst he was able to provide salary increases, bonuses and loans and generally went on a spending spree, he had enough followers. Until all the funding dried up course! Well, if you don’t perform according to the demands and criteria of performance placed upon you, please do yourself a favour: Be open and honest and fire yourself!

**THE ORGANIZATION IS *NOT* YOUR LIFE!**

In my days of utter confusion I used to think that the organization is my life; that my work is my life. Later I realised how dangerous this kind of thinking is and the bad practices it generates. And it actually happens without one being aware of its consequences. On the surface it sounds very progressive and a statement of total loyalty and commitment. But this is only on the surface.

I have learnt that to regard your organization as your life is to unknowingly promote a form of sectarianism. This is how a close comrade of mine, Ronald Wesso, aptly puts it: “An organization becomes a sect through subjecting the humans who create it to itself. In a way people relate to an organization as gods. They create, build and sustain it – without them it cannot exist. In a sect this is also true. But something astonishing comes to happen - the creation of gods over the creators. Instead of something human individuals create jointly in order to live freer and better, these individuals come to accept they have been created in order to free and better the organization. Rather than shaping the organization to serve their needs and lives, the individuals shape their lives and subject their needs as befits the organization until tragically, the organization becomes their sole purpose; they lose their lives to the organization.” [[21]](#footnote-21) Peter Drucker once said: “If you make the organization your life, you are defenceless against the inevitable disappointments.”[[22]](#footnote-22) Well, ask me. I should know!

So, make sure you keep your personal life separate from your organizational life. Make sure you spend time to develop your personal life and not subject it to the life of the organization. When you do this, letting go of the organization and giving up formal power is much easier and less painful. It is like a woman who gives herself completely to her husband. She sacrifices everything, until the day when they have to separate or divorce. The woman is devastated! She only knew ***one***life! The life of her husband! Her husband became her sole purpose for living. (Remember this saying: ***“I will die for you!”)***  Her own independence has been sacrificed on the altar of total loyalty and she never prepared herself for the inevitable disappointment. A divorce or temporary separation is sometimes the only solution for this person to reclaim her independence and even sanity! So, be careful and remember the organization is ***not*** your life.

**This is what Peter Drucker had to say about this phenomenon:**

“I would not want any person to give his or her life to an organization. One gives one’s very best efforts.” And again “When effective non-profit leaders have the capacity to maintain their personality and individuality, even though they are totally dedicated, the task will go on after them. They also have a human existence outside the task. Otherwise they do things for personal aggrandizement, in the belief that this furthers the cause. They become self-centred and vain. And above all, they become jealous.”[[23]](#footnote-23)

**WHY YOU MUST WORK YOURSELF OUT OF YOUR JOB!**

When I ask leaders and managers what is their most important job they usually come up with different responses, none of them the right one as far as I am concerned. ***Your most important job is always to work yourself out of your job!*** For as long as you stay in your job you will never know if anyone has really developed, or if you really made a long term sustainable impact. You will never know if you have passed the final test of leadership – the continuation of the organization. For as long as you stay you can only stunt the growth and development of other members including yourself.

Leaders that fear what will happen to them after they leave their jobs prefer to stay in their comfort zones. Confronted by a sea of unemployment they are literally scared to take a step out of their organizations. They fear the worst. But this is precisely the point. It is about their fears, their personal interests and not the interests of the organizations they lead. It is about what will happen to ***them*** and not what will happen to the ***organization***. They get trapped and start to project that fear onto the organization. They start to confuse their needs with the needs of the organization. Precisely because your most important task is to work yourself out of your job, succession planning cannot be delayed until you take that step. You have to work on it all the time. Where there is nobody to succeed you, look on the outside. Be honest with those who harbour leadership ambitions within the organizations, even those who are most in denial about it.

**HERE ARE SOME GUILDELINES FROM MY EXPERIENCE:**

1. Make sure you spent time on succession planning. This is a crucial part of a risk management strategy and taken very seriously in the corporate sector. Shareholders who invest in a company take their money very seriously. We do not do the same in the NPO sector because it is not really our own money on the line. Well, no one knows what will happen to anyone at any stage and therefore you should apply your mind to who will succeed you as a leader.
2. If you don’t have the right people within the organization, look outside. Scout for available talent. This is not easy in the NPO sector. The skills and experiences we look for are scarce and therefore expensive. You cannot start looking for those skills and experiences when you are about to leave.
3. If you have a choice, make sure that your successor is already employed whilst you are still in the organization. This will give you time to mentor, coach and properly induct the person. Leaving this to somebody else is a high risk and can only create the space for someone with hidden motives to usurp power and compromise the integrity of the organization. I know of an organization where someone appointed as acting director to help find the successor to the previous director decided to be acting director for more than a year instead of the prescribed three months. This person had no prior experience of managing an organization at that level and it was not long before the organization was caught in the grip of a severe crisis. To crown it all, this person was handsomely rewarded by his board for work not done! This was at a time when the organization was facing a funding crisis. (Remember the early example of the director who ***“protected the integrity***” of the organization?)
4. Planning for succession can never be done in great haste or under pressure. Consult with other leaders who have had similar experiences and get advice. Get your board involved as well. They will have to make the final decision in any case so let them help you. Remember that you should never choose your successor. Yes, you make recommendations and give advice since you know and understand the demands of the job. But your board must decide finally. It must be an objective decision and not a subjective choice. Leaders can sometimes fall into the trap of selecting people who remind them of themselves, i.e. they look for a copy. This is dangerous! A copy is simply an imitation of the original and is always weak. When you make such a selection you will set the other person up for failure.
5. Make sure the central task is clarified because this will determine the person you will finally select. Clarify what the organization requires at that stage. What skills, competencies and expertise are necessary to carry out that task successfully? Look for a track record, for a record of success. And don’t forget to check and double check references. Talk to those who worked with the potential candidate before such as donors, network partners, previous superiors, etc. Get a cross section of opinion. Ask for previous assignments successfully completed. This is a strategic position and you have to be thorough. Give this person an assignment before the position is finalised and check the results.
6. And when you leave make sure that you have a back-up plan if your initial plan backfires. When I left my organization years ago, I made many mistakes in this regard, some with disastrous consequences! You don’t have to make the same mistakes. Talk to those who have already been through this experience. Consult them. And remember, don’t rush this decision. You are dealing with the most strategic position within the organization. At this level the organization will rise or fall.
7. And be careful for picking the perfect number two in the organization; the person who thinks that the top job will automatically become his/hers once you leave without showing anything for it. This is very tempting. It saves you all the money in the world and since you know the person for a long time and have worked with him/her, it becomes expedient to appoint the number two. When I left my organization years ago, the same pressure was exerted to do this. I refused to fall in this trap. I knew we had to look outside for talent. The central task has outgrown the internal members. Some people did not like this but I had to be honest with myself and the organization. I wanted to live with my conscience. But as soon as I left, the decision to look outside was abandoned immediately. The organization is now an empty shell! The board resigned, almost the entire staff were retrenched or left in anger and disillusionment, projects were closed down, funding dried up, staff loans were paid out left, right and centre, bonuses and increases were paid and organizational property vandalised. The last time I heard this person was still in charge! I don’t know of what!

**This is what Drucker wrote about appointing the number two:**

“Partly out of emotional commitment, partly out of habit, the perfect number two is put in the top spot, and the whole organization suffers. The last time I saw this was in one of the world’s largest community chests. Fortunately the number two who was picked by his predecessor because he was so much like her realised after a year that he didn’t belong in the top job and was utterly miserable in it – and he left before either he or the organization had been badly damaged. But that is a rare exception.”[[24]](#footnote-24) In my experience I only know of two cases where the number two abandoned the position after they realised that they were not up to the pressure required by the job. And in both cases it almost happened too late!

**EFFECTIVE LEADERS ARE SELF-MADE:**

I am always confronted with the question: “Are great leaders born?” My answer is always NO! In any case I must still find a person who can identify a great leader at birth! I am not aware of any scientific tool that can measure this process.

The fact is that effective leaders are self-made. Even if you have all the potential to become a great leader, you still need to be trained, mentored and coached. Great leaders don’t fear the strengths of others more experienced than them. And remember, leadership cannot be taught like you teach history at university. Leadership is a practice, a discipline in its own right. So leadership is about doing and not dreaming. Not everybody is fit for leadership, especially at the highest level of the organization. Here it is not just about developing certain characteristics and then you become an effective leader. This is wrong thinking. You have to practice and practice correctly. And the place to start is in your own personal life. Personal leadership precedes organizational leadership. Like I stated in my introduction, it does not mean that you will automatically qualify as a great leader, but it is a necessary requirement.

**EFFECTIVE LEADERS ARE ALSO EFFECTIVE FOLLOWERS:**

There is no leader who can claim to know everything. To think this is self-delusion of the highest order! To know something means to be aware or conscious of something. Sometimes this is equated with being clever, to have knowledge that others don’t have. In a world of complexity this understanding can be dangerous sometimes. It is summed up in that old slogan by Francis Bacon namely: “Knowledge is Power!” Nothing is said about how the knowledge is applied, of the morality of applying knowledge. It is like the brilliant scientists in the United States who have enormous knowledge about science but uses it to develop weapons of mass destruction! Now how useful is this kind of knowledge anyway?

Did you notice the slogan on the dedication page of this book? It says “Knowledge is power but Consciousness is light!” And this means that how knowledge is applied is as important as the knowledge itself. Effective leaders understand that knowledge without consciousness is dangerous. But more is involved. What we also need is ***conscious consciousness***. This is the awareness/knowledge that you ***cannot always know***! Life is too complex for any one person to know everything. In a knowledge based society that is highly specialised effective leaders understand that they should be humble and admit from time to time that ***“I don’t know”.*** To admit that you do not know and that you need help from time to time is a ***sign of strength*** not weakness.

It is a good practice therefore for effective leaders to get out of their own office or comfort zones and assume the role of being a follower. I used to spend time in various departments in my organization working with and next to the office administrators, finance staff, and so on. I also used to rotate the chairpersonship in meetings by delegating to others to chair. Here I assumed the role of the follower. In the beginning people were very nervous. For some chairing a meeting was a frightening prospect! But this was how I expressed my need to be educated by my staff. Here I consciously stepped out of my role as leader and consciously assumed the role of a follower.

It is important in a highly specialised organization that staff understands the need to educate their leaders. But it is more important for the leader to show that he is in need of education. Five dynamics unfold during this process:

1. The leader gets ***first hand exposure*** to the day-to-day challenges experienced by the member in her work.

2. The ***hidden potential*** to exercise leadership of the member can be uncovered and cultivated.

3. The leader ***communicates his humility*** to the member and his desire to lift the person up to the level of becoming an effective leader.

4. Staff members will value the time the leader spend with them to see what ***they are good at***.

5. By listening to your staff member in a non-threatening environment (you are in their space) you promote ***upward communication*** by listening to them about the challenges they face.

**SO, WHO IS SUFFERING FOR YOUR ORGANIZATION?**

This is a very important question and one where there is a collective ignorance in many organizations. In any organization, there will be someone taking up (unconsciously of course) the role of sufferer. This is not accidental. This is a simple group dynamic. You see, wherever human beings come together, there will always be issues amongst them. These issues emanate from people’s past experiences. Some people may have been abused, physically or mentally, some may have grown up with single parents or even no parents at all. Others may have been denied a decent education whereas others may have had painful experiences of torture, etc. The fact is that we live in an imperfect world and therefore we are all imperfect human beings trying to cope with a world in a painful transition. When groups come together, be it in the family, organization, your friends, school, etc. you will always find that the group strive unconsciously to maintain its own group health. It is trying to cope as a group or a team. It tries to cope because the issues we all bring to the group cannot be left in a vacuum. Remember that nature abhors a vacuum. Someone therefore unconsciously steps forward to fill that vacuum. This is the person who is absorbing the issues for the group to maintain its collective health. In the traditional family we call this person “***the black sheep***”. At school this person is labelled “***the problem child***”. The fact is not that the child is a problem but that the teacher has a problem understanding the child! What the teacher does not realise is that the child is protecting the group (or class in this case) or that the black sheep in the family is protecting the entire family (or white sheep)!

This person who suffers for the group is also found in your organization. It is not always easy to locate this person but try to find out who is the most depressed or who is having the most issues in the organization. Sometimes the leader steps forward unconsciously to play this role. In my experience the secretaries sometimes take up this role since they are linked to everybody’s issues in the organization. Members tend to confide more easily in them because they are so approachable. They have to be since they work with your external clients who will also tend to confide in them! They perform the role of a sponge soaking up all the issues in the organization so that a healthy environment can prevail. That is why they are sometimes the most difficult people to work with because they do not understand their role.

# Comments from other leaders around the world:

Frank Julie asks, “So how do you approach your shadow? Don’t fight it. Make it your friend, your ally. Be aware of it. Embrace it and integrate it. When you push it away then you live in denial. Then it will haunt you, control and ultimately destroy you!” Ghosts and shadows permeate this gift. Frank gives honour to I. B. Tabata. It is a great innovation and intervention to bring Tabata to the discussion of the local and the community, of the non-profit and the other micros and networks working through social change towards real democracy and justice, hopefully in our lifetimes. Our leaders: The question is not who are the leaders, the question Frank asks is … who are we who make `them’ ours? Thank you, Frank, for the gift of critical discomfort. I hope it passes from hand to hand, like a hot potato, and when it cools, we’ll eat together. **Professor Daniel Moshenberg, Director, Women’s Studies Program, George Washington University, Washington, DC, USA**

Nelson Mandela said: "Our deepest fear is not that we are inadequate; our deepest fear is that we are powerful beyond measure. It is our light not our darkness that most frightens us. We ask ourselves who am I to be brilliant, gorgeous, talented and fabulous? Actually who are you not to be? ... As we let our own light shine we unconsciously give other people permission to do the same. As we are liberated from our own fear, our presence automatically liberates others." Frank, this quote captures the ethos and spirit of your book. The book is very well done, very helpful and constructive. Keep it up!!! **(Tiruwork Tizazu, Head, Women's Affairs Department, Ministry of Finance and Economic Development, Addis Ababa, Ethiopia)**

“I think it's great!  Thought provoking and very thorough. I especially liked parts 1, 2 and 3.  You have given an amazing amount of information, theory and practical application on leadership in these sections. A great resource for all leaders, managers and facilitators. This is and will be a good contribution to NGO leadership…” **(Professor Tony Saddington, Steering Committee member of the International Consortium on Experiential Learning – ICEL)**

Frank, your book on Leadership astounds me; it is brutally honest and direct, to the “T” as some would say. Through this book you not only speak to me, but also with me, through me. I could not stop nodding my head as I identified with its contents. Congratulations Frank, a good job done damn thoroughly well! This will not only give that almighty attitudes of some corporates a run for their money but also assist CBO’s, NPO’s and NGO’s who think they are not worthy to jack themselves up and get into the mentality of proficiency**.” (Daphne Jansen, Executive Director, Mitchell’s Plain Network Opposing Women Abuse, Cape Town)**

First of all let me congratulate you for the intensive exercise you have carried out for this book and for your efforts for publication. I have gone through the contents and it is really interesting. It’s a splendid attempt and more useful for upcoming researchers and leaders in all areas. **(Dr. P Ramesh, M.A., Ph.D., University of Gokhale, Deccan Gymkhana, India)**

“Nelson Mandela once said: 'By working together we can build the South Africa of our dreams'. Frank Julie puts this into practice, he is a regular networker who believes that sharing information and resources will benefit us all. The book commends itself through its profoundness. It touches on all the major subjects that NGO's need to know about, from capacity building to accountability, from fundraising to governance, from transparency to leadership, from management to communication.” **(Martje Boerma – Executive Director: South African Foundation, The Netherlands)**

“My colleagues and I have been astounded at the insight shown throughout this incredibly useful book. I would recommend any organization to peruse this tool within all sectors of their organization to gain a holistic understanding of how the world works.” **(Carolyn Flinn – Fundraiser: DP Marais/Santa Centre, Bellville, South Africa)**

“I would like to congratulate you for a good job you did. …I tell you the book is so wonderful, you have sited real experiences and what is happening in our working environment. I like the language which is very simple to understand for any target audience. ... you didn't talk only about South Africa’s experience. So keep it up my brother! I always dream to be an expert in this area of "management and leadership" like you, but I believe one day YES!!! Why not!!!” **(Isabella Neeso, Programme Assistant, Pahtfinder International, Tanzania**)

“I have enjoyed the book. What I noticed is that the book is a healer. Once you read it you feel better. It gives strength and power to those who feel hopeless, confused and powerless because of the ups and downs in their organizations. It makes you awake, tells you the real truth that can be followed if your ambition is to build your organization and yourself. This book is not only focused on developing the organization, but it builds up individuals… This book is quite interesting and attractive and each page is impressing and you feel like reading it all the time. Frank, I must tell you: This is superb!” **(Mavis Nduzulwana: Executive Director – Umanyano Lomama, Khayelithsa, South Africa)**

“…the book is very good and educative. It is clear that it is written from a background of vast experience. You touch on a number of things that a lot of books do not touch on, mainly because you address a lot of issues based on what you have learnt when you worked in NGOs. Of all the things, I liked the chapter on Self-Management and Self- Development. Guess what, I have put up a sustainability plan for my organization and I used ideas I got from your book and workshop. As for the issue of Spiritual Resources, believe it or not, I had not heard about it before! It was such a discovery! **(Lorato Moalusi, Senior Programmes Manager – Sakufiwa: Gaborone, Botswana)**

“I was so stressed up this morning and happen to have decided to open your book. It eased up my tension. I was stressed up because I was busy thinking of the storming stage YONECO was going through; people becoming individualistic etc. But then your introduction on *“The Art of Leadership and Management on the Ground”:* "If no one is pissed-off with you then you are dead but just haven't figured it out yet!" These Frank were very encouraging words and I know I am pissed not because I am doing something wrong, but because it is a cause. Keep up writing such good stories. This motivated us.” **(MacBain Mkandawire – Director: YONECO, Lilongwe, Malawi)**

“… Congratulations on putting this much needed tool together. It is generally a really comprehensive piece of work that is a must read for everyone since we are all managers and leaders even at home!” **(Debbie Kaddu-Serwadda: East African Regional Representative of ASHOKA – Kampala, Uganda)**

The book is refreshing, insightful and to the point. I am privileged to have had Frank Julie as a leader and mentor. **(Rusana Philander ex- Rag volunteer, board member and journalist)**

**About the author**

Frank Julie is an organizational development practitioner, activist, consultant, advisor, strategist, facilitator and author. His journey in the development sector started in the late 1970’s as a volunteer, organizer and programs manager. In the early 1990’s he launched the Resource Action Group (RAG), a youth development agency focusing on building capacity amongst young marginalized youth to access sustainable livelihoods. He was the executive director for 10 years.  
  
Frank acts as strategic advisor for many non-profit organizations. He is the founder and mentor of YoungPeople@Work a group of young volunteers supporting unemployed youth to access sustainable livelihoods and serving their communities as well as the chair and founding trustee of the Southern African Fundraising and Leadership Academy (SAFULA). He is also the co-founder and chairperson of People First Foundation, a group of experienced development practitioners sharing their skills and experiences voluntarily with survivalist and marginalized community based organizations. He serves on the board of the Tygerberg Association for Street People.   
  
Frank is the author of “The Roots of the NGO Crisis in South Africa – A look beyond the surface”. He regularly contributes articles on development to various magazines, journals and websites around the world. Some of the articles include “18 Ideas to Avoid a Funding Crisis”, “23 Sins of Management”, 13 Less Known Habits of Highly Effective Leaders”, “Effective People Development in a Non-Profit Organization”, *"Networking by Design not by Default"* and many more.   
  
Frank studied social science at the University of the Western Cape (UWC) in the early 1980’s, and adult education and learning at the University of Cape Town in the early 1990’s culminating in the completion of a Masters of Philosophy in Adult Education. His thesis focused on the NGO Crisis, Leadership Discontinuity and Learning over 3 Historical Periods in South Africa where he explored the evolution of the NGO sector and how different modes of learning impacted on leadership continuity over a period of about 40 years.   
  
He also studied the practice of development at the Community Development Resource Association (CDRA) and fundraising and development at the Centre for Development and Population Activities (CEDPA) based in Washington DC in the USA. Frank traveled extensively in different parts of the world to study development models on the ground over a period of 20 years.

***Contact Frank Julie at:***

***804 Tygerberg Park***

***Arnold Wilhelm Street***

***Parow East***

***Cape Town***

***Republic of South Africa***

***7501***

***Telephone: +27 21 911 5444***

***Fax: + 27 21 911 5444***

***Mobile: + 27 21 78 853 2693***

***E-mail: Frankjulie2604@gmail.com***

***Website:*** [***www.nonprofitconsultant.weebly.com***](http://www.nonprofitconsultant.weebly.com)

**Contents:**

Acknowledgements p. 10

Dedication p. 11

About the author p. 12

Foreword by Dr Linda Cooper – University of Cape Town p. 13

Some thoughts and accompanying questions by James Taylor p. 14

Comments from other leaders p. 16

Introduction p. 18

What this book aims to achieve p. 24

**PART 1: UNDERSTANDING WHAT LEADERSHIP AND MANAGEMENT IS**

**A: The struggle of leadership and management**

1. Elements of effective and authentic leadership p. 29
2. What is management? P. 31
3. The differences between leadership and management p. 33
4. Leadership and eldership p. 35
5. The final test p. 36
6. The 5 different levels of leadership and implications for

organizational practice p. 36

1. Leadership and unconscious use of rank p. 37

**B: What effective leaders practice:**

1. Beware of your shadow p. 39
2. Power + Privilege – Privacy p. 39
3. Combat hero worshipping p. 40
4. Pay attention to invisible leadership – what most leaders don’t know! p. 41
5. Image vs. True Identity – towards leadership integrity p. 41
6. Task-based vs. emotional based relationships p. 42
7. Happiness is an inside job p. 43
8. Be brave – fire yourself! p. 45
9. The organization is not your life! p. 45
10. Why you must work yourself out of your job! p. 47
11. Effective leaders are self-made p. 49
12. Effective leaders are also effective followers p. 50
13. Effective leaders suffer for their organizations! p. 51

**Denzel Pedro Smit – Leadership and influence** p. 53

## PART 2: THE CHALLENGES OF LEADERSHIP AND MANAGEMENT

1. So, what is organization? p. 56

2. The elements of organizational life – so, what is the organization all about? p. 59

1. Leadership and ambiguity in NGO’s p. 62
2. Leadership polarities – towards a model of organizational leadership p. 63
3. Stages of organizational development – where is your organization

right now? p. 67

1. A diagnostic map of organizations in the three phases p. 69
2. Mediating natural tension (the no-go theory) – what every leader

should know! p. 69

1. Policies – Profits – People: Why NPO’s are so unique? p. 75

## PART 3: ESSENTIAL LEADERSHIP SKILLS

1. Problem solving p. 78
2. A model of problem-solving p. 79
3. Effective decision making p. 80
4. Effective communication p. 83
5. Effective listening p. 85
6. Effective delegation p. 88
7. Effective meeting management p. 89
8. Effective team building p. 93
9. Effective conflict transformation p. 104
10. Effective people development – the do’s and the don’ts p. 107
11. Understanding change with staff and volunteers p. 111
12. Effective people development – why good manners are important p. 113
13. So, how much should I earn? Determining salary scales in NPO’s p. 113
14. Effective report writing p. 115
15. Effective work plan design and management p. 117

## PART 4: IMPORTANT LEADERSHIP RESPONSIBILITIES

**A: Mobilising resources to achieve strategic objectives:**

**Professional fundraising: Let us get rid of illusions p. 122**

1. Why professional fundraising? Some current donor trends p. 124
2. From professional fundraising to fund development to resource

mobilisation p. 125

1. The 8 basic principles of fundraising p. 1 26
2. The self-test: are you prepared to fund yourself? p. 128
3. The planning cycle p. 129
4. Various donor markets p. 131
5. Why people give? p. 132
6. Effective donor management p. 134
7. Effective strategic communication and donor acquisition p. 135
8. Let us look at organizational sustainability p. 138
9. Ideas for financial sustainability p. 142
10. Some ideas of how to contact potential donors p. 143
11. There is no such thing as a regret letter p. 144
12. Writing the winning proposal p. 146
13. The funding enquiry p. 153
14. Using fundraising consultants p. 154
15. Identifying “good” and “bad” donors p. 155
16. Identifying “good” and “bad” recipients p. 156
17. Why donors and recipients are equals p. 157

**Frank Julie 18 ideas to avoid a funding crisis p. 159**

**Lorenzo Davids – The fatique of the intelligent donor p. 163**

**B: Relationship responsibility towards your client base (staff, volunteers,**

**board, beneficiaries, donors, consultants)**

1. Once again, let us get rid of illusions! p. 167
2. So, what is relationship responsibility? p. 167
3. Taking relationship responsibility – the four stages p. 167
4. How to relate to your various constituents p. 169

**Taj Akleker – Networking for the greater good p. 174**

**C: Getting your board on board!**

1. Your board is not a necessary evil! p. 177
2. Some common board challenges p. 177
3. Why we need boards p. 177
4. The 3 different levels of board involvement p. 178
5. Recruiting the right board members p. 179
6. How to find the skills that you need p. 180
7. How to keep your board on board p. 181
8. Where and how to find the right board members p. 182
9. The process of recruitment and selection p. 182
10. The induction process – what many NPO’s fail to do! p. 183
11. A board must support its director p. 183
12. Roles and responsibilities of board and management p. 185

**Ricardo Wyngaard - Three essential governance systems for NPOs** p. 188

**D: Strategic planning – dealing with organizational change**

1. How to deal with organizational change p. 190

2. The wrong approach p. 191

3. So, what is strategic planning? p. 192

4. The organizational fit model – putting your organization on trial p. 192

4. Strategic planning and its advantages p. 194

5. Components of a strategic plan p. 194

6. Some lessons from experience p. 195

## PART 5: PERSONAL LEADERSHIP AND SELF DEVELOPMENT

**A: Leadership and effective money management - how to start living to**

**work and not working to live!**

1. The three types of persons using money p. 203

2. A problem of lifestyle p. 204

3. The external environment p. 204

4. The non-profit environment p. 204

5. How society is organised p. 205

6. How do you relate to money? p. 206

7. Some rules about the use of money p. 207

8. Some principles underlying the budgeting process p. 207

9. Understanding your sources of income p. 207

10. Disruptive elements that can affect your budget p. 210

11. What your personal budget should look like p. 212

12. A poem about money p. 214

**B: PERSONAL LEADERSHIP AND THE OBSTACLES TO SELF-MANAGEMENT**

1. Moving towards self-awareness and awareness about your world p. 215

2. Don’t become a victim of mental death p. 217

3. Six ways to expand your influence p. 219

4. Dream with your feet on the ground p. 223

5. Learn to balance your life p. 225

6. The two streams of self development p. 228

7. Discover your hidden potential – Johari’s window p. 231

8. Learn to understand yourself better p. 232

9. Your life plan – so what do you want to be remembered for? p. 235

10. Some guidelines for self-management p. 236

11. Burn-out and stress – a brief perspective from experience p. 239

12. Some self-development tips for everyday life p. 240

13. Are you prepared to die before you are fully born? p. 241

**SOME OBSERVATIONS FROM THE FIELD OF PRACTICE**

1. Collective weaknesses of the sector p. 243

2. Beware of the Bush-Blair-Bin Laden dynamic in your organization p. 246

3. Towards more organizational conscious consciousness p. 248

4. Why organizational problems are always personalised p. 249

5. Development consultants must build leadership confidence p. 249

6. Towards a deep democracy p. 249

7. Why NPO’s must stop behaving like beggars p. 250

8. From global understanding to local action to global standards p. 251

9. How human society is put on trial – the three struggles p. 252

10. Balancing national with global interests p. 253

11. The fourth struggle – a struggle for new meaning and true spirituality p. 254

12. South Africa today – was it half a loaf and half a baby? p. 256

13. Removing the mask – why integration and transformation not

assimilation and reform p. 259

14. Conclusion: so what will you do tomorrow morning? p. 260

**Frank Julie – The myth of academic based leadership training p. 262**

**Bibliography p. 268**

1. John Maxwell (1993) *Developing the Leader in You,* p. 2 7 [↑](#footnote-ref-1)
2. John Maxwell ((2002) *Leadership 101,p, 9* (in the introduction) [↑](#footnote-ref-2)
3. Robert Greenleaf (1998) *The Power of Servant Leadership,* p. 43 [↑](#footnote-ref-3)
4. James M. Kouzes and Barry Z. Posner (1987) *The Leadership Challenge,*  pp. 8 – 13 [↑](#footnote-ref-4)
5. Max Du Pree (1989) *The Art of Leadership,*  pp. 9-15 [↑](#footnote-ref-5)
6. Meg Wheatley and Bob Stilger, *Berkhana Institute*, e-mail circular, 15 December 2005, p.1 [↑](#footnote-ref-6)
7. Allan Kaplan, *Leadership and Management* (1998) p. 2 [↑](#footnote-ref-7)
8. Peter F. Drucker (1955) *The Practice of Management*, pp. 303-304 [↑](#footnote-ref-8)
9. Scot Peck (1993) A World Waiting to be Born, p. 225 [↑](#footnote-ref-9)
10. Adapted from Stephen Covey (2004) *The 8th Habit: From Effectiveness to Greatness*: pp. 360-364 [↑](#footnote-ref-10)
11. Arnold Mindell (1995) *Sitting in the Fire,* p. 184 [↑](#footnote-ref-11)
12. Peter Drucker in Galagan, P.A. (1998): pp. 52, 22-27 as quoted from *The 8th Habit* by Stephen Covey, p. 362 (2004) [↑](#footnote-ref-12)
13. John Maxwell (2002) *Leadership 101,*  p. 72 [↑](#footnote-ref-13)
14. Arnold Mindell (1995) *Sitting in the Fire,*  p. 49 [↑](#footnote-ref-14)
15. Robert A. Johnson (1993) *Owning your Own Shadow*  [↑](#footnote-ref-15)
16. Allan Kaplan (2002) *Development Practitioners – Artists of the Invisible,* chapter 11 [↑](#footnote-ref-16)
17. Drucker (1990) *Managing the Non-profit Organization,* p. 48 [↑](#footnote-ref-17)
18. M. Scott Peck (1993) *The Different Drum,* pp. 234-253 [↑](#footnote-ref-18)
19. M. Scott Peck (1983) *The Road Less Travelled,* p. 13 [↑](#footnote-ref-19)
20. Passed on to me by Johan Bowers, ex-chairperson of the RAG Board [↑](#footnote-ref-20)
21. Ronald Wesso (2003) *When God Is Called A Party,* an unpublished paper [↑](#footnote-ref-21)
22. Drucker (1986) *The Effective Executive,* p. 260 [↑](#footnote-ref-22)
23. P. F. Drucker (1990) *Managing the Non-profit Organization*, pp. 20-21 [↑](#footnote-ref-23)
24. Ibid, p. 26 [↑](#footnote-ref-24)