

INTEGRALIntros

Intro to Leadership:

The Practice of Leadership for Nonprofit Organizations



October 1, 2025
1:00 – 2:00pm

 IntegralOrg

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Image: Blackfoot Crossing Historical Park

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Your Facilitator for
Introduction to
Leadership:
 The practice of leadership
 for nonprofit organizations

Mike Grogan

IntegralOrg, President and CEO



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Overview

- Setting the Context
- Three Domains of Leadership
- Myths of Leadership
- Developing Leadership

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The Need for Intentional Leadership Development

A lack of leadership quality and quantity in the nonprofit sector currently prevails **supply simply cannot meet present and future demand.**

– Vitreo, 2023

Leaders in the nonprofit sector are **highly motivated** with a **strong desire to serve**, but ... are **lacking fundamental systems** to support their work.

– CCVO, 2013



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The Need for Intentional Leadership Development



In order to ensure an abundant supply of capable leaders in the Canadian nonprofit sector we must strategically generate a **critical leadership mass.**

Leadership development is a major enterprise, not a casual undertaking.

– Vitreo, 2023

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“The domain of leaders is the future.”

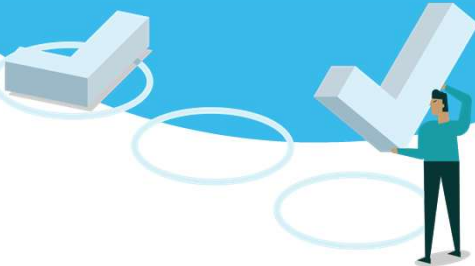
Kouzes & Posner



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Share your thoughts!

**What value, trait or characteristic
do you most admire in a leader?**



Enter in the chat!

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What values, traits or characteristics do you admire in a leader?

Source: *The Leadership Challenge*, 2006

Respondents that Agreed	
Most admired	Honest 88%
	Forward-Looking 71%
	Competent 66%
	Inspiring 65%
Least admired	Intelligent 47%
	Cooperative 28%
	Dependable 33%
	Ambitious 21%

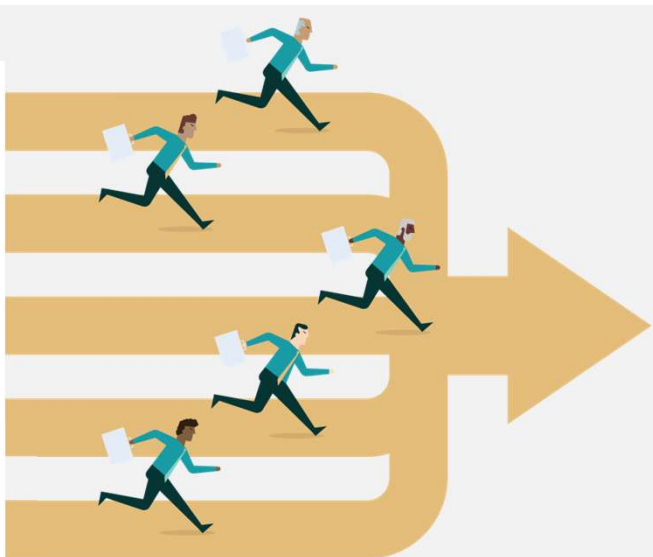
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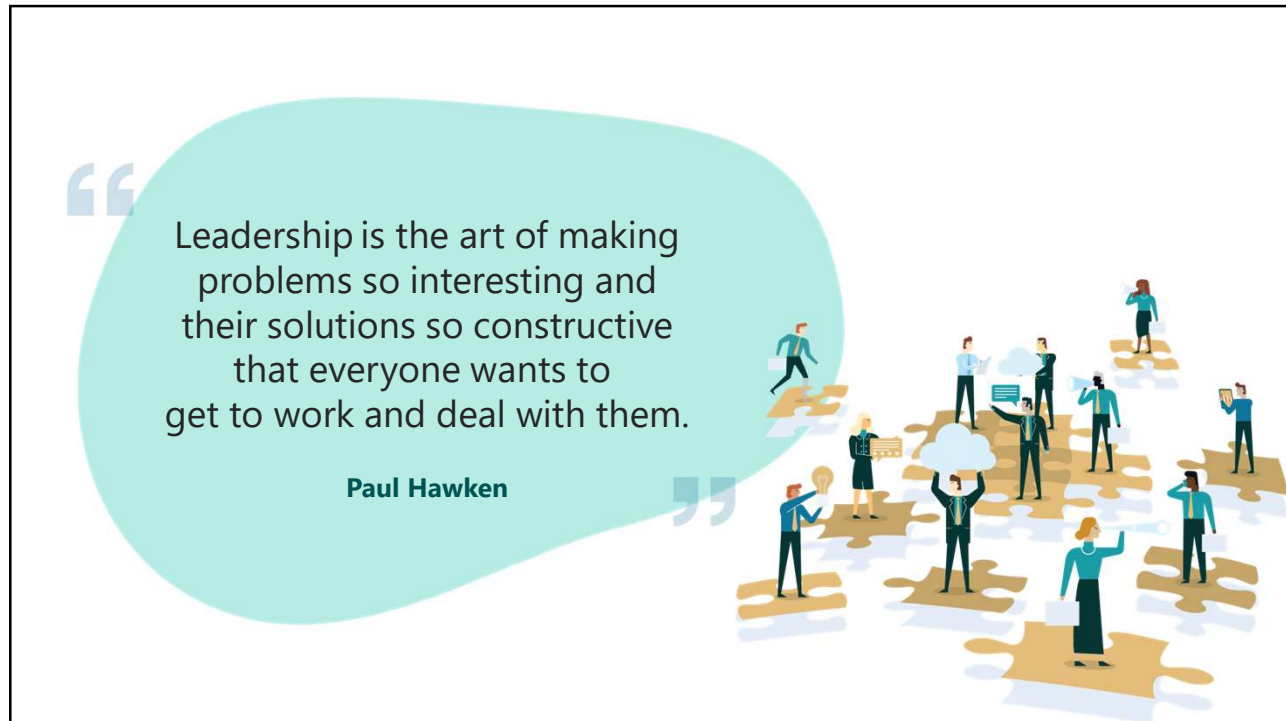
Leadership is a set of behaviors used to help people align their collective direction, to execute strategic plans, and to continually renew an organization.

McKinsey

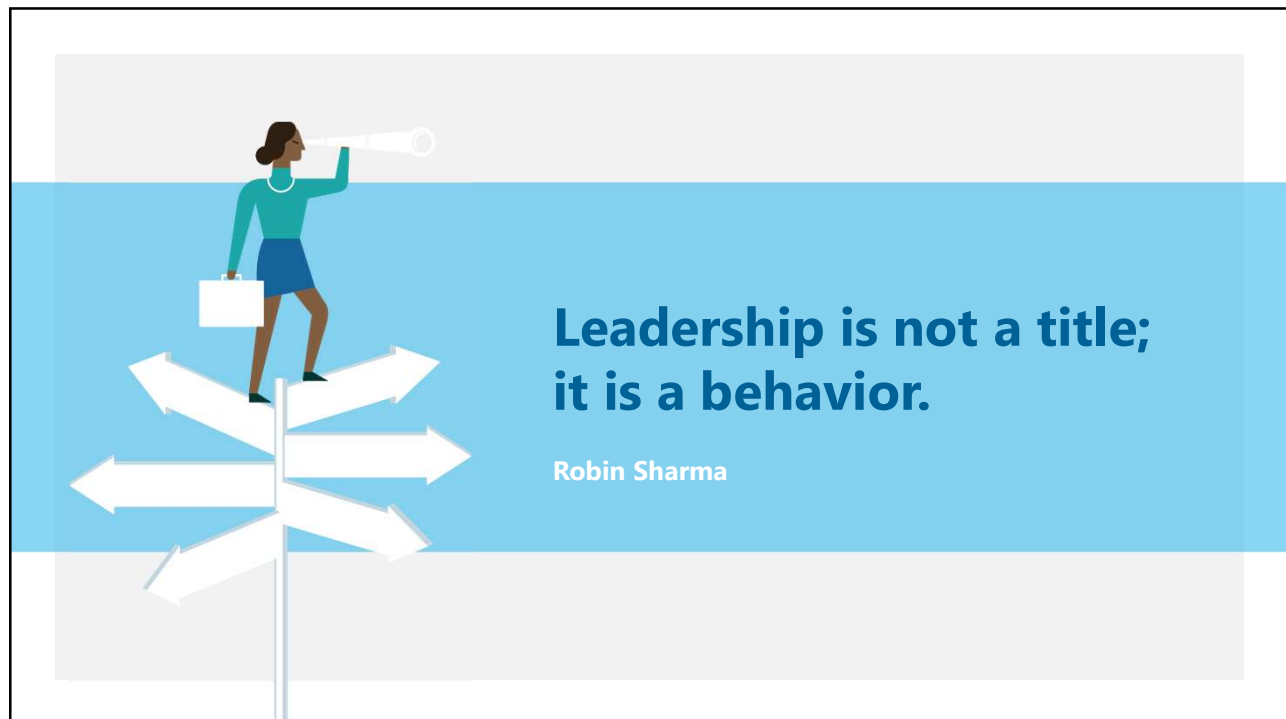
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Nonprofit Leadership by Many Names

Team Lead

Executive Director

Regional Housing Director

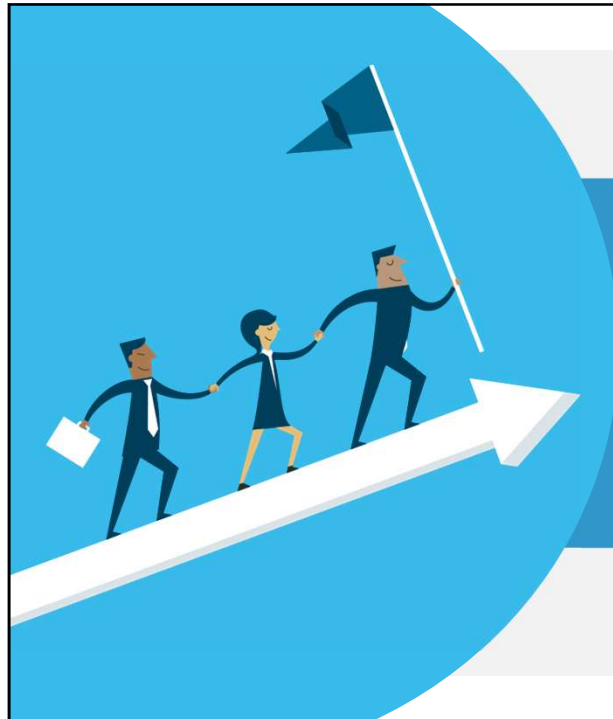
Board Director

Program Manager

Library Manager

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The Three Domains of Leadership



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The Three Domains of Leadership

Leading Ourselves
Leading Our Organization
Leading the Broader Community



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Leading Ourselves

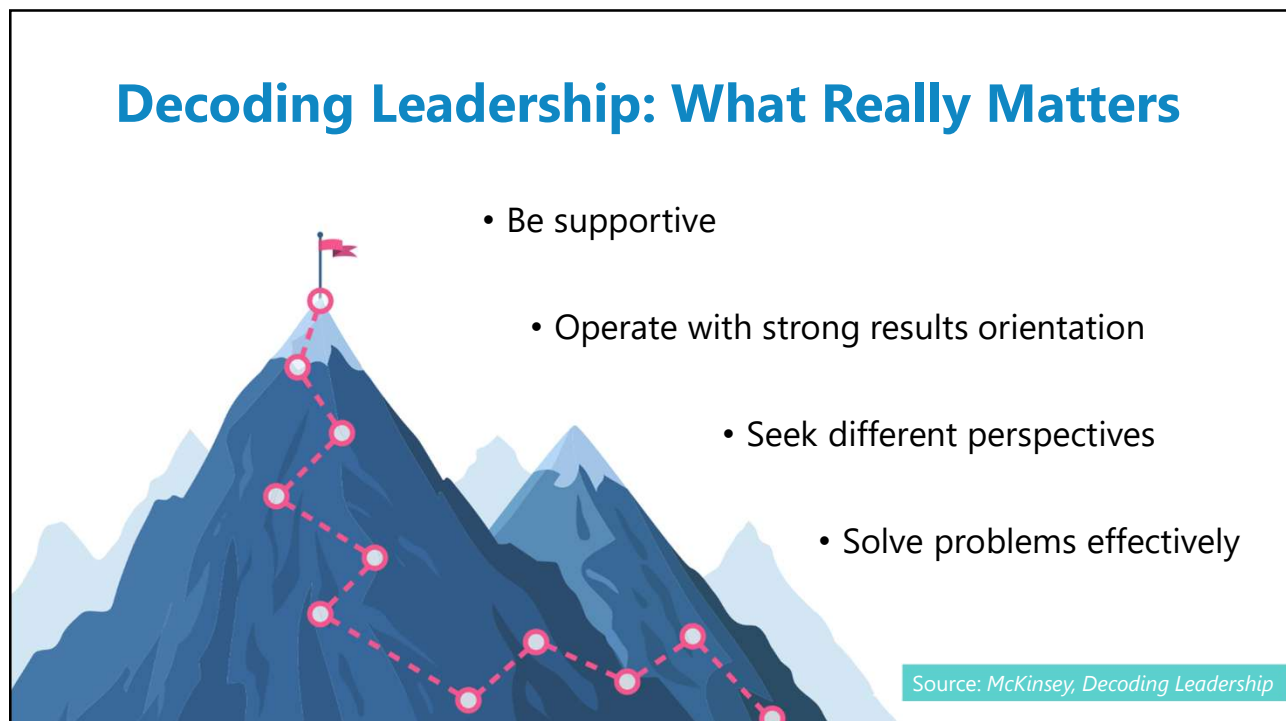
Knowing yourself is the beginning of all wisdom.
- Aristotle

You cannot manage other people unless you manage yourself first.
- Peter Drucker

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Leading Our Organizations

- Organizational level leadership encompasses a very **wide range** of activities, styles and competencies
- Leadership at this level often **begins positionally** and can include team, department and overall organizational leadership
- The mixture of **hard and soft skills** required of leaders at this level is extensive and changes from **situation to situation**

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The Practice of Leadership

Modeling the Way

- To garner commitment and achieve the highest standards, leaders need to be models of the behaviour they expect of others
- People follow the person, not the plan
- Leaders must find their own voice, and they must clearly and distinctively give voice to their values



Kouzes & Posner, 2006

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The Practice of Leadership

Inspiring Shared Vision

- All change and every organization begins with a dream. Leaders breathe life into the hopes and dreams of others
- Shared leadership eclipses “heroic” leadership in the long-run
- **Leadership is a team activity:** The essence of leadership is to make it possible for others to act by giving away, not hoarding power



Kouzes & Posner, 2006; Crutchfield & Grant, 2003

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The Practice of Leadership

Challenging Processes

- Good things don't just happen. Leaders create conditions for opportunities to emerge
- “Challenging” is both an internal and external activity
- Leadership is not about endless new ideas, it is about recognizing and supporting good ideas and being willing to challenge the status quo



Kouzes & Posner, 2006

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The Practice of Leadership

Encouraging the Heart

- Fundamentally, leadership is about relationships
- Creating a culture of appreciation and encouragement is hard work



Kouzes & Posner, 2006

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Community

Leading Our Community



- Organizations and the issues they are mandated to address, do not exist in a vacuum
- High impact nonprofit organizations focus on both **service delivery** and **advocacy**
- There are numerous leadership activities that align with community level leadership – collaborative activities, public policy engagement, systems change initiatives...

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Common Myths of Leadership



You can't lead if you aren't at the top of the organization

There is one best style of leadership

Leaders are born, not made

Leaders require confidence

Good leaders don't fail

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The Importance of Being Human

The power of leadership is ultimately about being human

- **Be personal**
- **Be self-aware**
- **Be selfless**
- **Be compassionate**



Source: Rasmus Hougaard, "Why Do Managers Forget they are Human Beings?"

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Developing Leadership



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Self-Directed Development



- Strengthening your leadership approach starts with self
- Use Assessments and other tools to better understand your strengths and areas of development
- Intentionally leaning into those strengths and working to bridge areas of development
- Share with others your dreams, challenges and passions

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Guided Development



Coaching and Consulting

IntegralOrg – group and customized supports

Rozsa Foundation – Arts Executive Leadership

Thriving Nonprofits – Entrepreneurial Learning for Non-Profit Leaders

Leadership Development Programs

Royal Roads University – Master of Arts in Leadership

Mount Royal University – Leadership Development Certificate

Athabasca University – Leader Development Certificate

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The Manager's Playbook



Practical Skill-Building
Tools to streamline operations and strengthen planning.



Operational Focus
Hands-on applications in finance, programs, HR, and technology



Productivity Planning
Create a Management Development Plan with clear benchmarks



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Elevated Leadership



Five Full Days of Learning
Monthly sessions to promote continuity and application of learning



Responsive Content
Designed for you, your organization, and the nonprofit sector



Cohort-Model
Delivered within a community of peer learners with similar experiences



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Share your thoughts!

**Reflecting on yourself as a leader,
what trait would you most like to
develop?**



Enter in the chat!

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Question & Answer



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Questions from Registration



Can you walk us through what a typical day looks like for a nonprofit CEO or Executive Director?

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Questions from Registration



There's often a generational gap in nonprofits. Many board members are still Boomers, Gen X often hold executive or middle management roles, while Millennials, Gen Y, and even some Gen Z can feel less motivated to step into strategic leadership roles. How do you see this dynamic playing out, and what can organizations do to address it?

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Questions from Registration



Leaders are always looking for better ways to guide staff – whether that’s handling tough conversations, giving constructive feedback, or running performance reviews. What practical advice do you have in these areas?

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Questions from Registration



Setting clear boundaries is important but so is being approachable. How can leaders strike the right balance?

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Questions from Registration



How can nonprofits keep employees engaged and motivated when they can't always offer the same level of pay as government roles?

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Questions

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Thank you for attending!

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Your feedback will inform the delivery of our future training opportunities!

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or
A clinic, a 1-hour problem-solving
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You might have questions about

- Attaining charitable status
- Strategic planning
- Policies & bylaws (writing and review)
- Social enterprise legal structures
- Governance and board development

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Find out more at integralorg.ca/who-we-work-with/clinics/

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solver for
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Elevated Leadership

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