

CRE's Guide to Leadership Workshops

	Workshop Offering	Description
1	Deepening Self Awareness	<p>This workshop is aimed at deepening leaders' understanding of their style and leadership practices and at increasing their appreciation of the impact of their style on the effectiveness of others and of their organizations. Participants will use a self-assessment tool on leadership practices. The result of the self-assessment will serve as the basis for planning towards greater effectiveness.</p> <p>By the end of the workshop, participants will gain:</p> <ul style="list-style-type: none"> • A deepened understanding of their style and leadership practices • Increased appreciation of the impact of their style on others and their organization • Strategies for using feedback to heighten effectiveness <p>Who should attend this workshop? This workshop is designed for anyone with direct reports and involved with the leadership of an organization such as senior managers and Executive Directors.</p>
2	Empowering High Performance	<p>This workshop focuses on helping leaders learn, a) how to engage their staff in creating a culture of accountability and empowerment, b) what support systems their organization should establish to enable the staff to achieve performance goals, and c) strengthening their leadership and management skills in managing performance. Participants will exchange ideas with peers on how to partner with the staff and others to achieve the organization's goals more effectively.</p> <p>By the end of the workshop, participants will gain:</p> <ul style="list-style-type: none"> • Understanding of the factors that influence or hinder high performance • Understanding of the tools and systems needed to manage performance goals • Specific ways to empower and motivate their staff <p>Who should attend this workshop? This workshop is intended for any manager or leader with direct reports including senior management and Executive Directors.</p>
3	Optimizing Key (StakeHolder) Relationships	<p>This half-day, highly interactive workshop will provide an opportunity for leaders to explore and exercise a key leadership practice: optimizing stakeholder relationships to achieve their vision for change and to move work productively. Participants will focus on the importance of stakeholders in change efforts and will have the opportunity to</p>

		<p>create their organization’s Stakeholder Map in order to mobilize them more effectively on behalf of the people and communities they serve.</p> <p>Participants who attend this workshop will learn:</p> <ul style="list-style-type: none"> • To assess the quality of their stakeholder relationships • To map and analyze key stakeholder relationships in support of the change sought, or task-at-hand • To develop strategies for engaging and mobilizing stakeholders more effectively <p>Who should attend this workshop? This work will be particularly productive for leaders and managers coping with significant change or involved in a major planning effort.</p>
4	<p>Introduction to Leadership</p>	<p>This workshop is designed to help participants understand how Boards of Directors are structured, what their individual and collective roles are and the components of an effective Board. The workshop will also provide participants with some basic tools for developing and managing their Boards so that these bodies can be a valuable resource to the organization. Participants will begin to explore the skills they have and need in order to contribute best to their organizations, and to strengthen their commitment to their organizations.</p> <p>By the end of the workshop, participants will gain:</p> <ul style="list-style-type: none"> • Greater understanding of general nonprofit structure and how Boards fit into it • The value individuals can bring to an organization as a Board member • Collective Board roles and responsibilities • Individual Board member roles and responsibilities • Ability to assess collective Board competency and areas of need <p>Who should attend this workshop? This workshop is intended for anyone involved with their organization’s Board including Executive Directors, Board Chairs and new Board members.</p>
5	<p>Leading Change</p>	<p>This workshop enables leaders to increase their appreciation of the change process as one that is deliberate and purposeful, deepen their understanding of the steps that one needs to take to implement change in organizations effectively and apply the change management concepts and tools to their planned organizational change. Participants engage in pre-work, including the review of case materials, related readings and prepare a description of their organization’s planned change.</p> <p>By the end of the workshop, participants will gain:</p> <ul style="list-style-type: none"> • Better understanding of the dynamics and challenges in managing change

		<ul style="list-style-type: none"> • Improved skills in managing transition • Readily applicable tools and strategies needed to implement successful change <p>Who should attend this workshop? This workshop is intended for Middle Managers to Executive Directors of medium sized to large organizations. It will be particularly productive for individuals from organizations who are in the midst or, or anticipating, substantive change in their organizations.</p>
6	Managing Differences and Conflict	<p>This half-day, highly interactive workshop focuses on conveying to participants the strategies and tools to assess conflict situations, explore ways of minimizing unproductive conflict and finding common ground amidst differences.</p> <p>Participants who attend this workshop will learn how to:</p> <ul style="list-style-type: none"> • Deepen their understanding of sources of conflict • Better understand one’s style in managing conflict • Develop new approaches to managing conflicts and differences • Build agreement and trust <p>Who should attend this workshop? This workshop is designed for leaders and managers with multiple direct reports working in medium to large-sized organizations.</p>
7	Enhancing Collaboration and Teamwork	<p>One of the key skills in partnering with board or managing staff is enabling people to feel they are working well together and are part of a collective effort that is moving an agenda forward. This workshop will provide an opportunity for leaders to increase their knowledge around building and managing effective teams. Studies show that effective team building is one of the critical leadership skills that are needed in the future.</p> <p>At the end of this session, participants will be able to:</p> <ul style="list-style-type: none"> • Understand the key characteristics of a high performing team and the stages of team development • Assess the effectiveness of their own teams and identify performance gaps • Apply strategies and tools for enhancing team effectiveness • Implement specific steps for strengthening team performance <p>Who should attend this workshop? This workshop is designed for first-time supervisors or seasoned managers.</p>
8	Stepping Up to the	<p>To say that these are challenging times is an understatement. In your leadership position, you know this all too well. You continue to experience more acutely the increased demand for quality services and demonstrable program outcomes. Your organization is</p>

	<p>Challenge: Leading Complex Changes in Today's Nonprofits</p>	<p>expected to build more professionalized management systems. All of these demands while you face reduced resources and external challenges. How can you continue to lead effectively in the midst of continuous transitions and complex challenges?</p> <p>What can you do? We have an idea. Not necessarily the answer, but an idea based on years of working with and observing leaders who have successfully managed change. Participate in a new workshop customized and led by Community Resource Exchange, a nonprofit management assistance organization working with New York City's community groups for over twenty years. Share your experience with your peers. Deepen your knowledge of the competencies around leading and managing change while maintaining stability.</p> <p>Through group discussion and interactive work, this workshop will focus on both core leadership competencies as well as those competencies <i>that go beyond core competencies</i>, CRE calls "Plus" competencies, that leaders need in navigating complex changes.</p> <p><u>Workshop Goals:</u></p> <ul style="list-style-type: none"> <input type="checkbox"/> <i>Recognize that as part of the larger leadership body in the NFP world, your commitment to continuous learning on leadership and management is vital to the continued health and well being of the sector</i> <input type="checkbox"/> <i>Provide the "space" to share the wealth of your experience with your peers</i> <input type="checkbox"/> <i>Identify one or two areas for continuous learning and support</i> <p><u>Expected Outcomes:</u></p> <ul style="list-style-type: none"> ➤ <i>Increased awareness of key leadership and management practices by "opening doors" to knowing what you don't know.</i> ➤ <i>Deeper self-reflection about your own strengths and limitations regarding leadership and management practices.</i> ➤ <i>Better understanding of the connection between leadership/management practices and your organization's well being.</i> ➤ <i>Stronger recognition of the changes that can be made in your organization as a result of this training experience.</i>
9	<p>Leading Change: Managing and Sustaining Change Efforts</p>	<p>Learning Objectives</p> <ul style="list-style-type: none"> - Increase your appreciation of the change process as one that is deliberate and purposeful - Deepen your understanding of the steps that one needs to take to implement change in organizations effectively - Apply the change management concepts and tools to your planned organizational change <p>Content Overview</p> <ul style="list-style-type: none"> - Engage in pre-work, including the review of case materials, related readings and the preparation of a description of their organization's planned change.

		<ul style="list-style-type: none"> - Through meaningful dialogue with peers and discussion of applicable concepts and tools, this workshop will enable you to achieve the above described learning objectives. <p>Who Should Attend Executive Directors, Board members, and other organizational leaders</p>
10	Accountability Amidst Change	<p>Learning Objectives</p> <ul style="list-style-type: none"> ▪ To deepen your leadership and management capabilities through continuous learning opportunities and facilitated peer exchange ▪ To enhance your programmatic and operational capabilities by building capacity in a variety of technical areas <p>Outcomes</p> <ul style="list-style-type: none"> ▪ Deeper self awareness of leadership strengths and weaknesses ▪ Engagement in a Individual Development Plan ▪ Increased capacity to lead and manage your organizations and navigate change ▪ Increased appreciation of the important emerging issues in affordable housing ▪ Increased understanding of strategic planning and outcomes measurement ▪ Commitment to continuous learning
11	Leading and Managing	<p>Learning Objectives</p> <ul style="list-style-type: none"> ▪ Identify the key actions and results that differentiate leading from managing ▪ Operate with increased awareness about your own leadership and management preferences ▪ Manage time more effectively to strike the right balance between time spent on leading and managing
12	Leading Change and Managing Transitions	<p>Learning Objectives</p> <ul style="list-style-type: none"> ▪ Recognize your role as a leader in managing through uncertainty and change ▪ Describe the predictable impact that change has on people and performance ▪ Apply strategies and tools for leading your change initiatives and managing the transition that results from the change
13	Partnering with the Board	<p>Learning Objectives</p> <ul style="list-style-type: none"> ▪ Understand and put into practice the five fundamentals that lead to better Board functioning ▪ Identify your organization’s strengths and gaps against these fundamentals of successful Boards ▪ Gain new insights about how your Board might function more effectively ▪ Identify & plan for next steps you’ll take to strengthen your Board’s contribution to the organization

14	Building Talent Bench	<p>Learning Objectives</p> <ul style="list-style-type: none"> ▪ Recognize the leader’s role in managing the organization’s “talent portfolio” ▪ Use a “total rewards” framework for analyzing your organization’s ability to attract and retain talented staff ▪ Invest in staff development by adapting personal leadership styles to suit direct reports’ developmental levels ▪ Implement ideas and strategies for attracting, retaining and developing staff with limited resources
15	Leading Organizations to Higher Performance	<p>Learning Objectives</p> <ul style="list-style-type: none"> ▪ Understand the importance and impact of fostering a healthy, results-oriented organizational culture ▪ Envision the ideal culture you want to create in your organization ▪ Implement strategies for shifting towards a mindset of continuous improvement
16	Building Effective Teams	<p>Learning Objectives</p> <ul style="list-style-type: none"> ▪ Understand the key characteristics of a high performing team and the stages of team development ▪ Understand more effective meeting designs and management techniques ▪ Apply strategies for leading high performing teams and cultivating critical skills for success
17	Making Effective Decisions	<p>Learning Objectives</p> <ul style="list-style-type: none"> ▪ Identify decision-making habits and barriers ▪ Identify common values we want to bring to making decisions ▪ Learn about various approaches to making decisions ▪ Understand the importance of effective communication in making decisions. ▪ Develop individual and shared commitments
18	Assessing Community Needs and Prioritizing Work	<p>Learning Objectives</p> <ul style="list-style-type: none"> ▪ To provide the new Program Coordinators with the opportunity to build key management competencies as they take on management responsibilities ▪ To strengthen teamwork and collaboration within the Management Team <p>Learning Goals</p> <ul style="list-style-type: none"> ▪ To learn about the range of needs assessment (NA) tools and methods to better align services to community needs ▪ To understand how to manage a NA process ▪ To enhance staff ability to set priorities based on the results of NAs