

Building Leadership for an Effective Organization: Selected Annotated Bibliography

This document provides a selected list of sources and materials to help nonprofit organizations build leaders. Resources are arranged under: 1) organizations and Web sites, 2) newsletters, and 3) print materials. Within each category, entries are listed in alphabetical order by organization or author. All the print materials can be ordered from your local bookstore or via Advocates' Web site at <http://www.advocatesforyouth.org/publications/frtp/leadership.htm>.

Organizations and Web Sites

Alliance for Nonprofit Management—

This professional association assists nonprofits to improve their management and capacity for governance. Visit www.allianceonline.org.

BoardSource—

BoardSource offers online information, print materials, and consulting to assist nonprofit boards. The BoardSource Web site also offers topic papers, summaries of board essentials, a Q and A forum, research, governance in the news, and links. Visit www.boardsource.org.

Internet Nonprofit Center—

The Center publishes the Nonprofit FAQ, a resource of online discussions about nonprofits and their work as well as about online fund-raising. Visit www.nonprofits.org.

Management Help—

This organization offers an excellent library, including an entire section on boards of directors. Visit www.managementhelp.org and click on "Boards of Directors."

National Council of Nonprofit Associations—

The Council works to advance the vital role and capacity of the nonprofit sector in civil society. Visit www.ncna.org.

Nonprofit Risk Management Center—

The Center's mission is to increase the quality of and access to information on risk management and insurance for nonprofits; strengthen their risk management practices and insurance arrangements; and improve legal liability and insurance rules that affect nonprofits and volunteers. Visit www.nonprofitrisk.org.

Newsletters—Online and Off

Chronicle of Philanthropy—

This bi-weekly newspaper is an essential standard for nonprofits, offering the latest news from the philanthropic world, recent grant listings, profiles of foundations, and information on recent board trends. Visit www.philanthropy.com.

Nonprofit Times—Visit www.nptimes.com, and *Nonprofit Online News*—Visit <http://news.gilbert.org>: each offers current information on philanthropy, fund-raising, issue areas, and more.

Print Materials

Bryson J. *Strategic Planning for Nonprofit Organizations: A Guide to Strengthening and Sustaining Organizational Achievement*. San Francisco: Jossey-Bass, 1995; ISBN: 0787901415

This book shows leaders and managers how and why to use strategic planning to improve the organization's performance. New chapters address implementation, strategy evaluation, and key leadership roles in effective strategic planning.

Carver J. *Boards that Make a Difference: A New Design for Leadership in Nonprofit and Public Organizations*. [Policy Governance Series] San Francisco: Jossey-Bass, 1997; ISBN: 0787908118

Carver's groundbreaking policy governance model influences the way many nonprofit boards operate. Now, as experience with the model accumulates, Carver enriches his model with updated policy examples and a new chapter on developing policy, offering a board model designed to produce: policies that make a difference; missions that are clearly articulated; standards that are ethical and prudent; meetings, officers, and committees that work; and leadership that supports fulfilling long-term goals.

Drucker PF. *The Effective Executive*. New York: HarperCollins, 2002; ISBN: 0060516070

Drucker identifies five practices *essential* to effectiveness: management of time; choosing what to contribute to the organization; knowing where and how to mobilize strength for best effect; setting the right priorities; and bringing it all together with effective decisions.

Eadie DC. *Extraordinary Board Leadership: The Seven Keys to High Impact Governance*. Boston: Jones & Bartlett, 2000; ISBN: 0834217953

A high impact governing model can be put to practical use to strengthen board performance. Examples capture the boredom and frustration of an under-performing board. The seven keys are: understanding what governing is all about; getting the right people on the board; building strong board-CEO relationships; structuring the board to manage its own performance; generating innovation; taking a strong role in operational planning, oversight, and budget preparation; and taking a creative role in external relations and financial resource development.

Gardner H. *Changing Minds: the Art and Science of Changing Our Own and Other People's Minds*. Boston: Harvard Business School Publishing, 2004; ISBN: 1578517095

The author offers a framework for understanding what happens during the course of changing a mind, and how to influence that process, identifying powerful factors that impel or thwart significant shifts in ways of thinking.

Goleman D, Boyatzis R, McKee A. *Primal Leadership: Learning to Lead with Emotional Intelligence*. Boston: Harvard Business School Publishing, 2004; ISBN: 1591391849

Drawing on decades of research within world-class organizations, the authors show that resonant leaders excel not just through skill and "smarts" but by connecting with others through empathy, self-awareness, and other skills. Such leaders employ up to six leadership styles—from visionary to coaching to pacesetter, fluidly moving from one style to another, as the situation demands.

Hesselbein F, Johnston R. *On Leading Change: A Leader to Leader Guide*. San Francisco, CA: Jossey-Bass, 2002; ISBN: 0787960705

This book provides key strategies for changing, sustaining growth, and leading transition, with practical guidance on how to encourage employees to question, innovate, experiment, and learn from mistakes.

Ross B, Segal C. *Breakthrough Thinking for Nonprofit Organizations: Creative Strategies for Extraordinary Results*. San Francisco: Jossey-Bass, 2003; ISBN: 0787955698

Ross and Segal show managers and board members how to transform thinking and improve performance to meet the needs of the people and causes they serve and how to tap into creativity and transform it into innovation. It is organized so that readers can choose the specific tools or techniques that will work best for their own situation, with a wide range of case studies including best practices and worst disasters.

Young K, Sazama J. *14 Points: Successfully Involving Youth in Decision Making*. Somerville, MA: Youth on Board, 1999; ISBN: 0967064902

14 Points is a comprehensive guide to involving youth in decisions, programs, and activities in their communities. It includes worksheets, tips, resources, and guides to recruiting, hiring, training, and mentoring youth.

Written by Sue Alford, January 2005



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