LEADERSHIP COMPETENCIES IN THE NONPROFIT SECTOR

MAJOR SHIFTS IN OUR WORKFORCE

- Greater job precarity
- 2/3 of leaders plan to retire in next 5 years
- Young people are not seeing the sector as a career path
- Pressures for impact and accountability from funders, donors and the public
- Changing demographics - aging workforce, increasing diversity, increasing inequality and urbanization

WHAT DOES THE SECTOR NEED? LEADERSHIP THROUGH 7 KEY ROLES

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

- **BUILDER**
  Builds strong, adaptive and diverse organizations and relationships

- **THINKER**
  Anticipates change, assesses data, creates strategy, supports learning

- **MENTOR**
  Supports staff growth, demonstrates empathy and trust, models perseverance and resilience

- **STORYTELLER**
  Communicates the mission and vision, champions the organizational brand

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

- **CONNECTOR**
  Develops networks, shares knowledge, collaborates, listens for diverse voices

- **STEWARD**
  Strengthens capacity through technology, demonstrates accountability, promotes effective governance

**FORCES AND PRESSURES ON LEADERSHIP**

- Leadership is not fixed at the executive level
- Depends on type of nonprofit, resource base and stage of development
- Advances in technology
- Competition/burring of lines with other sectors who are also doing social good
- Economic, social, environmental and political pressures
- Resource challenges

**RECOMMENDATIONS: WHAT CAN WE DO TOGETHER?**

**Nonprofit-driven solutions!**

1. **Shift organizations to nurture new leadership structures and share leadership.**
   - Create more open, flexible and connected organizational models. Share decision making and exchange of information and ideas.
   - Make organizations less hierarchical and more collaborative.
   - Assess your organization, review HR policies, embed in performance evaluation, use in hiring.

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

3. **Advocate for change at the systems and policy levels**
   - Request more labour force data (Workforce Planning Boards, Stats Can).
   - Create a compelling case for sustainable funding to support leadership (funding reform).
   - Develop workforce public policy (decent work conditions).
   - Fight inequality and marginalization.

Read more in our report: *Leading our Future: Leadership Competencies in Ontario’s Nonprofit Sector*

**TAKE ACTION**

Your turn! What solutions will you advocate for?
What promising practices do/will you use? [theonn.ca/leadership](http://theonn.ca/leadership)