



Moves & Management

May 2011

**Free Webinar #2
from The Osborne
Group, Inc.**

*We had a fantastic time
with the board
engagement webinar...*

Let's do it again!

**June 9, 2011
2-3pm ET**

**This time Karen and
Bob will be convening to
talk**

MANAGEMENT

*(Do you sense a theme?
Sense it.)*

We'll discuss:

1) Managing through questions - answering that age old question, "What does management by walking around really mean?"

2) **Ethical dilemmas for managers, and ways to solve or resolve these issues**

3) Even some role plays of common management issues!

Who should attend?
Managers of any kind and in any part of the

**Welcome to the (moves) AND MANAGEMENT Issue
of *Moves and Management***

In this issue we're tackling a variety of management topics:

- **Talent management** - a hot topic in this increasingly tight job market (remarkable to say while so many are still struggling...)
- **Rules for managers: Google-style** - Do you use them? Do they apply?
- **Investing in training** - making the case to build skills throughout the team
- **And teaching leadership and management skills** - can those be acquired by training? Or is that adage true: leaders are born?
- **Change management** - which may be our cooking segment... You're advised to break some eggs. That must mean cake, right? Or a nice pudding?

Managing Talent

By Karen Osborne

It is amazing how much of our time low performers take up.... And not just time. What about energy?

We love the high performers because they are self-motivated, make it happen, get it done. So, we let them do their thing and put our time and energy on the very people who sap our strength and waste our time. What's wrong with this picture?

Turnover in our profession, a profession based on building productive and satisfying long-term relationships, is high. We know that donors give more when relationship building is strategic, consistent, and tailored to the donor's needs, values, motivations, and interests. It makes sense to hold on to those who are best at this work.

1. Learn more about talent management
2. Ask your high performers the questions that will help you manage him or her successfully
3. Invest in your high-performers
4. Have what the authors of *Love 'Em or Lose 'Em* (Beverly Kaye and Sharon Jordan-Evans) call a "Stay Conversation"

development or advancement field... including those who aspire to management position.

The Cost: Again - happily - \$0. Nothing! (Shameless self-promotion alert: check our [Facebook page](#) to see what others said about their investment of an hour... I think you'll agree they got a good return.)

The Catch Is Back: Again, we can only host 100 registrants for this webinar. You can have as many people as you want in your office, gathered around your computer... But we'll send log-in information to the first 100 people to register

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Training Lifts Fundraising Results

... from the title of a recent article in *The Chronicle of Philanthropy*.

Stay Conversation Questions

- *What will keep you here?*
- *What might entice you away?*
- *What is most energizing about your work?*
- *To what degree are we fully utilizing your talents?*
- *What is inhibiting your success? What would enhance your chances for success?*
- *What can I do differently to help you be more effective? More satisfied?*

Rules for Managers: Google-Style

We loved this information, reported in *The New York Times*, Google determined through its own internal research, that these are the behaviors of exceptional managers:

1. Be a good coach

- Offer specific, constructive feedback
- Deliver on regular one-on-one meetings
- Develop solutions to problems tailored to employees strengths

2. Empower your team

- Don't micro manage. Really. Don't do it.
- Balance giving freedom while still being available for advice

3. Express interest in employee's success and personal well-being

- Know *at least* one meaningful thing about each of your employees

4. Be productive and results-oriented

- Help set priorities
- Remove roadblocks

5. Communicate well and listen

- Encourage open dialogue, share information, listen, be straightforward

6. Help your employees with career development

7. Have a clear vision and strategy

- Keep the team focused on goals and strategy

8. Have key technical skills so you can advise the team

Take a good look at the list. Do you agree with it? Which of these behaviors do you consistently practice? What would your team say?

The late, great Peter Drucker encouraged us to build on our strengths rather than focus on our deficits. How might you enhance some of the skills you

Did you see this story? If not, do read it. It posits that providing training increases results and improves staff retention.

We'd like to highlight a recommendation from the article - **teaching financial literacy** and add two:

- Leadership skills and
- A curriculum for volunteers and board members.

Financial literacy makes tremendous sense. We all need to understand and recognize wealth. And what a wonderful way to engage volunteers - ask them to help you create the curriculum. For those with the skills, get them involved in the training.

Board and Volunteer Seminars

Too often our training focuses only on solicitation. But, asking is only a sentence: "We would like you to consider a philanthropic invest of \$xxx,xxx."

What we really need help with is *identifying, introducing, and engaging potential donors and engaging donors and providing stewardship for current donors*. Develop interactive, content rich, fun, seminars for your

already possess?

Help us create our Facebook community...

Find us on Facebook 

Studies show that vast and overwhelming majority of U.S.-based not for profits are on Facebook. So, we have taken our own advice - **Meet your donors where they are!** - and we hope we are meeting you where you are!

Let's back up a minute though. Statistics are wonderful. However, the truth is that this page represents YEARS of thinking, managing up and across.

A Facebook page takes time and energy. Our team is a busy one in life and in work. We hesitated because our plates were constantly full. It takes a drastic culture shift as well. Websites are built with a more informal tone. Success on Facebook depends on value added, entertainment value and also the authentic, genuine and INFORMAL voice! That's easy to see on paper and hard to embody.

Change is scary! And it's rarely comfortable. It's hard to move away from that "productive and working just fine for us!" inertia and towards the pain that is change. In the end though, we took some risks, did our research, worried, pulled back, got pulled forward again (gently!) and finally took the plunge! **Who knew this would be so much fun!?**

Do let us know what you think. We've learned so much in this process (and are still learning!). If you are starting your own page, perhaps you are weighing your own lists of pros and cons. If you have a page already, perhaps you want help in inspiring greater donor and/or client engagement.

You've got access to us. Ask us your questions! Tell us how else we might help (on any topic). And if you are doing things well, we'd love to hear about it and share the lessons you've learned along the way!

Teaching Leadership: Can It Be Done?

by *Karen Osborne*

Leadership and Management Skills

Everyone can benefit from leadership skills. Leadership can blossom from almost any strata. And they are not only "born." Individuals can learn to lead and that is desirable. There are only so many management positions. Leadership, on the other hand, has no such limitations. Here is an exercise I learned from Dr. James Johnson:

1. Think of a leader who had a powerful impact on your life, professionally or personally
2. List all of the characteristics you admire (or, if it is a negative model, those traits that represent the positive opposites)
3. Then, check off each of the characteristics you share
4. Finally, make a plan for how you will nurture those characteristics and, perhaps, acquire the ones you did not check

volunteers. Help them tell the story, ask strategic questions and listen to understand.

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Leader/Managers

The Harvard Business Review has a terrific article on what is needed in today's "wise leaders." Here are the six qualities the author's research support. Are they teachable? [Join us on Facebook](#) and let us know what you think.

Wise leaders...

1. Make decisions only after they figure out what is good for the organization and society
2. Quickly grasp the essence of any situation or problem and intuitively fathom the nature and meaning of people, things, and events
3. Create many opportunities - formally and informally - for whole team to offer suggestions and be a part of problem solving
4. Know how to use metaphors and stories to convert the essence of their actual experiences into useful knowledge for individuals and groups
5. Exercise political power to bring together people with conflicting goals and spur them to action
6. Encourage the development of practical wisdom in others, especially employees on the front lines, through apprenticeship and mentoring

Managing Change: Or Don't Be Afraid to Break a Few Eggs

by Robert C. Osborne, Jr.

It's a classic situation: the new Chief Development Officer comes into an organization where it is clear that it will be very difficult for that CDO to be successful and meet expectations unless structural changes are made. The CDO almost always recognizes this, but to our surprise, only makes modest pushes for change and tends to back off when he or she gets any "push back". A similar situation occurs when a new Executive Director starts with a mandate to raise more money, but has a Board that does not quite understand that they are important partners in that endeavor. And again, the ED only willing to push things so far.

For better or worse, fundraising is a very quantifiable business. If you are able to achieve your goals you're good, and if you don't, you're not. This is, of course, an oversimplification. Or is it? If you can't accomplish your organization's goals, despite whatever challenges exist, the organization has every reason to start looking for somebody who can.

It is important for every CDO and ED to recognize this. By taking a cautious approach, you potentially doom yourself to failure, albeit a slow failure since you're not rocking the boat. In our mind it is far better to make a real effort to create change even if that means breaking a few eggs. You'll know early on how serious the organization is about its goals and you'll at least have a chance of success.

To be clear, we are not advocating an intemperate, reckless, or bullying approach. But we are advocating that as a CDO or ED, you identify those structural areas that are absolutely critical to success and firmly and

persuasively push for change in those areas in a fearless way. You have nothing to lose and everything to gain.

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