

What Leaders Do & What Others Expect

*In reading* ***The Leadership Challenge*** *by James M. Kouzes and Barry Z. Posner, I changed my viewpoint from personal leadership development to Fund Advisory Committee  (FAC) leadership development. My focus became how does your work as leaders in your FAC reflect in the following five practices of the Leadership Challenge: Model the Way, Inspire a Shared Vision, Challenge the Process, Enable Others to Act and Encourage the Heart. I hope they help you look at leadership skills in a new way and reinforce many of your current steps as Fund Advisory Committee members. These positive actions can further leadership development for every FAC member and assist in leadership succession discussions.*

**Model the Way**:

* **set the example**, “do as I do” – make your FAC a priority and others will follow your example, be proud of the work your FAC is accomplishing, have positive leadership succession discussions
* **shared values of FAC** - use your Vision Mission Values in your decision making
* **be clear and consistent** – develop a simple “how to description” for new FAC members and committee assignments, explain NCF lingo, marketing materials with clear messaging
* **find your voice** – collaborate with and connect others throughout your community

**Inspire a Shared Vision**:

* **Vision, Mission, Values** are truly shared by all FAC members, if not rewrite, ask for help from Coordinators through Action Plan Update
* **express your enthusiasm & excitement** for VMV, use them at FAC meetings, for grantmaking decisions, planning for the future, leadership recruitment, donor asks
* **connect to what is meaningful** – each FAC member has their WHY they volunteer, WHY community development is important to them, WHY they are building unrestricted endowment, provide opportunities for FAC members to share their WHY
* **you can’t command volunteer commitment** – you must inspire it

**Effective Process**:

* **search for ways to improve your FAC leadership & involvement**, ask FAC members for suggestions, ask other FAC members in the NCF network, attend trainings, work with your NCF Coordinator and Peer Mentors
* **create confidence** for FAC members by creating small wins & learning experiences, use NCF trainings and educational materials to provide more knowledge and opportunities, consider a Homegrown Challenge as an opportunity to build confidence and learn new skills for FAC members

**Enable Others to Act**:

* **leadership is a team effort to achieve greatness**, you have FAC members with numerous strengths that can be utilized to achieve goals, identify and build your future leaders
* **foster collaboration by building trust**, relationships are key to every action of the FAC, treasure your FAC members and give them opportunities to act
* **engage those who must make the project work & “live with the results”**, a key element for your grantmaking decisions and why FAC members are encouraged to have conversations throughout their communities
* **one FAC/one voice**, strengthen FAC members by developing competence through experience
* **focus on serving other’s needs**, one of the greatest ways to build trust in leaders

**Encourage the Heart**:

* **genuine acts of caring draw people forward**, FAC members need to feel valued as do many of the projects and programs that you support through your grantmaking
* **recognize contributions of FAC members**, by show appreciation for individual excellence, celebrate values and victories, Nebraskan “humble and kind” needs to be set aside, every so often, to lift-up others
* **encouragement is serious business**, this can have the most significant and long-lasting impact on those it touches and inspires, encourage FAC members to grow, learn, develop new skills, take on new leadership roles and **DREAM BIG**