

LEADING OUR FUTURE

LEADERSHIP COMPETENCIES IN ONTARIO'S NONPROFIT SECTOR

WHAT DOES THE SECTOR NEED? LEADERSHIP THROUGH 7 KEY ROLES

Different skill sets will be needed at different points in an organization's development, and over the course of leaders' careers.



BUILDER

Builds strong, adaptive and diverse organizations and relationships



THINKER

Anticipates change, assesses data, creates strategy, supports learning



MENTOR

Supports staff growth, demonstrates empathy and trust, models perseverance and resilience



STORYTELLER

Communicates the mission and vision, champions the organizational brand



INNOVATOR

Encourages experimentation and risk taking, embraces change, adapts to dynamic environments



CONNECTOR

Develops networks, shares knowledge, collaborates, listens for diverse voices



STEWARD

Strengthens capacity through technology, demonstrates accountability, promotes effective governance

Sources: 1 Shaping the Future: Leadership in Ontario's Nonprofit Labour Force, Ontario Nonprofit Network, 2013; 2 Youth Perceptions of the Non-Profit Sector, Youth and Philanthropy Initiative, 2015

July 2017

Report prepared for the Ontario Nonprofit Network by Peter Clutterbuck and Caryl Arundel

ABOUT ONN

Organized in 2007 and incorporated as a nonprofit in 2014, the Ontario Nonprofit Network (ONN) is the independent nonprofit network for the 55,000 nonprofits and charities in Ontario, focused on policy, advocacy, and services to strengthen Ontario's nonprofit sector as a key pillar of our society and economy.

ONN works to create a public policy environment that allows nonprofits and charities to thrive. We engage our network of diverse nonprofit organizations across Ontario to work together on issues affecting the sector, and channel the voices of our network to government, funders and other stakeholders.

OUR VISION

A Strong and Resilient Nonprofit Sector. Thriving Communities. A Dynamic Province.

OUR MISSION

To engage, advocate, and lead with—and for—nonprofit and charitable organizations that work for the public benefit in Ontario.

OUR VALUES

Courage to take risks and do things differently. **Diversity** of perspectives, creativity and expertise to get stuff done. **Optimism** and **determination**. **Solutions** created by the sector, with the sector, for the sector. **Celebrating** our successes and **learning** from our experiences. **Strength** that comes from working **together**.

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1. Introduction

In the last five years, the Ontario Nonprofit Network (ONN) has been pursuing the development of strategies to support the nonprofit labour force, beginning with [Human Capital Renewal in the Nonprofit Sector](#). A sector survey of executive directors and CEOs in [Shaping the Future: Leadership in Ontario's Nonprofit Labour Force](#) laid the groundwork to further explore leadership competencies. ONN sees the effectiveness of future nonprofit leadership as critical to its policy priority of shaping a sectoral labour force strategy; these reports have identified leadership competencies and skills as critically important to “shaping the future” of the sector in terms of building and maintaining a strong and vital workforce.

Leadership is a vast and complex area of study. It is particularly so in the nonprofit sector. Organizations in the sector range from very small to very large, across multiple sub-sectors, and are at different lifecycle stages - it can be difficult to describe nonprofit leadership.

Environmental forces, including changing demographics (aging workforce, increasing diversity), resource constraints, the changing nature of work (greater job precarity), technological developments and pressures for accountability, innovation and impact, combine to create more turbulent waters through which nonprofit leaders must navigate their organizations.

Internally, the sector is challenged to define itself clearly in ways that attract young and emerging leaders and new talent from other sectors to its workforce. The sector is also challenged to adapt its organizational structures and operations to changing social and financial conditions that will support a strong workforce.

Other considerations include a lack of clarity on the respective roles and responsibilities between the executive management and governance functions, identified as a top issue in ONN's executive director survey, and the challenge of balancing strategic leadership of the organization with the relentless pressures of operational management.

ONN's previous research on leadership identified the need to explore the core leadership competencies that will be required to meet challenges like these over the next 15-20 years. This study was undertaken to build on that work, to help focus and deepen the sector's understanding of the leadership competencies required in the future, and to identify some options to bridge the gap between the existing skill-set and needed future competencies.

WHAT IS THE SCOPE?

ONN commissioned this study to assess the current strengths and shortfalls of nonprofit leadership in relation to anticipated future competencies, and to identify strategies and approaches for nonprofit leadership development going into the next two decades.

2. Research Approach

There is an ever-growing collection of thought and research on the topic of leadership. This study builds on ONN's previous research by reviewing recent nonprofit leadership literature and engaging nonprofit leaders in key informant interviews and focus groups. The focus was to develop a set of core competencies for future nonprofit leaders and to reflect on how to develop future sector leaders.

This report is based on the following sources and input:

Literature Review

A review of relevant literature on leadership, management, and management education between 2010 and 2017 in Canada, the United States, the United Kingdom, Australia, and New Zealand. The review of this most recent period, of course, identified seminal theoretical writing and empirical research on the subject from earlier periods going back to the 1980s, which was also studied. Certain grey literature and web sites related to the subject of leadership in the nonprofit sector and leadership competencies were also investigated. A summary of the literature review is included in this report. The full literature review has been produced and released by ONN as a stand-alone document.

Key Informants

Eleven key informants from different sub-sectors of the nonprofit sector were interviewed using a semi-structured interview protocol. While the interviews were based on set questions shared in advance with the interviewees, the discussions were broad and varied with each informant.

Focus Groups

Six focus groups were held in April 2017. The focus groups were organized to source input and insights from different sub-sectoral perspectives as well as a mix of large and smaller communities in Ontario. Sessions were organized in Chatham-Kent, Peterborough, London, and in Toronto with the CivicAction Emerging Leaders Network, the Ontario Social Economy Roundtable and with Provincial Arts Services Organization. Sixty-three nonprofit leaders contributed to a discussion of current and future leadership in the nonprofit sector, in person, as well as online. A schedule of focus groups is included in the Appendix.

It should be noted that the process to develop competencies for specific positions or roles is lengthy and involves research, observation, analysis, testing, and validation beyond the scope of this research. The leadership competencies presented in this report are core competencies that apply to nonprofit leaders as a whole and in general. They are the result of the research, discussion, and reflection described above, and are offered to inform thinking and guide the development of nonprofit leaders for the future.

This research was conducted for ONN by Peter Clutterbuck, PC Human Resources, and Caryl Arundel, Caryl Arundel and Associates, from January through May 2017. An advisory group of sector leaders provided guidance in the design of the research methods, identification of information sources (both research and key informants), and assistance with the review and interpretation of the research findings (see Acknowledgements on pg 3).

3. What is nonprofit leadership?

FRAMING THE LEADERSHIP DISCUSSION

Theorists and researchers have approached leadership from a variety of perspectives. Since the 1970s, there have been many attempts to develop conceptual frameworks for understanding leadership competencies. Leadership has been described as:

TABLE 1: LEADERSHIP DESCRIPTIONS

Trait-based	Leadership as evident in the behaviours, characteristics, and qualities of a person (Yukl, 1998 as cited in Born, 1999)
Relational	Leadership as defined by the relationships that the leader develops and engages in (Kouzes & Posner, 1995 as cited in Born, 1999)
Value-based	Leadership related to the kind or type of person who is inspirational to their followers, sometimes referred to as 'servant leadership'. (DePree, 1989 as cited in Born, 1999)
Context or situational based	Leadership skills that vary contingent upon the stability of the nonprofit's resource base (Heimovics and Herman, 1989)
Change-based	A process whereby leadership emerges to inspire growth and change and is often referred to as transformational leadership (Clemmer, 1995 as cited in Born, 1999)

The literature speaks of leadership competencies, or the knowledge, skills, behaviours, and individual attributes (sometimes referred to as personal characteristics or traits) that are required for effective performance in an organization (Hurd & Buschbom, 2010). Some authors and researchers, including those referenced above, generate models and leadership approaches that are comprehensive and include 70 or more competencies related to skills, behaviours, attributes, and/or knowledge, while others focus on an aspect of leadership and develop a handful of competencies related to that area, such as collaborative leadership. The result is that it is very challenging to consolidate and integrate the findings into a comprehensible and practically useful definition or framework for understanding “leadership competency”.

More recently, Bish & Becker (2016) suggest that capability is a better term to use than competency.

Thinking on leadership has evolved to emphasize relationships in addition to skills and behaviours. It is understood that leadership can be developed and learned, it is often shared, and that it is most often exercised through relationships of influence.

A consolidation of previous thinking and research has led to the emergence of a four-quadrant conceptual framework that categorizes two sets of leadership skills—“task-oriented” and “people-oriented”—and positions them in relation to the internal organization and its external environment (Hoefer, 2011). This approach recognizes the competencies needed to lead in both the internal and external environments, and the competencies needed to support varied and complex internal and external stakeholder relationships.

Subsequent work has built on this “relationship-focused” leadership framework. It recognizes the importance of the nonprofit leader’s commitment to mission-driven work and the sector, and the importance of a change orientation in the uncertain and turbulent environment, and concludes in favour of a collaborative rather than competitive approach to leadership (Bish and Becker, 2016; Morse and Stephens, 2012; Yukl, 2012). Morse and Stephens take this further and describe nonprofit leadership competencies that vary through different stages of network-based and collaborative work as well as the base or foundational capabilities and skills that are needed in all stages of a partnership.

Interestingly, the key informants and focus group participants identified elements of these approaches to leadership in their discussions. They talked about leadership as a role that will be shared. While there will always be a formal leadership position in a nonprofit, leadership will take place at all levels of the organization. They also reflected that leadership is dynamic and will need to change and vary based on the organization and its position within the broader environment. Nonprofit leadership occurs at the staff, board, and volunteer levels.

DEFINING NONPROFIT LEADERSHIP

The conceptual frameworks are helpful starting points to understand nonprofit leadership. All recognize the complex set of relationships with multiple stakeholders, both internal and external, that the nonprofit leader is challenged to manage. The mission-driven work to create social or public value is also commonly reflected in the nonprofit competency frameworks. More recent research emphasizes how increasingly important it is for nonprofit leaders to clearly define and communicate their organization's value proposition to the community.

Unfortunately, the single theories don't adequately frame and describe the leadership that will be needed in the future. We have chosen to use the following definition of leadership because it reflects the process, role, relationship, and attribute related elements of leadership:

Leadership is a "process by which one person influences the thoughts, attitudes, and behaviors of others. Leaders set a direction for the rest of us; they help us see what lies ahead, they help us visualize what we might achieve; they encourage us and inspire us."

(Carlson and Schneiter, 2011, summarizing Doe, 2008, pp. 330-331)

In addition, leadership is understood as being shaped by the following:

- Leaders must lead in complex environments, based on dynamic relationships with multiple internal and external stakeholders.
- Leadership is not positionally-fixed at the executive level but can be shared and located throughout the organization and in the community.
- Leadership competencies may depend on "situational" variables such as size, stage of development, stability/security of the resource base, etc.
- Nonprofit leaders share management competencies with private and public sector leaders but are distinct with respect to their commitment to the values and mission of the organization and to the unique role and purpose of the nonprofit sector.

Leadership is seen as different from management and includes visioning, strategy, motivation, and inspiration. Leadership competencies were described by the focus group and key informant participants using attributes (honesty, inspiring, self-aware), as a role (to build, coach, include, adapt), as a process, and as a series of relationships (within the nonprofit, with the community, at the sector and system level).

FROM THE LITERATURE: COMPETENCIES OF NONPROFIT LEADERSHIP

Within this definition of leadership, nonprofit leaders are described as having specific competencies, or knowledge, skills, behaviours, and individual attributes. The review of the literature suggests that a framework for leadership competency must include the following elements:

Personal Attributes: The literature suggests that the personal attributes and qualities of the nonprofit leader facilitate her/his ability to succeed in mission-driven work, managing complex relationships, and balancing competing priorities in a complex multi-stakeholder environment. More literature reflecting on the diverse, complex and changing environment suggests that leadership qualities will need to include adaptability and resilience.

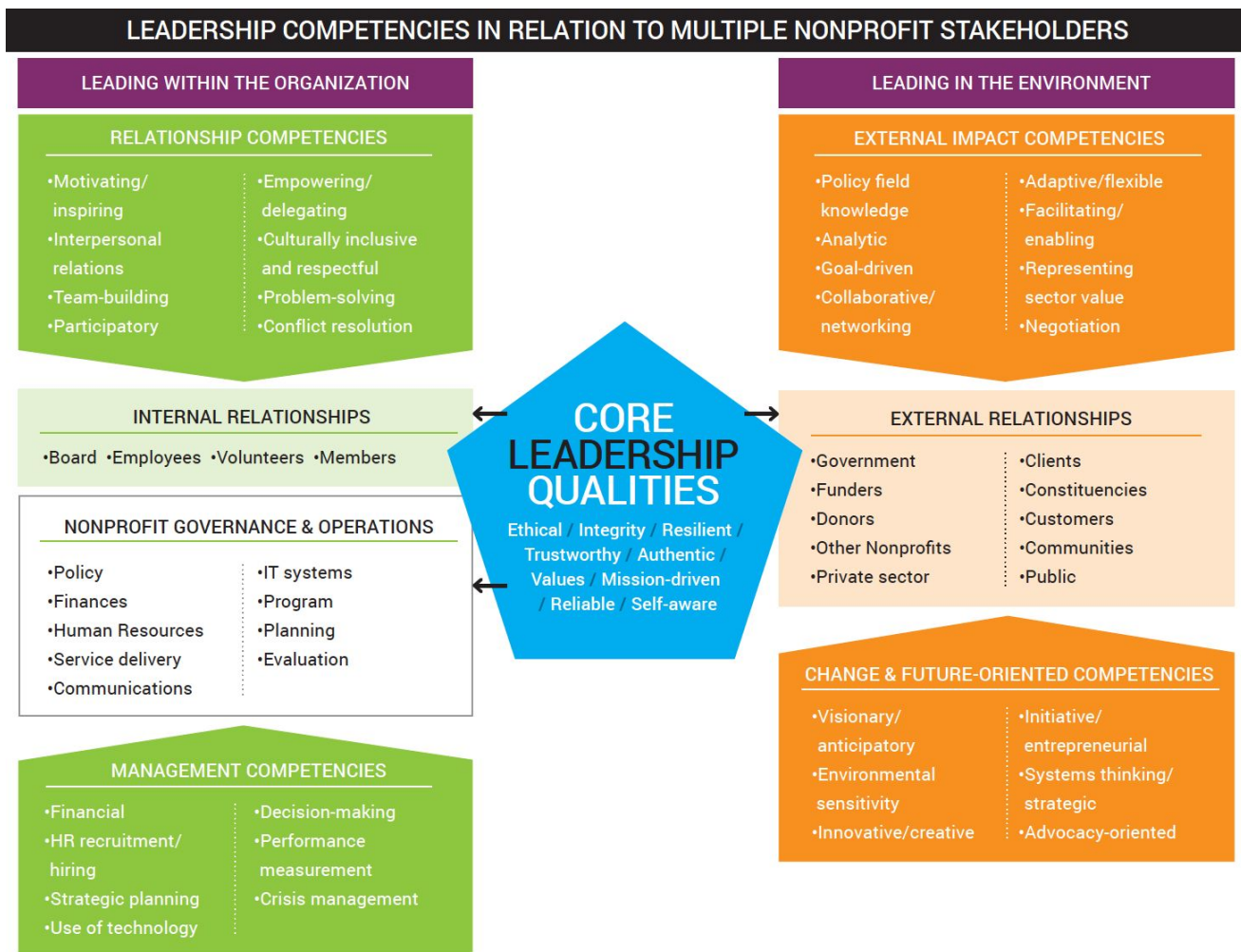
Internal Leadership and Management: The literature recognizes the importance of competencies related to the internal management and leadership of the nonprofit organization. The leader, as the designated head of the organization, must strategize, mobilize, inspire, and guide the use of resources (financial and human resources) to achieve results and fulfill the mission.

External Leadership and Impact: Other literature suggests that, with their organizations situated in an increasingly dynamic and complex external environment, nonprofit leaders need to have a range of competencies that support organizational sustainability, positioning, strategic thinking, external relationships, accountability, etc., in relation to the wide range of stakeholders within that environment.

Future and Change Orientation: The literature identifies competencies for the nonprofit leader working in a complex environment, where change can be either externally induced or initiated and driven by the leader. Leaders must be proactive and anticipate change related threats and opportunities and develop strategies to respond to shifts in the environment.

These four elements are reflected in Table 1. This visual summarizes the current literature and research findings on nonprofit leadership competencies. It shows nonprofit leadership competencies in relation to a multiple stakeholder context: connected to both the internal operations of the nonprofit organization and to its changing external environment.

TABLE 1. LEADERSHIP COMPETENCIES



4. What impacts nonprofit leadership?

Not surprisingly, many pressures impact today's nonprofit leadership which are not anticipated to abate in the future. The literature indicates much uncertainty in the nonprofit environment; this was echoed by the focus group and key informants.

The following summary of environmental forces and pressures highlights the challenges facing nonprofit leadership in the coming decades.



FORCES AND PRESSURES ON NONPROFIT LEADERSHIP

Leadership is complicated and takes place in a dynamic, open environment.

- The current context for leadership, including the socio-demographic, political, economic, and cultural environment, was described by key informants and focus group participants as unstable, complex, changing, and turbulent.
- Nonprofit leadership is further complicated by the diversity, scope, and range of organizational forms in the sector as a whole. Key informants reflected that it is more difficult now than in the past to be a leader in the nonprofit sector.
- Leadership has multiple forms, including a formal title or role, a set of relationships, or a product of a particular context or environment. It can be exercised by the board of directors, volunteers, the executive director/CEO, or staff.

Technology is both a force for change and an enabler of change.

- Technology influences organizational culture, the structure of organizations and the process of work. It supports operational efficiencies, communication systems, revenue generation, and information management.
- It supports greater attention to measurement and analytics, and allows data to be open and shared and used for social good.
- Technology enables communication and connection between and among communities, organizations, and individuals, and supports greater accountability and transparency.
- It enables remote work and supports the trend to shorter-term 'employment' relationships with independent entrepreneurs and contractors, which offers organizational agility and flexibility on the one hand, but provides less stability and security for the workforce on the other.

Economic, social, environmental and political pressures on the sector will continue.

- The changing nature of employment and increased prevalence of precarious jobs is a challenge that the sector needs to address to ensure that there are opportunities to attract and develop the next generation of leadership.
- Government offloading of service responsibilities to the nonprofit sector and continued funding pressures affect sector capacity and leadership.
- Critical media reporting about leaders and declining trust in leaders in general may have a negative impact on the attractiveness of the sector to potential leaders.
- Leadership is affected by the shifting understanding of success, increased professionalization and commercialization, and a desire for immediate results. Governments put additional pressure by pushing nonprofit service providers for cost efficiencies in the short-term.
- Pressures for impact and accountability continue to influence the role and focus of the leaders.

Demographic change will be an increasingly significant force for change in the sector.

- As the current cohort of leaders retire, there will be a period of transition, characterized by both uncertainty and opportunity for newer and emerging leaders. The aging of the population also has implications for different and increasing service demands on the sector.
- Diversity was also identified as both a key pressure and an opportunity for the sector to engage and welcome an increasingly diverse workforce and new leaders.
- The emerging generation of leaders will bring different expectations and values that will shape the culture and structure of nonprofit organizations.

- Demographics also have implications for leadership at the community level. Focus group participants noted that these effects could be more pronounced in smaller communities, when youth leave for school or work and do not return, leaving an older community to age in place.

Blurring boundaries and changing relationships with the private and public sectors are influencing the development and structure of the nonprofit sector.

- There are increasing opportunities for innovative collaboration between the sectors and among sector organizations.
- Competition will increase as private sector and nonprofit organizations develop commercial initiatives with social goals. Focus group members noted that some municipalities were getting into space and activity that previously had been part of the nonprofit sector.
- Relationships will be multi-faceted. Corporate social responsibility (CSR) activity requires different relationships between the sectors.
- ‘Co-opetition’ was a term used to describe the relationships within the nonprofit sector and between the nonprofit and the private and public sectors, recognizing the need for collaboration within a competitive environment.
- Growing interest in the “collective impact” model will lead to new kinds of cross-sectoral relationships.
- At a time of increasing competition for leadership, the sector needs to communicate more effectively its distinct value and mission as part of its efforts to attract and develop sector leadership. This was described in the focus groups as a ‘made in the sector’ message.

Resource challenges continue to shape the development of the sector

- There is a lack of sustaining, long-term core funding (from traditional sources).
- Funders continue to expect more evidence-based results, often with fewer resources in the short-term.
- Nonprofits are not well-resourced and it will be difficult to be equal partners or to compete within the sector or with the private and public sectors.
- Social entrepreneurialism was viewed by many as an innovative, self-sustaining model for the sector. While a clear opportunity, it demands risk, innovation, openness, and adaptability that many felt are not well-developed in the sector.
- Resource issues were seen as a more difficult challenge in smaller communities with widely dispersed populations. It is costly to engage and serve a population that is spread out over

large areas and it is hard to develop resources through fundraising and enterprise. The use of technology to support engagement and fundraising in dispersed rural areas has improved, but still lags behind technology infrastructure in urban areas.

While the existing and emerging trends seem clear, the capacity of this highly diverse sector to anticipate, innovate, adapt, or respond is less clear. This, of course, is the major challenge for nonprofit leaders over the next few decades.

5. Three perspectives on future nonprofit leadership

It is apparent that leadership is complex, dynamic and multifaceted, and that the future will bring significant change — some that has been anticipated and some not. Leadership needs to be prepared for the new environment and pressures with an informed and strengthened competency foundation.

This section explores future nonprofit leadership competencies from the perspectives of the literature, key informants, and focus group participants. The focus is on future ‘key’ or ‘core’ competencies—those that are unique to a nonprofit leader and/or are central to nonprofit leadership.

1. LITERATURE

An earlier section of this report summarized the literature and reported on the competency frameworks that describe leadership today. This summary builds on that work with a focus on future oriented competencies for nonprofit leadership.

A number of research initiatives that have engaged sector leaders in a discussion of future leadership competencies report similar findings (Canadian Centre for Creative Leadership, 2015; McAlpine & Temple, 2011 in Struthers, 2012; Hannum et al., 2011).

A recent survey by the Centre for Creative leadership of over 2,200 leaders from 24 organizations in three countries found that the four most important future skills identified were inspiring commitment, leading employees, strategic planning, and change management. The study also emphasized that future nonprofit leaders will need to have a strategic perspective, exercise participative management, and be quick learners (CCL, 2015).

Other research suggests future scenarios in which leaders will need to be creative and imaginative in how they structure their operations to create value. This can be done through virtual organizational models, and by using a dispersed and technologically-connected workforce, that is contract-based, rather than permanent staff. The scenarios highlight the importance of cooperation and collaboration, disruption and innovation, and competency-based leadership training and education models (HR Council, 2015).

Other findings from the literature on future nonprofit leadership competencies include:

- Leaders will need to develop more open, flexible, and connected organizational models based on diversity that support shared decision making, and exchange of information and ideas.
- Recruiting, managing, and developing people will continue to be a key aspect of future nonprofit leadership.
- Nonprofit leaders will increasingly be required to communicate the public value of the sector, as well as the personal benefit of engaging with nonprofit organizations through volunteerism or work.
- Resilience will remain a key quality for future nonprofit leaders.
- Technology will both enable and shape future nonprofit leadership.
- Leaders will require self-awareness and emotional intelligence.
- Increasingly, sector leaders are seeing collaboration and networking strategies for collective impact as key to the sector's future success.
- Making change, taking initiative, and building collaborative relationships outside the organization will be important for leadership of social change.
- Nonprofit leaders are increasingly seen as social entrepreneurs.

2. KEY INFORMANTS

The key competency discussion was grounded in an understanding that leadership is not unique to a position or person in the organization, and that leadership of an organization is influenced by the organization's positioning in the broad environment. Key informants broadly defined leadership as including vision and strategic thinking to create focus out of the environment and the big picture, leading people, and having impact. They distinguished leadership from 'management'.

In terms of performance, key informants identified future nonprofit leaders will need to:

- Work across sectors, with networks and partners to address complex and stubborn issues and take advantage of opportunities. Leaders will need a cross-disciplinary base of knowledge and understanding. They may come from other sectors.
- Bring people and groups together to create meaning, vision and value. They must be inspiring and engaging. They will be coaches.
- Develop flexible, adaptive organizations that attract, develop, and retain the best people.
- Promote a culture of strategic innovation and creativity that supports taking risks.
- Exercise skills in multi-stakeholder relationship-building, negotiation, and conflict resolution.

In terms of qualities and capabilities, key informants identified that future nonprofit leaders will need to be:

- Entrepreneurial, bringing stronger management knowledge and experience, and adapting business models to the nonprofit environment.
- Self-aware, requiring high levels of emotional intelligence and empathy with strong listening skills.
- Authentic, trustworthy, and open to sharing information and knowledge. The old expression 'knowledge = power' will not endure in the new shared power, leadership environment.
- Resilient, agile, and sometimes courageous to manage in an increasingly complex and diverse environment.
- Storytellers and communicators with the ability to speak and relate to diverse populations and partners.

- Strategic thinkers with the ability to use data, technology, and analysis to make decisions, support change, develop culture, organize work and get things done.
- Adept in the ‘economics’ of nonprofits (marketing, advocating, financial planning).
- Engaged and respected in the increasingly diverse communities that they are part of.

3. FOCUS GROUPS

The focus group participants were asked to reflect on management and leadership competencies related to both the internal governance and operations of the organization and its functioning in the external environment.

Seven overarching and broad leadership competency themes were identified from the discussions:



- **Communication** – Focus group participants identified the need for leaders to play a stronger and direct role in messaging, marketing, and creating identity to distinguish the nonprofit and organizational brand in the broader environment. Future leaders need to communicate internally and externally about organizational and sector value and impact and use different communication vehicles and technology. Leaders need to be open, honest, clear, and direct as well as good storytellers, good listeners, and good public speakers.
- **Relationship builder** – Future leaders were described as needing to develop and manage relationships, as well as network and partner with different sub-sectors and types of nonprofit organizations and also with the private and public sectors. They were seen as ambassadors for their vision and mission. Leaders also need to be skilled at government relations and navigating political arenas.
- **Collaborator** – Leaders need the ability to work, now and in the future, as part of a collaborative team or partnership—one focus group went further and described them as needing to be ‘serial’ collaborators. It was observed that in the increasingly uncertain and competitive environment, future relationships will need to be developed based on principles of ‘co-opetition’.
- **Innovator, disruptor** – Nonprofit leaders of the future need courage to push boundaries, challenge tradition and convention, and engage in creative and disruptive innovation. Focus

group participants described leaders as ‘making a new game’ and ‘redefining’ nonprofits, recognizing that there would be transition as more traditional nonprofits are replaced by newer, dynamic and innovative organizations. Leaders need to have the ‘radical will to create opportunity for people’.

- **Vision, strategic and focused** – Focus group participants explained that the leader needs to ‘make meaning,’ build shared vision, and translate vision into action. Future leaders need to be strategic, coherent, consistent, goal oriented, and focused on the pursuit of mission.
- **Change and risk-oriented** – Future leaders need to be open to change and lead and manage change with sensitivity and agility. Leaders need to be bold, fearless, daring, give room to staff to fail and ‘lead like the worst has already happened’. It was noted that the future is more about roles than jobs, more about impact than formal organizations and that there needs to be greater acceptance of risk and demonstration of the learning that comes from innovation and risk.
- **Additional characteristics** – Focus groups participants spoke about a range of additional characteristics that future leaders would need to be including:
 - Adaptive, flexible, resilient, perseverance
 - Self-aware, continuous learner, reflective
 - Authentic
 - Transparent, accountable
 - Balance life and work

In addition, some leadership skills and competencies were identified as being more unique to the internal or external environment or to a management or strategic leadership orientation. They are summarized in the table below.

TABLE 2. LEADERSHIP SKILLS AND COMPETENCIES UNIQUE TO SITUATIONS

	 Internal	 External
Management	<p>Resource development and management</p> <ul style="list-style-type: none"> • Financial resources • Human resources (including talent acquisition) • Facilities, other organizational resources <p>Technology</p> <p>Build organizations: culture, structure, internal systems, processes, policies</p> <p>Self-starter, patient, persuasive</p>	<p>Negotiation</p> <p>Innovation</p> <p>Brand management</p> <p>Change management</p> <p>Shared accountability</p> <p>Demonstrating outcomes</p> <p>Donor management, fundraising</p> <p>Enabling participation and engagement</p>
Leadership	<p>Problem solver, decision maker</p> <p>Financial acumen, transparent, internal role model</p> <p>Develops and promotes vision, focus, goals</p> <p>Find funding, calibrate spending for impact</p> <p>Data literate, analytical - use data to build organization, demonstrate impact, identify opportunities</p> <p>Develop others - empower, delegate, nurture, include, support diversity</p> <p>Share leadership</p>	<p>Customer service</p> <p>Advocate, movement building</p> <p>Capacity building - in sector and in community</p> <p>Promote and contribute to community knowledge, expertise, and connection</p> <p>System focus</p> <p>Resilient</p> <p>Go after the problem</p> <p>Thought leader</p>

Common Leadership Capacities (internal and external)

Interpersonal skills - diplomacy, influence, self-awareness, humility

Balance - balance polarities, manage complexity, and ambiguity

VARIATION WITHIN THE SECTOR

Ideally, nonprofit organizations would have leaders with 'all' the competencies and skills. However, the key informants and focus group participants recognized that the emphasis and balance among the competencies may vary depending on the size and type of organization and its position in the environment.

SMALL VS. LARGER: The nonprofit sector is large and diverse. Within the sector, large organizations face a different leadership scope or magnitude of challenges than smaller, volunteer-based nonprofits and have different capacities to recruit leaders. In small organizations, the leader is often the only paid or full time staff and needs to play many and diverse roles within the organization and in the external community and environment. Leadership is not always direct or internal—in one focus group, potential leaders from smaller nonprofits were described as 'leapfrogging' across the sector and sometimes to other sub-sectors, rather than rising to leadership roles within organizations.

SUB-SECTORS: Key informants also reported variations among different sub-sectors. Arts and culture nonprofits struggle in a highly competitive environment for public attention and support and are in direct competition with the private sector. The sector has always been engaged in social enterprise and needs business skills and management competencies to support the creative side of arts production. The need for public policy competency was emphasized in the environmental sector where government relations and public education/communication skills are needed to build public awareness and inspire and support grassroots, community based campaigns. Volunteer relations and leadership development were identified as critically important in the sports and recreation sector which relies on volunteer leaders at the ground level. Service delivery organizations were seen as more formal and traditional than some of the 'fail fast' organizations that are being developed to try innovative approaches and initiatives. Leadership will have a somewhat different balance of competencies in each of these organizations.

RURAL: Rural nonprofits were seen as having access to a smaller pool of potential leaders. There may be greater connectedness and access through informal contact and the leadership pool was seen as including volunteers, as well as paid staff. The ability to engage and support volunteers as part of an HR strategy was seen as particularly important in rural nonprofits, and included engaging youth early so they develop a strong community connection and return to the community after leaving for education as potential leaders.

6. Major themes shaping the future of nonprofit leadership

The input to this research from key informants and focus group participants was deep and rich, and in many ways affirming of the academic research summarized in the literature review. Reflecting on the mass of data available from all sources, several major themes emerge consistently. These provide context for our conclusion on the core future leadership competencies and inform thinking about the development of the next generation of nonprofit leaders.

Disruptive, dynamic environments will demand innovative organizational forms and creative, adaptive nonprofit leadership

Key informants and focus group participants were clear about the forces for change acting on their world. Demographics, including an aging population and an increasingly diverse population, present service challenges and have implications for volunteers and paid staff. Changes in the use of labour is leading to precarious work in the economy in general and is exacerbated in the nonprofit sector by contract work based on short term and unstable funding and support. The sector must look into itself to make the sustainable changes and transformations necessary for survival.

It is anticipated that there will be significant turnover in nonprofit organizations as the current cohort of leaders retires and different and younger generations of leaders assume the positions. Much has been written about the generations and their different expectations regarding work-life balance, the desire for responsibility, and the opportunity to try new ideas. The future leadership pool is more diverse and has less tolerance for hierarchy and bureaucratic process - they want to contribute, have impact, and share in the leadership of organizations. Organizations will need to re-think how they structure themselves and operate to attract and retain these emerging leaders.

Future leaders may also come from the public and private sectors, either from leaders that move between the sectors, or from the pool of highly experienced leaders who are formally retiring but want to make a difference and contribute to the nonprofit sector. These new leaders will also bring disruptive and change-oriented ideas and approaches to the sector.

The more turbulent environment with increased competition for limited resources favours the 'bigger,' better-resourced players or the smaller, innovative and nimble organizations. Some think that this will lead to a rationalization and consolidation within the nonprofit sector and a phase of restructuring, mergers and amalgamations. Conventional nonprofit organizations may be limited in terms of strategic change-oriented leadership, agility, and flexibility.

As seen in the literature and affirmed by key informants and focus group participants, leaders of small and medium sized organizations will need to be creative in organizing and deploying their human and financial resources through innovative organizational models and relationships. Network-based collaborations and partnerships offer potential for adapting to the changing and uncertain conditions.

Technology is both a force for and an enabler of change. A growing engagement with data and data analytics supports system level and strategic thinking, planning, design, communications, as well as branding, and greater attention to impact. Nonprofit leaders will continue to need a higher competency in the use of technology for delivering its services, managing and using data for planning and operational purposes (e.g. donor development and engagement), and communicating its value through social media. Technology is also changing the way people work in nonprofit organizations. Remote working and the shift away from a physical office location have significant implications for the structure of nonprofit organizations and for how leaders will guide and work with employees in the future.

Formally structured nonprofit organizations will be reinvented with an emphasis on virtual work and relationships that are based on trust and shared commitment to a vision and priorities. Work will be done differently and processes and protocols that define organizations will be less important. Flexibility, innovation, initiative, and commitment to the cause will attract workers of the future. Only organizations that are best able to adapt will grow and survive. Organizations that endure will work with others, and across sector boundaries to collaborate and co-create.

Nonprofit leadership is complicated/complex and continuously evolving

Like the private and public sectors, nonprofit sector organizations have to adapt to the changing environment. The challenge, of course, is that the sector is very diverse. In about half the nonprofits without paid staff, leadership is provided by dedicated volunteers; while in larger organizations, leadership is provided by the board of directors and a CEO supported by professional staff; and in small organizations, the executive director must wear multiple hats.

Leadership demands vary by the location of the nonprofit. For example, leaders in rural communities report the problems of maintaining connection to members and donors dispersed widely across a large geographic area and lacking access to reliable communications infrastructure.

Leadership is affected by the stage of the nonprofit's development (e.g. start-up, growing, mature) and the unique needs of the sub-sector such as environment, sports and recreation, arts and culture. Nonprofits are organized locally, regionally, provincially, and nationally, with mandates that extend from direct service provision to membership support to research, public education, policy development and advocacy, all with varying implications for leadership. Leadership is shaped by membership expectations, public support, and donor interests and is complicated by multiple accountability requirements.

In addition, nonprofit organizations and their leaders will need to have management and support systems in place that facilitate the integration and development of newcomers, with different skills and education, to the sector. Less hierarchical and more supportive and developmental management models that emphasize participative processes, teamwork and shared decision-making will attract the next generation of nonprofit leaders. Governance will need to adjust to the new models of organizational leadership.

Within this complexity, it is important to identify general competencies that can support the movement of leaders within the sector, the development of existing and new leaders and contribute to the sustainability of nonprofit organizations. However, given the high degree of diversity within the sector, it is hard to envisage a standard set of core leadership competencies that would be equally applicable to all organizations and situations. Instead, there needs to be a balance where some competencies are more or less important given the unique needs and situation of the nonprofit. And there needs to be recognition that the set of leadership competencies, in many organizations, will be distributed and shared among the formal leader, staff, the board of directors, and volunteers.

Need to re-frame the sector's value proposition to attract future leaders

People are losing faith and trust in traditional institutions, including nonprofits, and some question whether the 'organization' will continue to be the foundation of the sector. Will organizations continue to exist in the way that they do now, or will broader and informal social movements strengthen and become more relevant?

Relationships with the public and private sectors are in flux. Government has withdrawn directly from many areas, downloaded responsibilities onto the nonprofit sector, and has tied funding to impact and accountability. The private sector is increasing its appeal by linking goods and services to social or community causes through Corporate Social Responsibility programs, B-Corp designations, and/or partnerships with nonprofit organizations. New forms of social enterprise organizations blur the boundaries between private and nonprofit organizations and create profit for social good.

While such arrangements and relationships can be beneficial to participating nonprofits, they can also reduce the distinctiveness of the nonprofit's profile in the public mind. Nonprofit leaders are not well prepared for this new frontier - the leadership style and competencies of the past do not prepare or support sector leaders for reframing the role and relationship that the sector has in society.

Relationships within the sector are also changing. Nonprofits are encouraged to partner, collaborate, and engage collectively to create impact in communities while they continue to compete for funding, support, and attention. A more proactive approach is to embrace what one focus group called "co-opetition", or cooperative competition. This approach involves organizations that would ordinarily compete with each other (e.g. for funding or clients) working together for synergies not achievable when working on their own. "Collective impact" has gained traction in recent years as an example of this model of collaborative work (Cabaj and Weaver, 2016; Kania and Kramer, 2011) within the sector and with the public and private sectors.

Resistance to the blurring of boundaries and changing relationships is a defensive and likely failing path. Strategies are needed that preserve and re-frame the distinctive character of "mission-driven" work grounded in an assessment of the strengths, assets, and impact of nonprofits and clearly establishing and communicating the nonprofit's "value-proposition" to its stakeholders. All of which will demand very skillful and dynamic leadership comfortable with straddling the sectoral boundaries and cultivating constructive and sustaining working relationships across them.

7. Future nonprofit leaders- Core competencies and development

FUTURE LEADERSHIP COMPETENCIES

Based on what was heard and learned, the following framework presents the leadership competencies that will be needed by future leaders in the nonprofit sector.

Contributors to this research did not confine their thinking about the future to leadership positions in organizations; rather they spoke to the many roles that the nonprofit leader may be called on to perform in the community and broader sector. This broad perspective suggests a framework for understanding the role of future leaders and for identifying the related core leadership competencies.

In presenting this framework of leadership competencies, it is acknowledged that the highly variable conditions and circumstances of any particular nonprofit may very well emphasize some combination or balance of these competencies over others at any particular time. In addition, it is important to remember that leadership is not concentrated in one individual or position - it is shared among the executive director/CEO, board of directors, volunteers, and staff.

WHAT DOES THE SECTOR NEED? LEADERSHIP THROUGH 7 KEY ROLES

Different skill sets will be needed at different points in an organization's development, and over the course of leaders' careers.



BUILDER

Builds strong, adaptive and diverse organizations and relationships



THINKER

Anticipates change, assesses data, creates strategy, supports learning



MENTOR

Supports staff growth, demonstrates empathy and trust, models perseverance and resilience



STORYTELLER

Communicates the mission and vision, champions the organizational brand



INNOVATOR

Encourages experimentation and risk taking, embraces change, adapts to dynamic environments



CONNECTOR

Develops networks, shares knowledge, collaborates, listens for diverse voices



STEWARD

Strengthens capacity through technology, demonstrates accountability, promotes effective governance

Sources: 1 Shaping the Future: Leadership in Ontario's Nonprofit Labour Force, Ontario Nonprofit Network, 2013; 2 Youth Perceptions of the Non-Profit Sector, Youth and Philanthropy Initiative, 2015

Builder:

- Framing and affirming the organizational vision, mission, and values
- Developing a strong, adaptive, diverse, and engaged organization
- Creating capacity for community impact
- Cultivating constructive relationships with external stakeholders

Thinker:

- Understanding the complex dynamics at play in the environment
- Anticipating change that will affect the nonprofit organization and its stakeholders
- Assimilating and assessing data from many sources for insight and guidance
- Analyzing situations for both threats and opportunities
- Creating strategies for results based on thoughtful analysis

- Maintaining an ongoing commitment to personal learning, growth, and development
 - Reflecting, making sense, and contributing to knowledge generation
-

Mentor:

- Nurturing and supporting growth and development in employees and volunteers
 - Modelling leadership through empathy, respect, sensitivity, and engagement
 - Creating a climate of trust and openness
 - Reflecting consistency and authenticity to internal and external stakeholders
 - Persevering through complexity and ambiguity with patience and resilience
-

Storyteller:

- Championing the mission and goals of the organization
 - Communicating value and impact in a coherent and compelling way
 - Establishing a clear image/brand for the nonprofit organization in the community
 - Speaking authentically with a strong, convincing, and honest voice
-

Innovator:

- Encouraging organizational curiosity
 - Taking risks to create and innovate
 - Celebrating and learning from success, near miss, and failure
 - Acting strategically to support a different future
 - Adapting and adjusting to the dynamic environment
-

Connector:

- Investing in the development of relationships, networks, and partnerships to further the mission and impact
 - Collaborating with a range of stakeholders in the nonprofit, private, and public sectors
 - Negotiating to successfully resolve conflict
 - Bringing community and issue-based knowledge to connect stakeholders, opportunities, and ideas
 - Listening for diverse voices
-

Steward:

- Directing the optimal use of the organization’s human, capital, and financial resources
 - Managing performance against goals and measures of efficiency, effectiveness, and impact
 - Introducing technology and management practices that strengthen capacity
 - Planning for organizational development over the long-term
 - Demonstrating accountability for performance
 - Supporting transparency and effectiveness in organizational governance
-

DEVELOPING COMPETENCIES

While there is general agreement that there is a gap between current leadership expectations, roles, and competencies and what will be needed in the future, there is no agreement on the best way to develop future leaders.

The path to leadership is not straightforward. Nonprofit leaders may be developed from within an organization, but they may also come from the private or public sectors, or from all three sectors. This makes it difficult to prepare future leaders.

The approach to leadership development needs to include a robust set of leadership development options, programs and supports; a receptive sector that will share leadership and promote internal development; and resources to support leadership development over the long-term.

LEADERSHIP DEVELOPMENT OPTIONS, PROGRAMS, AND SUPPORTS

Nonprofit leadership competencies need to be developed and supported through a range of formal and informal programs.



Formal education through university/college programs were described as a good starting point - a valuable orientation and foundation, and for some, a prerequisite for leadership.



Nonprofit organizations need to better develop and support their internal emerging leaders through succession planning, recruitment, training, and development.

Nonprofits need to be 'intentional' and strategic about developing leaders and sharing opportunities for employees to exercise leadership skills. Existing leaders need to develop leadership within their organizations by giving opportunity and responsibility to potential leaders and taking risks by giving staff ownership of a

project or initiative and promoting learning as part of a development path.



There also needs to be some structured ways to support movement from front line, subject matter experts to leadership roles. Internal leadership development programs may be possible in larger nonprofits, but other smaller organizations need to access external opportunities. It was noted in the focus groups that the education system requires successful completion of courses for vice principals and principals and that the sector could benefit from similarly focused leadership

education and development. There was a clear preference for limited enrollment and targeted programs that combine experiential and online learning and, while examples were given of these fellowship type initiatives, there were few that sustained over the longer term. Skills institutes and leadership development programs were highlighted as valuable opportunities for new and emerging leaders.



Paid internships and apprenticeship programs were also identified as important to develop future leaders. Some nonprofits in northern Ontario participate in formal "job swaps" or secondments to give emerging leaders opportunities to work in and learn from other organizations. It was also suggested that job shadowing and encouraging emerging leaders to sit on nonprofit boards or

committees would be a good way to support learning and development.



Conferences and professional associations were seen as valuable in promoting learning and developing networks. Webinars, open online courses web based tools, resource materials, and workshops were also seen as learning opportunities. Mentoring, leader circles, leader round tables, and peer to peer

support were also mentioned as useful supports to a more formal leadership development initiative. Team leadership development was also identified as valuable.



In addition, the sector needs to promote continual learning and development and support the use and sharing of ongoing nonprofit sector knowledge and experience about leadership development. Nonprofit organizations need to work differently in the changing environment and need to find ways to develop, support, and promote internal leaders. Sector organizations also need to engage community members in a better understanding about the sector to encourage future leadership contributions through paid staff, volunteers, and board members. Youth, emerging community leaders, and leaders from the private and public sectors were identified as potential new leaders for nonprofit organizations.



New nonprofit leaders may come to the sector from the private or public sectors. They may have management and leadership capacities, but limited understanding about the sector. E-learning opportunities need to be developed about the sector, its history, its values, capacity, partners, etc.

SECTOR AND SYSTEM LEVEL SUPPORTS

Changes are needed to the way the nonprofit sector is perceived and understood by society and communities in general. The sector needs to promote its role as an economic actor and the range of opportunities and benefits, value and satisfaction from working in the sector needs to be better communicated. This will help attract leadership to the sector and help inform the development of leadership within the sector.

Reaching young people before they make career decisions and enter the workforce is important. If secondary school students received more information about the sector, the role it plays in society, and the rewards it can offer, it could become a more viable career choice. Nonprofit organizations could ensure that student placements (required in Ontario for secondary school graduation) are meaningful and create a connection with youth.

Better labour force data on the nonprofit sector would support better human resource planning. Workforce Planning Boards do not collect local data on the nonprofit sector and the Statistics Canada labour force survey does not discretely break out nonprofit employment in its industrial classification system.

Sector-wide efforts are necessary to identify and develop talent at a sectoral level.

Efforts have been undertaken by different sub-sectors to develop comprehensive competencies for different nonprofit roles (developmental sector) and development programs and supports (environment and arts sectors). Initiatives like these are important to leadership development, but aren't shared widely or integrated as part of a broader leadership development strategy.

Other initiatives could include the development and communication of sample career paths to reflect the diversity of the sector and give insight to 'how a nonprofit leader develops'.

In addition, competency profiles would describe different nonprofit roles and promote a similar understanding of what is needed and expected in the nonprofit leader of the future. The sector needs to think about how it supports entrepreneurship, new ideas, and innovation that often come from younger and new entrants to the sector.

The sector needs to find a way to assess, value, and recognize experience-based learning, not just formal, credentialed learning. Even when key informants and focus groups indicated support for formal academic learning or accredited training, they stated that it should be combined with some form of in-the-sector applied practice or project experience.

RESOURCES FOR LEADERSHIP DEVELOPMENT

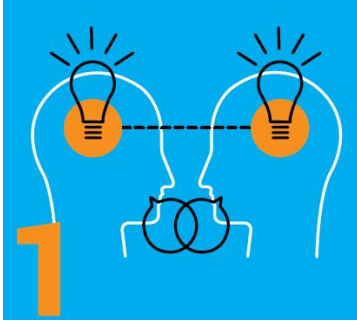
And finally, while some progress can no doubt happen without funding, it won't be enough to successfully position the sector for the future. The discussion of leadership development highlights the need for resources to support development of broad leadership programs, as well as unique opportunities for individuals (including bursaries, paid internships). Focus group and key informants commented that current funding does not support a sustained and long-term sector wide leadership development strategy and that most nonprofit organizations do not have the capacity or resources to identify potential leaders and to release staff to participate in development initiatives.

Lack of stable funding is a significant barrier to more effective leadership development in the sector. Creating and communicating a compelling case for sustainable funding to support leadership development over the longer term would serve the sector well.

8. Taking action to build leadership competencies

How can nonprofit organizations use this framework? How do future leaders learn about the competencies set out in this report that will be needed in the coming decades? What are the next steps needed to attract and develop future leaders?

The challenge is a big one and needs to be approached with persistence at several levels— by nonprofit organizations individually, by different parts of the sector working together within their own fields (e.g. sub-sectors or geographic communities), and at the systems and policy level.



NEXT STEPS FOR NONPROFIT ORGANIZATIONS

Key informants and focus group participants contributing to this research were very aware of the challenges and realize that creative, resilient leadership will be required for survival and success. They lament the lack of resources and other supports that could help them address the problem within their own organizations.

- Nonprofits can apply this framework to ensure leadership competencies are being used by having a discussion with staff and board members about the framework. What resonates? What is most relevant now for your organization? How would you develop competencies in the areas identified?
- Nonprofit organizations can review their HR policies and practices and promote a leadership development discussion among staff and volunteers about opportunities, within existing resource levels, to develop internal leaders.
- Nonprofits can undertake an organizational self-assessment of leadership capabilities and needs for the future exploring questions like:
 - Does the organization develop and actively mentor internal leaders?
 - Do the job descriptions, hiring process and performance measures used reflect future oriented leadership competencies?
 - Is there a succession plan for leadership and management positions within the organization?
 - Does the organization communicate clearly to its community on its role, purpose and value in a way that would attract employees and staff to mission-driven work, and perhaps donors as well?

- Are there ways for the organization to join and work with other organizations to support existing and develop new leadership, including with local educational institutions (e.g. secondments, shared staff training, staff exchange programs, etc.)?
- Nonprofits can advocate to funders for inclusion of leadership development costs in existing budgets.

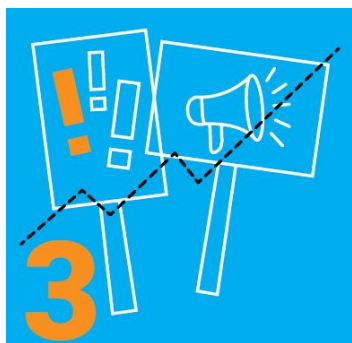


NEXT STEPS FOR THE NONPROFIT SECTOR

There is an opportunity for umbrella organizations, like ONN and other sub-sector organizations, to continue this discussion and to actively plan and collaborate on the next steps for nonprofit leadership development. Some possibilities include:

- Establish a panel of experienced and emerging leaders representative of the sector’s diversity to champion continuing research, thought, and energy on building competency-based leadership for the nonprofit sector of the future.
- Raise awareness within the sector of the future leadership competencies that will be needed in nonprofit organizations.
- Develop and promote a resource bank to share leadership development research, tools, supports, programs, and innovation to support the sector to prepare for the upcoming leadership transition and to promote the sharing of sector-wide experience and knowledge.

- Encourage umbrella organizations in the various nonprofit sub-sectors to use the leadership competencies and approaches to leadership development set out in this report to inform a discussion about future leadership.
- Explore a sectoral relationship with universities and colleges providing training and education in nonprofit management to ensure academic programming is well-integrated and balanced with the experiential learning that the sector offers.
- Collaborate with organizations working in smaller urban centres and rural communities on leadership development strategies.



NEXT STEPS FOR SYSTEMS AND POLICY CHANGE

Nonprofit leadership development requires a system investment and policy change. ONN has championed the call for a nonprofit labour force development strategy to strengthen the sector's human resource base and has undertaken research, like this initiative, to inform strategy development.

- Investment in leadership and professional development is a critical part of ONN's work on funding reform. As in other areas of strategic funding, funders, donors, and foundations might consider more coordinated and focused ways to strengthen existing leadership development programs and to create new initiatives grounded in the competencies set out in this report. Initiatives such as the Talent Philanthropy Project, into which funders dedicate 1% of their grant monies to leadership development, could be pursued in Ontario.

- One of ONN’s strategic priorities is to raise the profile of the nonprofit sector. It is apparent from the input of participants to this research that this is important to the goal of attracting future leadership to the sector. Outreach and engagement with youth on the value and rewards of mission-based work and more meaningful community service hours placements could help them make the nonprofit sector a career or volunteer choice.
- Labour force data is essential for human resource planning. While changing labour force data collection at the national level may be a longer-term goal, there may be opportunities to work with local and regional groups to develop a more robust understanding of the labour force. For example, collaboration with Workforce Planning Boards could result in the collection of local data on employment in the nonprofit sector, raise awareness of the nonprofit sector as a valuable part of the local economy and community, and support human resource and leadership development planning.
- The competition for skilled human resources presents a challenge to the nonprofit sector faced with increasingly unstable sources of revenue. Precarious work has been a challenge in the sector for many years. ONN’s policy initiatives to promote decent work, including fair incomes, stable employment, health benefits, and a sector-wide nonprofit pension plan, are important to attract and retain a stable workforce and create leadership pipelines for the future. Next steps include continued advocacy to build a decent work movement in the nonprofit sector focused on working conditions and social policies to ensure dignified and supportive work environments, working with government, funders, and other sectors.

Conclusion

Leadership is a challenging role. In the face of an increasingly disruptive and uncertain environment for nonprofits, leadership competency will be the factor that will distinguish those organizations that fail or succeed, struggle or thrive.

This research has shown that there are many perspectives in theory, research, and practice on nonprofit leadership and the knowledge, skills, and behaviours needed for success. Reflecting on these approaches to defining leadership and on the diverse and dynamic nonprofit environment, this report takes a different path and sets out a competency framework based on the key roles that a future leader will be required to play.

These roles include the nonprofit leader of the future as:

- Builder of a strong, adaptive, and diverse organization that embodies a clear vision, mission, and values.
- Thinker that anticipates change, understands dynamics, assesses data, and analyzes situations and environments.
- Mentor to support growth and development in employees and volunteers and a model of perseverance, patience and resilience in a complex, uncertain environment.
- Storyteller and champion of the mission-driven and value-based work of the nonprofit and sector to clearly establish a compelling identity and profile.
- Innovator that promotes learning and takes reasonable risks to adapt and adjust to the changing environment.
- Connector to identify and develop critical relationships, partnerships, networks and collaborates within and across sectors.
- Steward that manages the nonprofit's human, capital, and financial resources, accepts responsibility for accountability and transparency and introduces technology and management strategies to strengthen capacity for the long-term.

While ideal for leading into the future, the emphasis in these leadership roles and competencies will necessarily vary somewhat by size of organization, by field of service, by large urban or smaller community, by local, regional, provincial, or national level.

This focused research on the complex topic of nonprofit leadership is another step in an ONN initiative to develop human resource capacity in the nonprofit sector. Defining future leadership competencies is a critical piece of this work that can inform and inspire the next steps - actions and initiatives that support and sustain the development of leaders in and for the nonprofit sector for the future. Important next steps, as set out in this report, include attention to leadership development at the organizational, sector, and systems levels.

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A [literature review](#) with complete bibliography is available separately from this report.

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Appendix: ONN Future Nonprofit Leadership Competency Project Focus Groups

Time/Date/Location	Focus Group/Contact (# participants)	Format
10:00 – 11:30 AM Tuesday, April 11 ONN Office	Ontario Social Economy Roundtable (OSER) (6)	Webinar
10:30 AM – 12:00 PM Tuesday, April 11 United Way of Chatham-Kent	Members of Chatham-Kent Nonprofit Network (11)	In-person
12:00 - 1:30 PM Wednesday, April 12 London Library	PILLAR Executive Leadership Workshop Participants (18)	In-person
6:00 - 7:30 PM Wednesday, April 19 ONN Office	Emerging Leaders Network, GTA Civic Action Network (14)	In-person
3:30 - 5:00 PM Monday, April 24 ONN Office	Provincial Arts Services Organization (PASO) (7)	Combined in-person & webinar
10:30 AM - 12:00 PM Thursday, April 27 Peterborough Social Planning Council	Local urban and rural nonprofit leaders in Peterborough & Peterborough County (7)	In-person