LEADERSHIP IN THE NONPROFIT SECTOR AND EMPOWERING FRONTLINE EMPLOYEES & VOLUNTEERS

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THUNDERBIRD
SCHOOL OF GLOBAL MANAGEMENT

CUSTOMER VALUE DISCIPLINES

"We give you what you want fast and cheap"

"We give you cool, cutting edge stuff"

"We give you the stuff that only you would want"

Treacy and Wiersema (1993), "Customer Intimacy and Other Value Disciplines", HBR, Jan-Feb,

OPERATIONAL EXCELLENCE

- Operationally Excellent:
  - Processes characterized by efficiency & reliability
  - Automation (e.g. inventory, invoice payment, logistics)
  - Systems integration
  - Low cost transactions

PRODUCT LEADERSHIP

- Product Leaders:
  - Led by Marketing and Product Engineering (creativity)
  - Speed to market
  - Creative destruction
  - Entrepreneurial organization
  - Emergent Process

CUSTOMER INTIMACY

- Customer Intimate
  - Focused on customer loyalty and lifetime value
  - Driven by tailored customer needs
  - Fine grained segmentation
  - Empowerment of boundary spanner

THE LIVING BRAND

- Know what you are looking for
- Make the most of talent
- Create pride in the brand
- Build community
- Share the business context
- Satisfy the soul

Bendapudi & Bendapudi (2005), “Creating the Living Brand,” HBR, May

WHAT MAKES A LEADER?

- Emotional Intelligence
  - Self awareness
  - Self regulation
  - Motivation
  - Empathy
  - Social skill

Goleman (2004) "What Makes a Leader," HBR , January

HIRING EMOTIONAL INTELLIGENCE

- Self awareness & regulation
  - Has your mood affected your performance, either negatively or positively?
  - Tell me about a conflict you had with a peer, direct report, or boss – how did it start and how was it resolved?
  - Have you been able to maintain a positive professional tone even when you've been anxious about a work problem?
- Reading others & own impact on them
  - Have you ever done or said something that had a negative impact on a customer, peer, or direct report. How did you know it was negative?
  - Have you every been in a work situation where you thought you needed to adjust your behavior? How did you know and what did you do?
- Learning from mistakes
  - Have you ever felt you needed to modify or change your behavior at work? How did you know? Have you been able to apply what you learned from that situation to another?
  - Have you ever set off on the wrong course? How did you know? What did you do? What, if anything, did you learn from that experience?

Bielaszka –DuVernay (2008), "Hiring For Emotional Intelligence, Harvard Management Update, November.

HIRING EMOTIONAL INTELLIGENCE

	GOOD SIGN	BAD SIGN
Self-awareness & self-regulation	Aware of emotions and how they affect his/her behavior	Seems oblivious to a connection between emotion and behavior
	Able to control anger, anxiety, and other strong emotions	His/Her stories indicate an inability to control strong emotion
Skill at reading others and sensing his/her impact on them	Can articulate instances where he/she discerned another person's feelings or opinions through nonverbal cues	Struggles to identify an instance where nonverbal cues provided him/her with insight
	Talks about him/herself in relation to others	Talks about me, me, me
Ability to learn from mistakes	Takes accountability for mistakes and thoughtfully reflects on their lessons	Acts defensive and refuses accountability
	Demonstrates that he/she applied lessons learned to a new situation	Doesn't seem to have learned anything from past mistakes

Bielaszka –DuVernay (2008), "Hiring For Emotional Intelligence, Harvard Management Update, November.