The approaches suggested here do not require significant time or resources. The steps and tools are relatively self-explanatory. The approaches are written by the point of view of leaders but can be applied by their staff as well. Nonprofit leaders can visit crenyc.org to explore consulting engagements on any of the suggested approaches.

**Circle of Challenge: Five Key Challenges of Nonprofit Leaders**

From Meeting the Job Challenges of Nonprofit Leaders: A Fieldbook of Strategies and Actions by Jean Lobell, Mohan Sikka, and Pavitra Menon, published by the Center for Creative Leadership, 2014

**Role complexity**
- Differentiation between "ticking on the meter" flow and "standing on the balcony" flow
- Making room for stress to remain or bloom (and fizzle)
- Power for time and task clarity

1-2-3 Steps
- Make time for staff observation
- Change from a directive to coaching orientation, with transparency
- Make time for positive planning and role clarification

**Managing individual performance**
- Broaden perspective about staff engagement to include listening high performance
- Redefine "building staff accountability" as a responsibility owed to staff

1-2-3 Steps
- Align mission with departmental goals than translate to individual goals and objectives
- Be consistent about assessing progress toward goals and expectations

**Professional boundaries**
- Shift from avoiding emotions to honoring the whole person
- Empower rather than rescue
- Believe that self-care is a starting point for service to others

1-2-3 Steps
- Establish shared supervision as a protocol for staff and volunteers involved in client-service roles
- Develop more effective management styles
- Establish clear protocols around working hours and client contact

**Use of influence and power**
- Acknowledge that even collaborating programs or teams are different
- Build coalition support for shared advocacy
- Make room for trust building
- Shift from a popularity to a constituency stance

1-2-3 Steps
- Build support for your approach from key stakeholders
- Make room for conversation about what’s possible in any relationship, including areas of agreement and disagreement
- Position stakeholders and learn-building activities to increase trust
- Use supervision and team meetings to set a consistent tone

**Personal impact and effectiveness**
- Make room for a variety of styles depending on the performer and situation
- Accept shared responsibility for low morale
- Realize that assessment and pause are prescursors to moving strongly ahead

1-2-3 Steps
- Use "radical leadership"
- Make room for openness and direct feedback
- Create structure and pause for team building

**Burnout**
- Recognize that being overwhelmed is a choice
- Embrace the porous work-for-life boundaries
- Make space for the unpredictability of challenging moments
- Embrace sabbaticals and recreation as a necessary ingredient of productivity

1-2-3 Steps
- Make weekly planning a habit
- Make time for breaks in a long day
- Adapt working environment to human needs, where possible
- Find a buddy for the moments when stress reaches a red flag level
- Make time for rest, reconnect, or vacations where you can unrackable

**Dilemma of multiple roles**
- Skill definition of responsibilities from an "open door" sieve to leaders in outcome
- Accept that it’s okay to say "No!"
- Recognize that there are other quality providers

1-2-3 Steps
- Establish partnerships
- Communicate with stakeholders

**Managing diverse stakeholders**
- Recognize multiple and even competing programs goals to a desired measure
- Move from tensions to cohesiveness in diversity
- View multiple interests as opportunities rather than threats

1-2-3 Steps
- Clarify the mission of the organization and stay on message
- Develop culture and patterns to harness diversity
- Build the organization’s capacity for outreach, marketing, and PR

**Managing differences**
- Shift from a "boxed-perspective" perspective to finding common ground
- Make efforts for uniformity to raising the likeness of diversity

1-2-3 Steps
- Communicate all relevant parties
- Make time for learning about strategies for managing differences

**Recruitment and retention**
- Shift from a reactive to a strategic stance
- Shift assessment criteria for hiring
- Establish shared promotion strategies start at entry level

1-2-3 Steps
- Conduct a mini-strategic recruitment assessment
- Develop a more comprehensive screening and interview protocol
- Make sure onboarding and ongoing support systems for new hires are in place to integrate them into the organization effectively

**Work demands vs. staff capacity**
- Shift from focus on staff expansion to work containment & skills enhancement
- Recognize the impact of rewards differs from person to person

1-2-3 Steps
- Pivot the kind of work and task emphasis
- Determine staff “employee value proposition”

**Rewards and recognition**
- Make time for financial rewards to recognition
- Understand that sharing leadership is a form of recognition
- View staff development as a reward as an investment in the organization

1-2-3 Steps
- Recognize what constitutes value for staff
- Offer authentic (not automatic) praise and thanks for jobs well done
- Maintain the team’s individual abilities
- Explore staff development beyond mandated technical training

**Program complexity**
- Shift from siloed roles to shared responsibilities
- Make more from fragmented processes to "good enough" protocols
- View the absence of systems as a chance to innovate

1-2-3 Steps
- Establish priorities
- Make room for planning, not just execution
- Explore unexpected opportunities with high potential payoff
- Identify ways to delegate and staff who are ready to take on more responsibility

**Suboptimal infrastructure**
- Shift from limited roles to shared leadership
- Make more from fragmented processes to "good enough" protocols
- View the absence of systems as a chance to innovate

1-2-3 Steps
- Establish a cross-functional team to determine a viable solution
- Utilize professional services in the open marketplace or internal task forces when it’s impossible to build internal capacity for support functions

**Managing program and organizational performance**
- Distinguish outputs (product, service, or facility that result from an organization’s activities) from outcomes (the changes, benefits, savings or other effects that occur as a result from the project or service)
- Examine the impact of programs that don’t get to outcomes may need to change, reduce, or cease

1-2-3 Steps
- Conduct the data between program activities and outcomes
- Explore coordination
- Prior for the scalability of both deployment