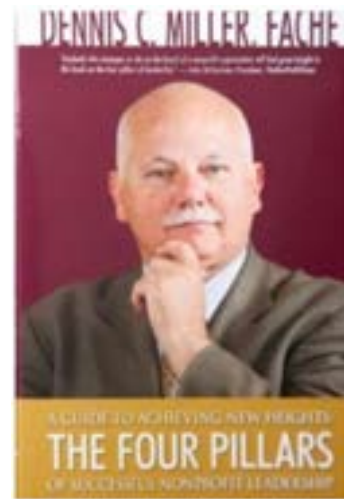


THE FOUR PILLARS OF SUCCESSFUL NONPROFIT LEADERSHIP

July 20, 2022



*Executive Search
Nonprofit Leadership
& Board Performance*

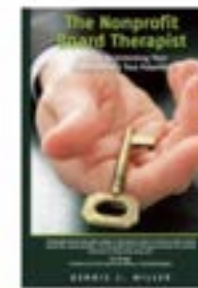
Dennis C. Miller

Founder and Chairman

Dennis is a nationally recognized strategic leadership coach and executive search consultant with more than thirty-five years of experience working with nonprofit board leadership and chief executives across the country. Dennis is also an expert in board governance, leadership development, philanthropy and succession planning. In addition, he is a successful author, sought-after motivational speaker, retreat facilitator and leadership performance coach. Dennis' experience working with hundreds of nonprofit organizations has provided him with the knowledge and insights to understand the competencies required of today's nonprofit leadership.



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AGENDA

- Introduction
- First Pillar – Relationships
- Second Pillar – Passion
- Third Pillar – Vision
- Fourth Pillar – Business Minded

INTRODUCTION

- What makes a winning organization so effective?
- The road to accomplishing your strategic vision starts with your belief in its possibility
- From staff to volunteers to donors, everyone wants to be part of a winning organization – they want to be associated with organizations that have a track record and culture of success



Pillar One

RELATIONSHIPS

"I've learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel."

Maya Angelou

Organizations whose leaders are able to bring out the best in others; whose leaders are able to make people feel important; whose leaders make people feel that their voices, concerns and actions DO MATTER are the organizations that will be successful.

QUESTIONS:

- What are the most effective organizations you know?
- How would you describe the relationship those organizations have with their stakeholders?
- How would members of your team describe the relationship they have with you?

DISCUSSION:

- How do you make people feel?
- Do you listen well?
- Have you established credibility?
- Have you earned their trust and respect?
- Do you deliver on promises?
- To be seen or not to be seen
- You are the boss
- Be a decision-maker – not a procrastinator



Pillar Two PASSION

"A small body of determined spirits fired by an unquenchable faith in their mission can alter the course of history."

Mahatma Gandhi

Good evening. I would like to call our board meeting to order. Do I hear a motion to approve the minutes from our last meeting? Thanks. Do I have a second? Ok. The first item on our agenda today is a discussion about why we exist.

IT'S A WONDERFUL LIFE.

QUESTIONS:

- When was the last time you *really* examined your mission statement?
- What would happen if your organization didn't exist?
- What impact are you having on the community you serve?

DISCUSSION:

- Reexamining your mission
- Stepping back to examine who we are and what we are doing
- Achievements
- Communications
- Positive impact
- Measuring value
- The “nonprofit stock price”



Pillar Three VISION

"The single defining quality of leaders is their capacity to create and realize a vision."

William Bennis

Mission answers the question - Why do you exist? What is your purpose?

Vision answers the question - Where are you headed? What is your future direction?

According to Burt Nanus, an expert in visionary leadership, a vision is a realistic, credible, attractive future for your organization. It is an articulation of a destination toward which your organization should aim, a future that in important ways is better, more desirable, for your organization than the present.

QUESTIONS:

- What is your organization's vision?
- Do you passionately believe in that vision today?
- Has it become stale and in need of revitalization?
- Does your vision generate passion, excitement and commitment?

DISCUSSION:

Your vision should set standards of excellence, inspire enthusiasm, encourage commitment, and be well articulated and easily understood. Above all, your vision needs to be ambitious.

BUT YOU MUST BE ABLE TO MEASURE YOUR
PROGRESS TOWARD ITS ACHIEVEMENT.

KEYS TO DEVELOPING YOUR STRATEGIC PLAN TO ACHIEVE YOUR VISION

- Engage as many key stakeholders as possible
- Stay focused on the important issues and goals
- Keep the process simple
- Obtain the good ideas from everyone
- Build a plan that is connected to people's heartfelt emotions
- Assign specific responsibilities, actions and timetables
- Be prepared to modify as necessary
- Communicate to everyone
- Develop a list of success factors
- Update your plan as needed



Pillar Four BUSINESS-MINDED

"Far and away the best prize that life offers is the chance to work hard at work worth doing."

Theodore Roosevelt

NONPROFIT IS YOUR TAX STATUS, NOT YOUR BUSINESS PLAN

Absolutely nothing sets an organization back more than constantly operating in the red. Your entire focus becomes centered on your negative operating margin.

QUESTIONS:

- How do you reward and recognize employees?
- Does your organization create incentives to achieve outstanding performance?
- Do you feel comfortable publicly praising your team members?
- Do you have a leadership development program?

DISCUSSION:

- No margin, no mission
- Grow the top line
- Seek investors, not just funders
- Responsibility and accountability
- Rewards and incentives
- Develop everyone's potential
- Mental wellbeing

CONCLUSION

I hope you feel empowered to lead your organization forward with a new mindset.

I strongly believe that every individual has the potential to develop into a truly effective leader who can lead their organization toward new heights

The fun in life is accepting challenges with a positive attitude and in developing those around us to work together toward a common goal

Don't let the alligators bite your knees

Feel proud of your success



REMEMBER THE FOUR PILLARS:

Relationships

Passion

Vision

Business Minded



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INSTITUTE FOR TRANSFORMATIONAL NONPROFIT LEADERSHIP CERTIFICATE

REWARD, RECOGNIZE, RETAIN AND DEVELOP YOUR NONPROFIT LEADERSHIP TEAM

This transformational nonprofit leadership executive training program is intended for current CEO/Executive Directors, Executive Leadership team members and those emerging leaders who hope to become a CEO in the future. This program includes seven courses taught by nationally recognized nonprofit leadership executives, coaches, authors, and search consultants virtually over a three-month period in the Fall and Spring.

Traditionally, skill sets ranging from having a passion for the mission, program development, grant writing, community relations and overall management skills were sought by nonprofit boards when hiring an executive director. Today, the executive leadership competencies required for a nonprofit organization to succeed have changed dramatically. Our Certificate Program will address the new leadership competencies required to navigate your organization forward: visionary thinking, entrepreneurial spirit, emotional intelligence, relationship builder, collaborator, brand builder, achievement driven and inspirational motivator.

Each of the seven courses has two components: a one-hour recorded session that you can take at your own convenience from your office, home or mobile app, before the live interactive 90 minute session scheduled by each presenter enabling ample time to address each of the topics discussed and answer any and all questions you may have.

**UPON COMPLETION OF THE SEVEN COURSES ALL REGISTRANTS
WILL RECEIVE THE DCM INSTITUTE FOR TRANSFORMATIONAL
NONPROFIT LEADERSHIP CERTIFICATE**

REGISTRATION:

**GO TO WWW.DCM-ASSOCIATES.COM
AND CLICK ON THE "LEARN MORE" BUTTON
FOR THE INSTITUTE FOR TRANSFORMATIONAL NONPROFIT LEADERSHIP
CERTIFICATE ON THE HOMEPAGE.**

**A DISCOUNTED FEE OF
\$975 IF YOU REGISTER FOR THE FALL SESSION BY JULY 31, 2022.
\$1100 ON AUGUST 1, 2022 UNTIL REGISTRATION CLOSES ON
SEPTEMBER 6, 2022.**

THIS PROGRAM IS LIMITED TO THE FIRST 25 REGISTRANTS ONLY.

**IN ADDITION, EACH OF THE REGISTRANTS WILL RECEIVE FOR FREE
THE ONLINE COURSE, HOW TO BECOME A HIGH PERFORMING
NONPROFIT EXECUTIVE LEADERSHIP TEAM.**

TOPICS COVERED INCLUDE:

- VISIONARY THINKER
- EMOTIONAL INTELLIGENCE
- ENTREPRENEURIAL SPIRIT
- THE EXECUTIVE LEADERS ROLE IN PHILANTHROPY
- POSITIVE BRAND BUILDER
- STRATEGIC COLLABORATION
- SUCCESSION PLANNER
- INSPIRATIONAL MOTIVATOR

To learn more about the DCM Institute for Transformational Nonprofit Leadership Certificate Program,
please contact Dennis C. Miller, Founder & Chairman of DCM Associates Inc., at dennis@dcm-associates.com

THE COURSES AND LEARNING OBJECTIVES FOR EACH COURSE ARE AS FOLLOWS

SESSION ONE

THE FOUR PILLARS OF SUCCESSFUL NONPROFIT LEADERSHIP

Instructor: Dennis C. Miller

Based on the author's book, *A Guide to Achieving New Heights: The Four Pillars of Successful Nonprofit Leadership*, this presentation will address the important key competencies and skills required for every nonprofit leader to be successful. The four pillars are building relationships with internal and external stakeholders based on trust, respect and credibility; being passionate for your mission including the ability to communicate your organization's success (your Nonprofit Stock Price); creating your vision to inspire enthusiasm and encourage commitment to achieve your organization's strategic goals; and to be able to sustain your mission by understanding that nonprofit is your tax status not your business plan.

Learning Objectives:

- *To learn how to create a road map to building a successful organization*
- *To learn to evaluate and develop a personal leadership development plan for improvement*
- *To provide a sense of hope, courage and motivation to achieve better results*
- *To enable you to approach your work with passion, high energy and a positive attitude*

SESSION TWO

TRANSFORMATIONAL LEADERSHIP COMPETENCIES NEEDED BY TODAY & TOMORROW'S LEADERS

Instructor: Yvonne Styles, PhD

In today's global marketplace, the idea of diversity is more than a buzz word. It is a workforce imperative—diversity is so relevant, Fortune magazine now includes a diversity rating when it names its top 100 companies. To be successful in the non-profit sector, leaders will need to become experts at managing dynamic shifts in workplace norms and an evolving and diverse workforce. The growing importance of diversity, equity, inclusion and belonging demands specific leadership skills. Retention of high performing staff in the great resignation era will rely on the strength of your organizational culture and leadership. This course will explore leadership from a wide lens, understanding how the role of leaders continues to evolve and we will be identifying what transformational leadership entails.

Learning Objectives:

- *Learn how to incorporate the values of diversity, equity, inclusion and belonging into your workforce culture*
- *Create an organization-wide plan to identify and develop transformational leaders within your organization*
- *Learn how to create a culture of continuous learning and development*

SESSION THREE

FINDING YOUR NORTH STAR: STRATEGIC PLANNING FOR NONPROFIT TEAMS

Instructor: Gregory Nielsen

Nonprofit leaders and board members face countless challenges, and strategic planning can sometimes seem like a daunting undertaking. There is hope, and a path to a far more energizing and effective plan. This interactive course takes

the fear out of strategic planning and shares with you the value of a systematic, proven approach to strategic planning. Join us as we discuss the value of developing a culture of planning while understanding the components of an effective, inclusive planning process. We will also explore ways to manage the critical inflection point of translating vision into reality by successfully moving from planning to implementation.

Learning Objectives:

- *Value of developing a culture of planning to propel mission*
- *Components of an effective, inclusive planning process*
- *Managing the critical inflection point of transitioning from planning to implementation*

SESSION FOUR

LEARNING FROM ADVERSITY

Instructor: Jim McGuirk, PhD

Most companies face unexpected shifts that upend their plans and threaten the business's survival. In the face of accelerating changes, disrupting technologies, industries, and communities, successful organizations pivot, when necessary, focus on their core values, and zero in on the needs of their customers and staff. Mistakes and missteps are inevitable, but successful companies learn quickly from these mistakes and even turn them into sources of strength and power. This course will help you create the culture required to turn failures into learning opportunities and improve competitiveness, organizational health, and the bottom line.

Learning Objectives:

- *Create a company vision that becomes your foundation for future success*
- *Learn tools to create a corporate culture that will serve as a model in your industry*
- *Learn strategies that engage and empower staff, building a learning organization that embraces failures and turns mistakes into growth opportunities*
- *Learn tools that improve efficiency and overall quality of products or service*

SESSION FIVE

TRUST COMES FIRST: THE LEADER'S ROLE IN A CHANGING PHILANTHROPIC LANDSCAPE

Instructor: Jason Smith, CPRE

Today's donors are asking more than ever before of the leaders, causes and organizations they support, and the role of C-Suite executives in raising vital funds has never been more important. Fundraising at its best is equal parts science and art, and contemporary best practices can absolutely be learned. In a changing philanthropic landscape, we'll explore how to foster deeper relationships more quickly, tell more human-centered stories and better engage board members and potential major funders in making your vision for a brighter future of your organization a reality.

Learning Objectives:

- *Understand today's changing charitable landscape and a few of the trends that now inform donor behaviors*
- *Reflection and refine your organization's leading "Case for Support" to realize better fundraising results*
- *Learn and practice how, together with board leaders and other team members, to engage potential donors differently to build confidence and trust and raise vital funds at the same time more quickly*

SESSION SIX

THINK BEFORE YOU SPEAK/ACT

Instructor: Terence Cahill, EdD

While the directive "Think before you speak/act" is most often associated with a child or teen, it surprisingly has its importance for leaders too. Leaders, particularly senior leaders, have significant business and life experiences that they utilize to inform their actions. While this is usually considered advantageous, it can be a problem. Today's fast-changing environment may require new thinking, but the leader's mindsets were developed from past experiences. Plus, those mindsets can influence a leader's actions in an automatic-thinking way without the leader's awareness. This session will explore mindsets that support effective leadership in today's complex business environment vs. mindsets that hinder a leader's effectiveness.

Learning Objectives:

- To learn about our mindsets
- To identify the mindsets that distinguish the best leaders
- To identify mindsets that hinder leadership effectiveness
- To create a self-awareness plan aimed at recognizing our mindsets and developing new ones

SESSION SEVEN

THE POWER OF STRATEGIC ALIGNMENT: HOW TO ENERGIZE YOUR LEADERSHIP TEAM AND ACHIEVE YOUR ORGANIZATION'S TRUE POTENTIAL

Instructor:

This presentation, based upon the author's book, *The Power of Strategic Alignment*, will provide an inspirational and educational view on how to unlock the leadership potential of chief executives, board members and those who aspire to leadership positions in the nonprofit sector. Though most nonprofit organizations have great causes and dedicated professionals, far too many continue to spend an inordinate amount of time and energy without the results and successes they hoped to achieve. Regardless of their purposeful missions and great causes, many struggle to fully engage their boards and stakeholders and fail to develop the first resources they need to sustain themselves. The concept of Strategic Alignment includes the key steps necessary to go beyond the traditional strategic planning process to achieve long-term success. This innovative concept refers to the process of aligning all stakeholders to be focused and committed to achieving one goal: the organization's vision.

Learning Objectives:

- Learn a new way to embark on a more effective strategic planning process to build organizational capacity
- To provide hope, courage and motivation to achieve dramatically better results for your organization
- To provide a greater sense of purpose and self-confidence to empower you to feel more hopeful and passionate about the work you do
- Be able to approach your work with a higher level of energy and a positive attitude knowing the best practices of others and how to implement them

INSTRUCTOR BIOS



DENNIS C. MILLER

Dennis is a nationally recognized strategic leadership coach, best-selling author and executive search consultant with more than thirty-five years of experience working with nonprofit board leadership and chief executives across the country. Dennis is also an expert in board governance, leadership development, philanthropy and succession planning. In addition, he is a sought-after motivational speaker, retreat facilitator and leadership performance coach. Dennis' experience working with hundreds of nonprofit organizations has provided him with the knowledge and insights to understand the competencies required of today's nonprofit leadership.

Dennis is the author of four books on nonprofit organization success and his autobiography, **Moppin' Floors to CEO: From Hopelessness and Failure to Happiness and Success**, mixes together the right ingredients for an engaging, illuminating and compelling autobiography: a gut-honest recount of his highly eventful life, lots of engaging stories, and some valuable life lessons. Dennis shows up how anyone, including a troubled kid from New Jersey, can overcome seemingly insurmountable obstacles, make it to the top and live a happy and fulfilling life.



YVONNE STYLES, PhD

Dr. Yvonne Styles is an experienced nonprofit leader with over twenty years as a C-suite executive. Dr. Styles' decades of work in mental and behavioral health included building effective treatment models for children and families as well as socio-emotional learning programs which successfully met marginalized communities at their level of need. Yvonne is also the President & CEO of Styles Behavioral Services.

Dr. Styles' consulting work is centered in her belief that inclusive practices are at the heart of leadership development and competence. Yvonne works with nonprofits providing training in Diversity, Equity Inclusion, & Belonging for senior management and board development in this critical area of organizational practice.



GREGORY NIELSEN

Gregory is an experienced nonprofit CEO and consultant committed to helping leaders and organizations excel. He is a frequent public speaker on nonprofit leadership and governance and is also the President & CEO of Nielsen Training & Consulting, LLC. Gregory previously served as CEO of the Center of Nonprofit Excellence (CNPE) in Kentucky, expanding the reach of the organization to serve more than 500 nonprofit organizations through consulting and professional development.

During this time, Gregory also helped launch Destination: Excellence, a 6-month leadership development program for nonprofit executives and Grades of Excellence, a peer-to-peer learning program for nonprofit leaders. The growth and accomplishments of CNPE under his leadership were recognized locally and nationally, and the organization was honored with awards from the Better Business Bureau for Ethics and the Louisville Urban League for championing diversity. Gregory obtained his Juris Doctorate from Notre Dame Law School in 2016.



JIM MCGUIRK, PhD

Dr. McGuirk has a unique perspective as he applies the lessons learned from his 17 years as CEO in a not-for-profit, experience and education as a clinical psychologist, and a black belt in Judo. Significant to the for-profit world, Jim provides virtual consultation with nonprofit organizations to achieve strategic goals related to efficiency and effectiveness. He has extensive experience providing coaching to senior executives and middle management as well.

Dr. McGuirk was the President of Astor Services for Children & Families in Rhinebeck, New York from 2002 to 2019 and served as President of the Children's Foundation of Astor in 2020. The organization is recognized nationally for its commitment to providing high-quality programs for children and their families. He enthusiastically brings lessons learned from his experience to organizations both large and small. Dr. McGuirk and his wife authored *For Want of a Child: A Psychologist and His Wife Explore the Emotional Effects and Challenges of Infertility*. He is the recipient of numerous national and state awards for his decades of excellent service in his field.



JASON SMITH, CFRE

Jason Smith has successfully led for more than two decades fundraising, communications, management and planning efforts at the executive level for mission-driven organizations across the United States and around the world. Throughout his career, Jason has provided effective leadership as the chief executive officer for domestic human services organizations, chief advancement officer for a growing health system and its independent foundation, campaign manager and vice president for a public university's largest-ever fundraising effort and as head of global corporate communications for the world's largest international humanitarian organization.

In 2020, Jason founded Stillwater Strategy Partners, a boutique consulting practice that works with targeted clients at the intersection of philanthropy, communications and capacity building. Jason credits his professional success to a passion for serving those in need, building collaborative teams and fostering life-long relationships between donors, advocates, and the causes that help communities thrive. He's also served in significant volunteer governance roles with leading organizations across multiple sectors.



TERRENCE CAHILL, EdD

When it comes to the topic of "leadership," Dr. Cahill is a scholarly practitioner. He has combined a very successful career in leading organizations and is an expert in assessing leaders, their challenges and opportunities and applying these insights to help his clients advance their personal and organizational results. "We lead people; we manage tasks." Terry models this formula with attention to both people and task orientations in his own career, as well as in his consulting. He credits this practice as the basis for his appointment to numerous senior leadership positions over the course of 20+ years of administrative responsibilities.

Dr. Cahill has his EdD in Human and Organizational Learning and most recently served as the Department Chair of Health Sciences and Health Administration from Seton Hall University. The American College of Healthcare Executives (ACHE) awarded Dr. Cahill Lifetime Fellow status for his many contributions to the organization and to the advancement of healthcare leadership practices. Dr. Cahill was awarded the inaugural national Regent's award for innovation.

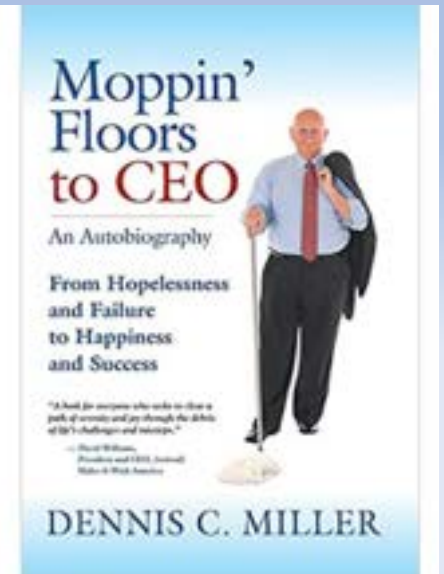
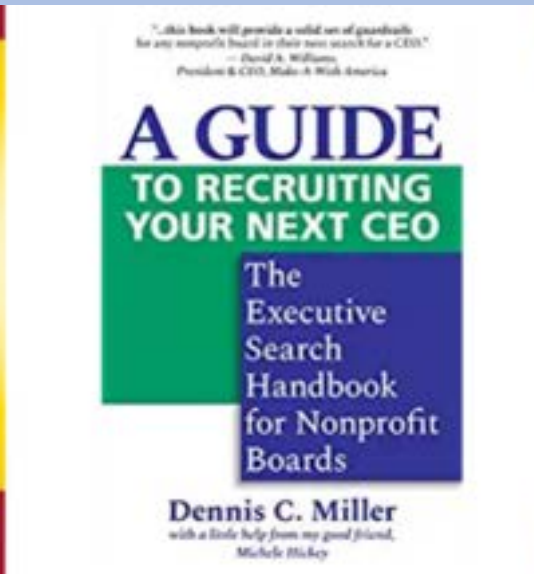
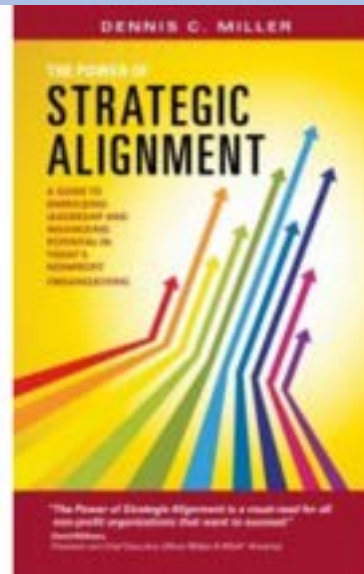
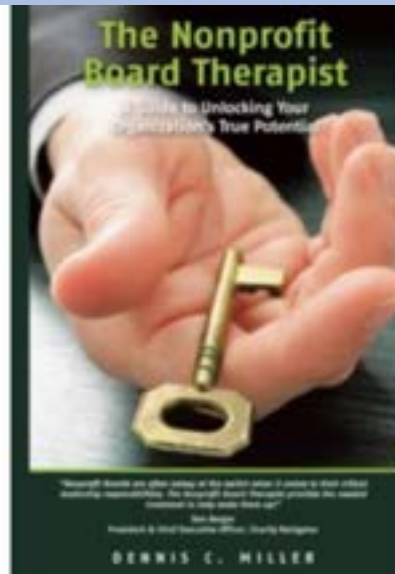
To learn more about our team of experienced and dedicated nonprofit leadership experts, please visit www.dcm-associates.com

Please feel free to schedule a free no-obligation consultation with Dennis C. Miller, Founder & Chairman of DCM Associates by contacting him at dennis@dcm-associates.com.



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