



Center *for*
Nonprofits & Philanthropy
THE BUSH SCHOOL • TEXAS A&M UNIVERSITY

EFFECTIVE LEADERSHIP PRACTICES THAT ENHANCE PERFORMANCE AT NONPROFIT ORGANIZATIONS

“I do not like broccoli. And I haven't liked it since I was a little kid and my mother made me eat it. And I'm President of the United States and I'm not going to eat any more broccoli.”

George H. W. Bush

Center for Nonprofits & Philanthropy



Excellence ★ Respect ★ Leadership ★ Loyalty ★ Integrity ★ Selfless Service

Founded in 2017, the Center operates with the belief that that nonprofits are instrumental in creating opportunities for all. This happens through capable leadership, excellent governance, and engagement of stakeholders. We also recommit to the principles of *public service and democracy* and the value of *diversity of thought and expression* that have helped The Bush School since its inception.

Our Mission: The CNP supports a vibrant nonprofit and philanthropic sector in Texas and beyond, through high quality research, professional outreach and engaged learning.

Our Values

Nonprofits
Opportunity for All
Board Governance
Leadership
Engagement

Educational Opportunities

- Master of Public Service & Administration
- Executive Master of Public Service & Administration
- Certificate in Nonprofit Management
- Professional Certificates in Nonprofit Leadership, Social Justice Leadership, and Fundraising Leadership

EVOLUTION OF LEADERSHIP THEORY



TRANSFORMATIONAL LEADERSHIP



- Emphasizes that leaders inspire followers through providing a positive and values-based vision of the future



TRANSACTIONAL LEADERSHIP



- Leaders rely on clearly defined and quid pro quo transactions with subordinates



LAISSEZ-FAIRE LEADERSHIP



- The absence of leadership behavior



CONSIDERATION



- A type of follower-oriented leadership behavior in which the leader supports the follower on an individualized basis



INITIATING STRUCTURE



- Refers to assigning and structuring work tasks for subordinates



LEADER-MEMBER EXCHANGE



- Defined as a positive and mutually trusting relationship between a leader and his or her subordinates





- Researching the relative importance of leadership constructs is important, because for nonprofit practitioners, the question of *which* leadership practices are most useful for predicting performance should be of paramount importance



LEADER PERFORMANCE AT NONPROFITS...



- Broad affective commitment
- Enhancing job satisfaction
- Individual and organizational growth



WHICH CONSTRUCTS PREDICT PERFORMANCE?



- Initiating Structure → Individual/Org Performance
- Leader-Member Exchange → Job Satisfaction
- Transformational Leadership → Affective Commitment

(Rowold, Borgmann, & Borman; 2014)



INITIATING STRUCTURE



- Overall task orientation
 - Clearly defined roles and responsibilities
 - Maintains standards for performance
 - Encourages use of uniform procedures
 - Coordinates team work
 - Honesty



LEADER-MEMBER EXCHANGE



- Differences between leaders and each of his/her followers; ‘Leadership Making’
 - High-quality exchanges
 - Dedicated time for support
 - Ensuring followers have the opportunity to take on new roles and responsibilities
 - Trust, obligation, and respect



TRANSFORMATIONAL LEADERSHIP



- Process focused on changing individuals; to accomplish more than what's usually expected of them
 - Raise level of consciousness about the importance of work goals
 - Clear vision of the future
 - Mobilize team around organization philosophy
 - Making your positions known and standing by them
 - Emphasize your strengths versus dwelling on weaknesses



UPCOMING EDUCATIONAL OFFERINGS



- **February 28, 2023** – Leadership in Board Service (LBS) Program
 - Annenberg Presidential Conference Center
- **Spring 2023 Webinars** – February, March 8, and April 12
 - Via Zoom and open to the public
- **Spring 2023 Certificates** – Nonprofit Leadership, Social Justice Leadership, and Fundraising Leadership
 - Online and open to the public



Connect with Us!



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