



Leadership



People development



Planning



Innovation



Enterprise



Learning



Impact measurement



Effectiveness



Accountability



Sustainability



Hallmarks of Excellence

# #1 Leadership

Inspiration in the pursuit of your objectives, galvanising action within your team and encouraging others by example.



“A leader is best when people barely know he exists; when his work is done, his aim fulfilled, they say ‘we did it ourselves.’”

*Chinese philosopher Lao Tzu*

OVERALL AWARDS PARTNER



Charities Aid Foundation

# Leadership, beyond the ‘superhero’ paradigm

**David Hopkins** identifies some inspiring examples of leadership work going on in our sector right now.

If you’re anything like me, when the idea of leadership is mentioned your brain probably instinctively reaches for the traditional heroic leader archetype. That inspirational sports coach who found the right words at just the right moment to rouse you and your teammates when the chips were down; the activist who kept pushing until the world sat up and took notice; or the CEO you worked for who took the brave decision to move your organisation in a new direction and face the flak when circumstances demanded.

Inspirational leaders have always been, and will always be, the lifeblood of the charity world, built as it is on the imperative to demand change and to galvanise action to make it happen. But leadership isn’t so reductive as to be simply about the “superhero” paradigm and if one digs a bit deeper there is some exciting work emerging across our sector which reflects the breadth of modern leadership.

## **Leadership in the back, the middle and the sides**

It’s not all from the front you know!

If you’re a bright graduate and

thinking about joining the education charity Teach First you’ll find its “sell” to you is as much the opportunity to transform yourself into a leader (in the classroom) as the warm glow and pay cheque. It provides leadership training, coaching and mentoring as part of the package too. Could more of us pitch the vital roles staff deliver explicitly as leadership development roles?

## **Growing our leaders**

The Clore Leadership Programmes identify, connect and develop aspiring leaders in the arts and social sectors via a year-long programme of lectures, placements, mentoring and reflection. Fantastic! And the bright sparks involved are generating first-rate research for our sector.

## **Leadership of the sector**

You won’t have missed that our world is changing fast. So having a strong collective voice to advocate for the charity sector when needed is more important than ever. Led by CAF and NCVO, the Give It Back George Campaign, in persuading the Chancellor to reverse proposals to

limit tax relief on charitable giving, shows us the prize on offer for strong, nimble sector leadership. The recently launched Back Britain’s Charities campaign sees CAF and NCVO galvanise support in making the case for individuals, businesses and government to get behind charities in these difficult times.

## **Inspiration and compassion**

John Low, chief executive, Charities Aid Foundation said: “Charities are trusted and can be highly influential, but only with the right leadership and that is one of the toughest roles to have. A high-profile Institute of Directors debate some years ago determined that it is harder to be a successful national charity CEO than to be at the top of a FTSE100 company. Multiple stakeholders and minimal budgets are offset by passionate staff and right on our side, but it is the inspired, tenacious yet compassionate leader that makes the difference.”



*David Hopkins is senior advisory manager, charities and grantmaking, at Charities Aid Foundation*

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## On leadership...

**“As we look into the next century, leaders will be those who empower others.”**

Bill Gates

**“Leaders walk their talk; in true leaders there is no gap between the theories they espouse and their practice.”**

Warren Bennis

**“Leadership and learning are indispensable to each other.”**

John F. Kennedy

**“A leader is a dealer in hope.”**

Napoleon Bonaparte

**“A good leader is a person who takes a little more than his share of the blame and a little less than his share of the credit.”**

John Maxwell

**“One of the tests of leadership is the ability to recognise a problem before it becomes an emergency.”**

Arnold Glasow

# What kind of leader are you?

Do you lead by example, shout orders, or reason with your staff? Are you a Napoleonic leader or more like Mandela?

STYLE	AUTHORITARIAN	PROCEDURAL	TRANSFORMATIONAL	PARTICIPATIVE	LAISSEZ-FAIRE
<b>Other names</b>	<b>Autocratic</b> <b>Transactional:</b> the “transaction” is that the organisation rewards (pays) the team, in return for their work and compliance.	<b>Task-orientated Bureaucratic Managerial</b> Also related to <b>authoritarian</b>	<b>Charismatic</b> leadership is very similar, where the leader depends on his/her charisma and energy to inspire staff.	<b>Democratic</b> or <b>Consulting</b>	<b>Delegative.</b> <b>Servant:</b> A leader who is not formally recognised. Leads just by meeting the needs of the team. Whole team is involved in decisions.
<b>Example</b>	Napoleon	Florence Nightingale	Barack Obama	Nelson Mandela	Mahatma Gandhi
<b>Amount of control</b>	<b>High:</b> telling, directing, controlling.	<b>High:</b> telling, directing, controlling.	<b>Medium:</b> selling, reasoning, persuading, delegating.	<b>Medium:</b> selling, reasoning, persuading, consulting.	<b>Low:</b> advising, counselling, participating, observing, joining.
<b>What it involves</b>	<b>The leader has a lot of power</b> over team members and has the right to reward good performance or punish members if they don’t reach the agreed standard.  <b>They tell their team what they want done</b> and how without often asking for advice from team members. Team members are given little opportunity to make suggestions, even if these would be in the team’s interest.  <b>It should normally only be used occasionally.</b>  The focus is on short-term tasks so it’s more a <b>method of managing rather a true leadership style.</b>	<b>Work “by the book”:</b> team members follow procedures precisely.  <b>Focuses only on getting the job done, and can be quite autocratic.</b>  <b>Little thought given to the wellbeing of team members.</b>  <b>Task-orientated vs relationship-orientated:</b> both procedural and transformational leaders are usually needed. “Managers” focus on tasks while “leaders” focus on people.	<b>The leader inspires</b> team with their vision of what should happen. They supply the main goal, but allow members to choose their own way of reaching it.  The leader is totally <b>focused on organising, supporting and developing the team.</b>  The leader is <b>always looking for ideas</b> that move towards the organisation’s vision.  Transformational leaders are <b>very visible, and spend lot of time communicating.</b> They don’t necessarily lead from the front, as they <b>tend to delegate</b> responsibility.	Builds consensus through participation: <b>the leader makes the final decision, but the team contributes to the decision-making process.</b>  The leader asks the team’s opinions and uses these to make decisions. The team is kept informed and is allowed to discuss and propose changes to policy.  <b>The leader can’t know everything:</b> this is why you employ skilful team members.  This style is not a sign of weakness, more a sign of strength your team will respect.	<b>Team members make the decisions</b> but leader is still responsible for these.  Leader asks for the team’s opinions. Team is left to make its own decisions which are then sanctioned by the leader.  <b>Leader participates in the discussion as a normal team member and</b> agrees in advance to carry out whatever decision the group makes. Team members are left to get on with their tasks.  Effective if the leader monitors what is being achieved and regularly communicates this back to the team.
<b>When used</b>	Works well when you’re <b>short on time, and team is well motivated.</b>  For some <b>routine and unskilled tasks.</b>  In a <b>crisis.</b>  With <b>difficult employees.</b>	Tasks requiring great <b>attention to detail.</b>  Appropriate for work involving <b>safety</b> risks such as working with machinery or where <b>large sums of money</b> are involved.	This is the <b>most common modern leadership style.</b>	When organisational <b>flexibility and a sense of individual responsibility</b> is needed, where <b>teamworking is essential.</b>  When quality is more important than speed or productivity.	When you have <b>confidence and trust</b> in your team.  Where team-members are experienced and skilled; they can analyse the situation and determine what needs to be done and how to do it. (eg team of research scientists).
<b>Pros</b>	<b>Can achieve results quickly.</b>  In research done on this groups were found to be <b>most productive</b> under autocratic leaders, but if the leader was absent work stopped.	<b>Clearly defines the tasks and the roles</b> required.  <b>Puts structures in place:</b> planning, organisation and monitoring is usually good.	<b>Motivates the team</b> to be effective and efficient. Tends to lead to <b>good teamwork and creative collaboration.</b>  The <b>enthusiasm and energy</b> of a transformational leader is often infectious.  Can <b>communicate an inspirational vision</b> of the future.	<b>Mutual benefit:</b> allows members to feel part of the team and leader to make better decisions.  Members <b>feel in control and motivated to work hard. Increases job satisfaction</b> by involving the team in decisions. Helps to <b>develop team-members’ skills.</b>  Most consistent in quality and productivity.	Increasingly necessary in a world where leaders achieve power on the basis of their <b>ideals and values.</b>  You can’t do everything so you have to set priorities and delegate some tasks.
<b>Cons</b>	Team doesn’t gain from creativity and knowledge of members, so <b>benefits of teamwork are lost.</b>  <b>Staff can’t improve their job satisfaction</b> and may resent the way they are treated leading to high absenteeism and staff turnover.  <b>Serious limitations</b> but still much used. Sometimes thought of as bullying but this isn’t a valid authoritarian style.	The <b>inflexibility and high levels of control exerted can demoralise team members,</b> and reduce the organisation’s <b>ability to react to changing circumstances.</b>  Similar problems to autocratic leadership: <b>difficulties in motivating and retaining team members.</b>	<b>Procedural and transformational leadership are symbiotic.</b> The procedural leaders (managers) ensure routine work is done well, while the transformational leaders focus on initiatives that add value. The transformational leader <b>focuses on the big picture, but needs to be surrounded by people who take care of the details.</b>  Taken to extremes, can lead to failure to achieve the team’s goals.	This style may <b>result in indecision,</b> and some team-members may be left feeling confused and leaderless.  As participation takes time <b>things may happen more slowly</b> than with an autocratic approach, but often the end result is better.	Often <b>less effective in terms of quality and productivity</b> than other methods.  <b>Not good in competitive situations.</b>  Often happens naturally in situations where managers are not exerting sufficient control.

# 5 underrated habits of great leaders

A bit of humility goes a long way, says **Jeff Haden**.

Let's get this out of the way. By "leaders" I'm not referring to the guy who doubles the stock price in six months or the gal who coerces local officials into approving incredibly generous tax breaks and incentives.

Those examples of leadership – but those are examples tend to be situational and often short-lived.

Instead, I'm referring to people who inspire, motivate and make others feel better about themselves – the kind of people others follow not because they have to but because they want to.

They have a knack for making people feel as if they aren't actually following – wherever they're headed, everyone is going there together.

Here's how great leaders do it:

## 1. They quietly pick up rubbish.

I've taken tons of plant tours with owners and CEOs. Manufacturing is messy, so invariably we walk by rubbish on the floor. Say there's a piece of paper on the floor; when that happens, there are two types of people:

There's the guy who spots it, struts over, snatches up the piece of paper, crumples it like a beer can he's just chugged, and strides to a rubbish bin to slam it home. He's thinking about rubbish as a way to make a statement.

Then there's the guy who, without breaking stride, veers over, picks up the paper, quietly folds it up, sticks it in his pocket and keeps talking. He's not thinking at all about rubbish – he just picks it up.

In either case, his employees notice what he does. When you're in charge, everyone watches what you do. The difference lies in how you do it – and what that says about you.

Great leaders do what they do simply because it's important to them.



## 2. They don't ask poets to diagram sentences.

Every employee has strengths and weaknesses. Smart leaders know that employees allowed to play predominantly to their strengths don't really feel as if they're working; they feel happy, fulfilled and free to be exactly who they are.

Employees who are required to mostly perform tasks they don't do well – even with the carrot of "career development" dangling just out of reach – feel uncomfortable and awkward. Everything they do feels like work. And no one likes work.

Great leaders develop their employees, but they do it in ways that allow them to still feel they're successful, at least most of the time.



## 3. They go back for their own notes.

I was sitting in a conference room waiting for a meeting to start in five minutes. The founder walked in, sat down, glanced in his briefcase and said, "Shoot. I forgot my notes." He stood and headed for the door.

Instantly five people jumped up. "I'll run and get them," each said.

Without breaking stride he said, "Thanks, but I'm the one who left them behind."

Yes, as the owner you're more important. Yes, your time is more valuable. Yes, having someone else run back to get your notes is a more efficient use of company time.

But if you want to build a culture of accountability, go back and get your own notes.

Accountability starts with you – and it starts with the smallest of things.

## 4. They hide from spotlights.

Almost every major business magazine has approached a friend of mine: They want to do stories, profiles. They want to know his secrets of success.

He always turns them down.

"I'm boring," he says. "Plus, I'd hate for people to find out I don't really have any secrets for success."

He truly believes – unlike many people who pay lip service to humility – that his success is based on hiring great employees and turning them loose to do what they do best.

His employees know he feels that way. And they love him for it.

## 5. They jump on grenades.



A website update crashed because programmers didn't perform key tests. Thousands of customers are without service and annoyed.

The owner says: "I'm sorry. I didn't make sure the update was ready to go. That's my mistake, and I apologise. I will do everything possible to fix the problem as soon as possible, and I will keep you updated when you can expect service to be restored."

When something goes wrong, great leaders don't use the royal "we". They take full responsibility.

Publicly, they say, "I". Then they use "I" one more time when they say to their employees, "I really need your help."

That creates a "we" with real meaning.



Jeff Haden worked in manufacturing for 20 years and is a best selling ghostwriter and featured columnist for Inc.com. This article first appeared on Inc.com.

# A winning approach

Here's how the 2012 and 2011 Charity Awards Overall Winners demonstrated leadership...

## Halo Trust – 2012

Halo pioneered the concept of humanitarian landmine clearance 24 years ago. Since 1988 it has cleared over 13 million landmines and other unexploded war remnants, destroying around two and a half times more landmines than the next most effective agency, according to Landmine Monitor statistics.

In Sri Lanka, Halo realised early on that the government's data on the mine problem was wildly off the mark, and knew it needed to display strong leadership in pursuit of smart survey, mine clearance and developing national standards. Using its own robust, evidence-based survey techniques, Halo helped the government to correctly pinpoint the extent of the problem. Discussions were soon held at government ministry level about realistic ten-year plans for a mine-free Sri Lanka.



## Mencap – 2011

In 2007, Mencap produced and published *Death by Indifference*, a report which described the deaths of six people with learning disabilities who died because of inadequate NHS treatment. The report called for an independent inquiry, a request which was immediately granted by the Department of Health. The inquiry's conclusions, revealed the following year, supported Mencap's findings, condemning "appalling examples of discrimination, abuse and neglect" and outlining a range of recommendations for change.

In 2010, Mencap launched a new stage of its campaign called Getting it Right, which was designed to assist hospitals and healthcare professionals in rolling out the necessary changes. It led the way in pulling together a coalition of eight medical royal colleges and



other charities to work together to make change happen. This included the launch of the Getting it Right Charter, which set out nine low-cost adjustments that healthcare professionals could make, and which now has the signatures of over 200 NHS trusts and hospitals. This included a commitment to annual health checks for people with a learning disability.



## KEY DATES FOR 2013

SHORTLIST ANNOUNCED: *Tuesday 7 May*

PRESENTATION DINNER: *Thursday 13 June*

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