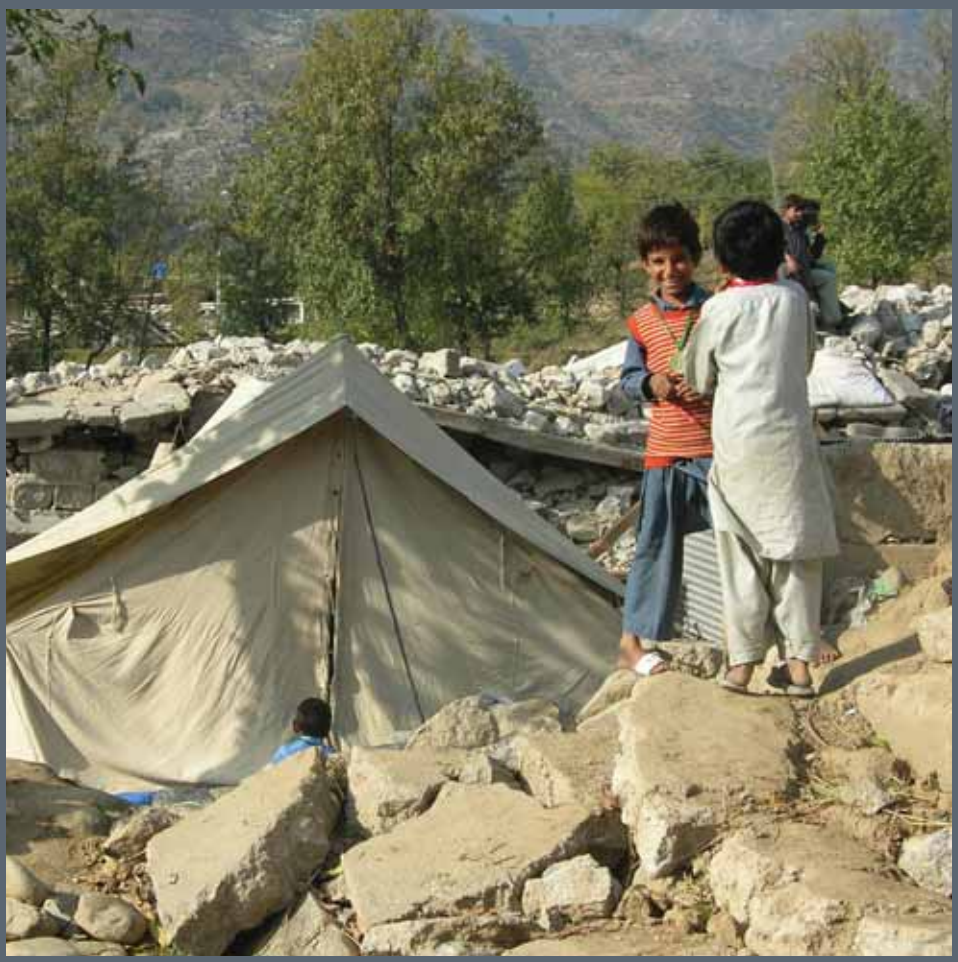
OXFORD BROOKES UNIVERSITY

THE BUSINESS OF NGO LEADERSHIP

Reflections on leadership from NGO CEOs



Reflections of leaders within non governmental organisations concerning leadership in the fast changing humanitarian aid and international development sector.

THE BUSINESS OF NGO LEADERSHIP

OXFORD BROOKES UNIVERSITY CENDEP

The Centre for Development and Emergency Practice
Faculty of Technology, Design and Environment (TDE)

OXFORD BROOKES UNIVERSITY

Oxford Brookes University Business School

Oxford Change Management

OXFORD LEADERS

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http://www.brookes.ac.uk/business_employers/workforce

GLOSSARY

ALNAP	Active Learning Network for Accountability and Performance in Humanitarian Action
ANERA	American Near East Refugee Aid
BRC	British Red Cross
CAFOD	Catholic aid agency for England and Wales
CENDEP	Centre for Development and Emergency Practice
CEO	Chief Executive Officer
ELRHA	Enhanced Learning and Research for Humanitarian Assistance
HR	Human resources
INGO	International non governmental organisation
KPIs	Key performance indicators
L and D	Learning and development
NGO	Non governmental organisation
NCVO	National Council for Voluntary Organisations
UK	United Kingdom
WFD	Workforce Development with Oxford Brookes University

EXECUTIVE SUMMARY

This study presents the reflections and views of ten leaders within non governmental organisations (NGOs) concerning leadership in the fast changing humanitarian aid sector, and the kinds of support that leaders themselves value.

ESSENTIALS OF GOOD LEADERSHIP

Most of the leaders interviewed for this study pointed above all to the need to draw in people who are committed to the values of the organisation and staff from outside the sector who come with a fresh questioning eye and new skills.

There is a strong leaning towards an enabling type of leadership where the leaders foster staff to be fully engaged in influencing the direction of the organisation.

'Leadership doesn't have to come from the leader and certainly doesn't come from the headquarters but is at a number of levels. You need good judgement at all these levels.'

There is a strong desire to develop training programmes for existing leaders that bring in the best qualities of the business sector while maintaining the spirit and values of the humanitarian sector. Some NGOs like to develop staff internally with a view to establishing a career within that organisation while others see their role as providing personal development outcomes for staff who will work in the wider aid sector, and thus need skills that can equip them across the sector.

A FAST CHANGING SECTOR

With changes internationally around the roles of NGOs, partners and government, NGO leaders have to look hard at how they manage their relationships, at all levels. Relations with donor and policy decision makers are important for them to manage. They are developing useful and healthy relationships with both NGO and community partners at the local and national level, while increasingly developing strong and clear partnerships with the private sector wherever this partnership will be advantageous to support work with beneficiaries.

Leaders are tasked with managing their respective organisations internally so that all levels are playing an informed and effective role in moving the organisation towards meeting its objectives and following its vision, while maintaining its core values and keeping true to humanitarian principles and practices. These challenges highlight the need for reflection, skills in organisational change and a high level of skill in team management. Some said that to achieve this they need a good understanding of all parts of their organisation and a technical understanding of on the ground delivery. Most of the leaders interviewed however felt they had deficiencies in some of these areas.

PERSONAL DEVELOPMENT

Leaders identified coaching and action learning sets as two of the most desirable and useful tools to support them. Action learning sets allow them to meet in a safe and structured environment with their peers from outside the sector, to look for solutions to problems around management and leadership. Coaching on the other hand allows for the injection of experience and support in a very personal and bespoke format.

On the job (or related to the job) financial management and accountability training were identified as potentially useful. Organisational change and leadership and advocacy skills were also sought.

INTRODUCTION

This study results from a collaboration between Oxford Brookes University's Business School and the Centre for Development and Emergency Practice (CENDEP), and the organisations Oxford Leaders and Oxford Change Management.

THE STUDY

With an awareness of a number of recent studies and reports[1] around leadership in the humanitarian sector (and more of these focusing on the emergency sector leadership), this study has drawn on those studies and not sought to duplicate.

We saw an opportunity to focus in a little more on the staffing and development needs of people in leadership positions to help guide Oxford Brookes University and partners in identifying some of the key issues around the changing needs and challenges for leaders in both the emergency and development context.

The study presents the views and reflections of ten leaders of NGOs concerning leadership, organisational change, staff needs and the kinds of support leaders themselves value. Those interviewed were:

JANE COCKING
Regions Director, Oxfam GB

BILL CORCORAN
President, American Near East Refugee Aid (ANERA)

GEOFFREY DENNIS
Chief Executive Officer (CEO), CARE International UK

ANNA FEUCHTWANG
CEO, EveryChild

MANU GUPTA
CEO, Seeds India

STEVE JAMES
CEO, Medical Aid for Palestinians

PATRICK MCDONALD
CEO, Viva

DAVID PEPPIATT
Head of International Programmes, British Red Cross (BRC)

NICK ROSEVEARE
(former) CEO, Bond

JASMINE WHITBREAD
CEO, Save the Children UK.

Ten interviews of up to one hour each (face to face, skype or phone) were conducted. Ten questions were used, which are given in appendix one. Interviewees' responses, in the form of their reflections and views, form the body of this report and have been categorised under grouped headings. Unattributed quotes used within the report are from interviewees.

[1] **ALNAP'S 2011 REPORT:** **Leadership in Action: Leading effectively in humanitarian operations** and the **CENTER FOR CREATIVE LEADERSHIP/PEOPLE IN AID 2010 REPORT:** **Leadership and Talent Development in International Humanitarian and Development Organizations** are two notable recent examples.

CONTEXT

The last ten years have seen significant changes within humanitarian aid work, including among other things, changing demands (for example from urbanisation and an increase in disasters), more funding (for some), professionalisation of the aid sector (and current pushes for forms of recognised professionalisation) and an increased need for accountability to donors. With an average annual 6% increase in staffing across humanitarian organisations over the last ten years[2] there are now thought to be just over 210,000 humanitarian workers throughout the world[3]. At the same time the needs of affected populations have increased and the nature of the humanitarian response has changed. NGOs are re-evaluating their accountability structures, their working relationships with southern NGOs and governments, their response times and role as subcontractor.

While organisations have made some progress on coordination and assessment tools in the humanitarian sector, and reconsidered their skills base and technologies accordingly, studies show that progress on leadership has been weak - responses to skill deficiencies have in many cases led to employing more technical experts and importing management approaches from outside the sector[4]. Organisations are struggling with the pull of responding to the 'humanitarian imperative' and the need at the same time for increased efficiency, effectiveness and professionalisation.

Interviewees' responses identified among other things the changing humanitarian context and impact this has had on their work. In particular they highlighted:

- **the growing importance of corporates**
- **changing media technology leading to increased scrutiny and shorter response times**
- **a changing role for the state**
- **increasing use of rights based approaches**
- **changing donor agendas.**

All these factors are leading them to question their own skills sets and the skills required throughout respective organisations. They are challenging the mix of staff needed to meet these needs and how they might work together bringing their various philosophies and ethics.

[2] **STODDARD ET AL. QUOTED IN HARVEY ET AL. 2010, P.18**

[3] **HARVEY ET AL. 2010, P.18.** This refers to staff working on crisis response and rehabilitation only

[4] **ALNAP, 2008**

REFLECTIONS OF NGO LEADERS
INTERVIEW FINDINGS

WHAT SIGNIFICANT CONTEXT ISSUES DO LEADERS IDENTIFY?

> I think we see a generation of philanthropic entrepreneurs which is positive. If this is related to principles and values then it is very positive. Where private sector engagement is not related to principles and values then that is dangerous.

The growing importance of corporates

There is now and will almost certainly be in the future an increased role for the private sector in humanitarian aid, including stronger local private sector actors who have more direct access to donor funds. NGOs will have more linkages and interests in the private sector and in turn the private sector will have increasing interest in the world of humanitarian aid. There will be much more possibility to partner with corporates in the future. Interviewees see positive and negative outcomes from this.

Changing media technology

24 hour media means that leaders need to be more media savvy and at times speedy about certain decision making. Some believe that for leadership this also means that lengthy unnecessary participation processes have been swept aside. New technology is assisting with humanitarian response through the use of mapping and 'phone systems. Some leaders said that they now need to 'compete with the sound bite'.

Expectations about turnaround time and response times have also increased with better information technology, and as a result management styles need to change to respond to the additional pressures these can put on managers and staff, but also to make best use of better remote communication.

> **It's difficult to say you're rights based when your head office is in the UK. You may encourage participation and have some level of participation at governance level but ultimately decisions are not made at the lowest level.**

Use of rights based approaches

Leadership style has been challenged by social rights being brought to the fore alongside economic and political rights. Several interviewees stated that their organisations struggle at times with the practical implementation of the rights based approach, especially when considering where power lies for decision making and for an organisation overall.

> **We are working with well informed communities, informed about their rights. We have to be careful about standards and benchmarks.**

Analysis and assessment

The sector is evolving its understanding of what produces change. This means programming can be more difficult and time consuming to do. There are more upstream interventions and a more rational, reflective and academically robust approach to delivery governed by principles of humanitarian law rather than relief. There is a need to show social return on investment which needs a change in leadership style. With the introduction of standards, the expectations regarding quality and delivery have increased which has meant as a leader sifting through a lot of information and picking out the core themes and not responding to everything.

> Southern organisations are influencing the design of programmes and priorities well beyond their resources.

Changing donor agendas

As Southern NGOs continue to grow they are becoming more essential to the work of Northern NGOs. Donors are responding to this and increased access to media is facilitating it. The influence of Southern NGOs is going to continue to increase markedly with the increasing financial power of economies such as China, India and Middle Eastern countries. Northern leaders are having to shift their understanding of their own role in that relationship.

WHO ARE THE LEADERS?

People from a range of backgrounds

> It used to be the case that you could come through the ranks; now a more formal education in relevant disciplines is required.

Leaders now have to pay more attention to the laws relating to private corporations which are also influencing expectations of charities. Leaders have to be more accountable. Expectations are to performance manage teams and organisations to a much higher degree. This requires a special set of skills that can either be brought in from outside the sector or developed internally.

More people are coming in from outside the sector. This has both positive and negative impacts. It means there can be a healthy mixing up of existing culture. Outsiders come in and can dilute the intensity of internal organisational certainty. Those without relevant professional skills or who were unable to adapt have had to move on.

> Am I here to further the rights and services to beneficiaries or to maintain my own position and that of my organisation?

People throughout the sector

Good leaders need a sense of understanding of the fundamentals of humanitarianism and where the organisation sits in this. Leaders are very personally committed to their organisations so they do not usually want to see them merged and will fight for their survival. It is important for leaders to keep questioning their motivations.

WHAT DO LEADERS NEED TO KNOW OR BE ABLE TO DO?

Clarify the leadership role

> Good leadership is essential but not always obvious.

Leaders need to have and provide a clear vision and direction for their organisation, and demonstrate this in action. This view came both from leaders who liked to run their organisations on a business footing and those in a 'more traditional' NGO approach. In particular a leader needs to set and demonstrate behaviours and values, culture, framework and direction, being responsible for the organisation's philosophy, i.e. 'front foot leading'. Leaders should role model the values of the organisation and ensure that reward and motivation comes from being accountable, creative and ambitious, and with integrity.

The vision needs to be shared by the team who help define it and set goals that are owned by all and communicated well throughout the organisation. Several leaders stated that a leader must engender a strong team rather than be a 'heroic figure'[5] and should develop a 'followership'. There is no point in having a cohort of strong leaders who are unwilling to follow the plan and build the followership.

> Leading people purposefully towards the vision.

Interviewees talked a lot about the leader being the champion and motivator, not only of the organisation and change, but also of the staff and their role in it. This is particularly important for staff working on a daily basis in remote and dangerous environments.

Leadership should be inspirational and very visible. Leadership builds on the strength of an organisation, their beliefs, philosophy and approaches. If robust enough, then good leadership can add value. Staff should live the values of the organisation.

For an organisation to be cutting edge the leader needs to get out in the sector and know the landscape, bringing the best resources in to improve it. A good leader will provide an organisational presence in the sector.

The focus of comments about staff from leaders interviewed was around supporting morally and ethically committed and motivated individuals. Staff do not generally work in the aid sector for the money - something else motivates them. Leaders want to understand why people want to operate in these environments and what it does to them.

[5] KOTTER, 1996

> There is a distinction between what is legal HR policy and what is morally appropriate HR policy.'

Within some of the smaller organisations where budget for salaries can be limited some leaders felt it was their role to engender and unearth the latent talent of people with lots of good will and enthusiasm, but not necessarily the best skills and experience. This included managing the dynamics of the types of people you want (with the appropriate ethical stance) who may not have the management and prioritisation skills that a higher paid employee might display.

Organisational change and thinking

> Large organisations can become insular so need opportunities outside for reflection. Small organisations need a safe space in which to discuss common issues.

Thoughtful leadership that facilitates implementation of the vision requires providing space for reflection on critical issues and challenges. Reflection on difficult delivery challenges and the changes required may necessitate a change of working environment and culture.

Organisational leaders need time to think how private sector models apply to NGOs and how to embrace entrepreneurialism, investigating different ways of operating in fundraising, consultancies and social enterprise.

Understand the value and potential value produced by their organisation

Most interviewees talked about the fact that in most instances they are acting on behalf of other people who by their very nature have less power than they do. The humanitarian sector has a different way of measuring success than the corporate or government sector. One measure of success is when assistance is no longer required, e.g. immediate post-disaster relief.

Value for money has become a high donor priority recently. To measure this effectively some NGOs are taking on the corporate model of measuring for demonstration of value for money – pushed in part by donor requirements - and as a result there is a strong demand to get overheads as low as possible. Larger organisations may be able to more easily get the overheads down due to economies of scale. Middle size organisations who are trying to improve their systems have more trouble reducing overheads. Smaller organisations may be able to claim lower overheads but may not be spending adequate time and money on quality control.

> The process towards the ends is very important.

Most interviewees said that taking more of a business approach and being required to show value for money pushed them in a more professional direction and increased accountability to beneficiaries[6]. Accountability can mean that organisations are more statistically driven. However, without a business model of transactions to follow, management must focus on strategy, routines and key performance indicators (KPIs). This is a new skill as many managers in humanitarian NGOs have been trained as generalists and often not management.

Return on investment and value for money is paramount, yet can be time consuming and costly. Programme accounting is increasingly essential. There is a much better understanding of what this means and less is taken for granted regarding resources and assets. Auditing and impact assessment is essential and takes up a lot of resources. Qualified board members are increasingly being sought from the business world to support this.

However, there is a balance to be found. Value for money is not always the highest priority. One leader mentioned that they are clear that some of their programmes do not pay for themselves but need to be subsidised as an essential function (such as refugee camp management). While value for money was recognised as being important, it is still necessary to assess beliefs, attitudes, behaviour and actions. As one interviewee said, 'NGOs need to balance business and charity approaches.'

This perspective was reflected in the People in Aid/Centre for Creative Leadership review where it was stated that 'there is a clear acceptance that running your operation more like a for-profit business is now the norm[7]', but at the same time there is a line over which we may not want to cross.

Make decisions in rapidly changing environment

Many leaders said they often had to be able to make quick decisions, often with imprecise or incomplete information making the best use of their experience. Decisiveness, promptness to act and mobilising resources is essential. Being able to act and seize the initiative means taking the first step so that others may follow. Contacts and experience help in this. Peers can be an excellent support and help to 'fill in the blind spots'.

[6] The word 'beneficiary' has been used here as a catch-all. Interviewees did not use that word, but instead used 'partners, victims, communities, poor people, children'.

[7] CENTER FOR CREATIVE LEADERSHIP/PEOPLE IN AID, 2010, P.14

> We need to try to spend less time trying to figure out what we're doing and more time on how to do it structurally.

As in other high pressure and fast changing sectors, leaders of humanitarian NGOs are being pulled in many directions with multiple high priorities. It is essential to be able to read the issues and see what is ahead. To this end several of those interviewed expressed a need to provide focus and direction and be very strategic about adding value. This includes being able to assess and form judgements to bring in the right people.

It is easy to become overwhelmed by the detail of an organisation's operations. It is important to know how much of this is important. A leader must be able to focus on the things that really matter, and free staff up from the things that do not.

In some organisations there can be a mix of people who have operational experience who believe this is essential to be able to do the job and respond decisively, and those who either do not have the operational experience but still think it is essential or do not have it and do not think it is important.

Some leaders said that understanding the operational side is important for their credibility and also to be able to relate to and where necessary empathise with staff. Others said that experience outside the sector gives an understanding of what this sector perhaps does not do well and where it is flagging. Age was said to give you time to gain experience.

The leader needs a stable group of senior managers, which may mean offering increased salaries so the best do not just go to the 'big brands'. At board level leaders want trustees with expertise and involvement. While it is essential to have a good relationship with the trustees and board members, they do not need to be involved in the detail.

> Leadership doesn't have to come from the leader and certainly doesn't come from the headquarters but is at a number of levels. You need good judgement at all these levels.

To support and promote leadership at a variety of levels and to devolve responsibility, leaders see staff management as a personal, collaborative and enabling task.

As the People in Aid/Centre for Creative Leadership report states,
'No longer can one person, or even a small top management team stay aware of the complexities of their total operations. Leaders are needed everywhere[8].'

Leaders in humanitarian organisations need to create an environment and culture where people are encouraged to speak up and take risks and make judgements on the basis of experience, and learn from mistakes.

[8] CENTER FOR CREATIVE LEADERSHIP/PEOPLE IN AID, 2010, P.18

Following the launch of the ALNAP report, 'Leadership in Action: Leading effectively in humanitarian operations', there was an active online forum discussion around the need to find ways to balance risk to ensure organisations do not become inappropriately risk averse[9]. As stated by the author of the report in that forum discussion, 'What is common to all of these examples [in the report] is 'thinking out of the box'. And this is where risk-taking appears to run counter to the compliance culture, which, at its crudest, is all about box-ticking'[10].

Giving people permission to lead is essential. Providing this environment may include taking some of the stress off them by short-circuiting their need to make some of the harder decisions. This approach provides an environment of accountability but not blame. After action reviews are particularly helpful in this. It is important to be empathetic and sensitive to staff who can be working in high-pressure dangerous environments. These people often need mental strength and support.

Leaders need to be able to balance compassion with hard decisions. They need humility and an ability to make good judgements and decisions on behalf of others. They need to be able to think from the global to the very specific quickly and prioritise multiple ideas. This is similar to other emergency services. The leader also needs to pay attention to due diligence, security and risk calculation and how the organisation interprets humanitarian principles - impartiality, independence and the humanitarian imperative.

As Randolph Kent of the Humanitarian Futures Group, King's College states, 'Too often the image of the leader as an individual with certain sorts of characteristics that motivates, organises and envisions fails to take into account the institutional capacities that should at the same time support effective leadership.'

'As one looks to the challenges that face organisations with humanitarian roles and responsibilities in the 21st century, the leader and the organisation will have to deal with greater complexity and uncertainty. This means that the leader will have to guide and be part of an organisation that feels comfortable with dealing with the 'what might be's'. An organisation that can support effective leadership will at the same time have to be able to adapt easily to innovations and innovative practices.'

'That same organisation will also have to be comfortable with new forms of collaboration and with engaging in a wide variety of networks. In other words, faced with the complexities of the changing types, dimensions and dynamics of humanitarian crises in the future, the leader will only be able to lead effectively if there are the organisational capacities and enabling environment so essential to being effectively led.[11]'

[9] **ALNAP DISCUSSION FORUM ON LEADERSHIP IN ACTION, 2010** **www.alnap.org/forum/post/109.aspx** accessed December 2011

[10] **BUCHANAN-SMITH M. IN ALNAP DISCUSSION** **www.alnap.org/forum/post/109.aspx** 16 .6.11

[11] **KENT R. IN ALNAP DISCUSSION OF LEADERSHIP IN ACTION REPORT** **www.alnap.org/forum/post/109.aspx** 13.6.11

Recognise the potential value of partnerships

Leaders want the development of competent credible partners - and leaders within those partners - who will challenge and stretch them, not just be subcontractors.

Only a few interviewees talked about stakeholder relationships being a key characteristic of good leadership; however a number mentioned strong corporate partnerships as essential. A number mentioned the need to be constantly looking for new partnerships and new sources of revenue, such as from corporates.

The leader should be called on at times to be involved and make personal contact. One leader noted that UK based NGOs need a strong relationship with the (UK) Government. The leader at least spends a lot of time developing personal contacts there.

There is a perception that the humanitarian aid world will become a less exclusive Northern concept. Southern NGOs are much stronger today than before. Smaller Southern NGOs as partners are essential. There should be space for the smaller, sometimes more innovative and responsive NGOs.

HOW DID AND DO LEADERS LEARN THEIR SKILLS?

Space for reflection

> **When organisations stop thinking that flexibility and ability to change and being adaptable and agile are important, then they probably have less impact.**

Leaders identified that they need to give space and priority to thinking and reflection, though this is difficult with demands on time. They need time for organisations to adapt and change and to absorb feedback so that they can provide the quick solutions to meet peoples' demands of them. In addition some said it could be useful to partner with an organisation that is excellent in change management. It would be best to gain exposure and shadow in a different workplace, of a similar size. It would be useful to see a different world and way of working - placements in other organisations were mentioned as a possible option.

Some quiet time to sit and talk with other CEOs and reflect can be helpful. Organisations such as BOND[12] and InterAction[13] are providing this. It is a good way to get examples from others of how to pace yourself.

Many leaders mentioned a desire to slow things down. Too much time is spent on working which can lead to burnout. For some, organisational makeup is hindering reflection and needs restructuring.

Some leaders said they could countenance a period of reflection away from the workplace of up to a week.

Peer learning

Action learning as a formal peer level support group, from a range of players, was strongly supported by those involved in 'action learning sets'. Action learning sets are particularly useful in allowing a framework in which to discuss challenges of management and leadership, boards and strategy complexities. They are disciplined and fast. By having discussions and coming up with the questions individuals often find they answer their own problems and questions. Leaders interviewed said that they find it a particularly useful tool to help them to step out of the day to day of their own sector.

Coaching received resounding support as a development tool for leaders, as it allowed them to step outside the organisation. It was particularly helpful with leadership and style. Mentoring received strong support from those individuals who had found very good mentors. It is important for the mentor to stick with you. Some found mentoring more useful than coaching.

One leader said that, although not formally undertaking shadowing, he had drawn inspiration and lessons from watching other leaders and trying to avoid making the same mistakes they had made. He had worked with good leaders, and that this had been the most useful learning tool for him.

Internal training and succession

People saw two ways of doing this. One was to have internal training and develop staff to set up a career path within that organisation. Another was to provide internships and internal development to prepare staff for their professional life and career within the 'sector', not just one individual organisation.

[12] Bond is a UK membership body for non-governmental organisations working in international development.

[13] InterAction is an alliance of U.S. based international NGOs focused on the world's poor and most vulnerable people.

APPENDIX 1
RESEARCH QUESTIONS

1. What makes humanitarian leadership different to other forms of leadership, if at all?
2. What is the contribution of leadership to the success of the organisation? Is good leadership enough?
3. When you look around the development/humanitarian field, which are the organisations that you think are 'out ahead'? What are they doing differently?
4. What makes you effective in your job?
5. How has humanitarian/development work changed over the course of your career and what has this meant for leadership?
6. What, if any, are the big changes that you sense are coming in the humanitarian / development arena and what will this mean for leadership?
7. What do you yearn for to increase the impact of your organisation?
8. What kind of leadership development will you need in the next three to five years? What obstacles will you face in obtaining this development?
9. What method of personal leadership development would you find most useful?

APPENDIX 2
LITERATURE REVIEW

The following resources have been found to be relevant to the issues within the report and may provide a starting point for further reading.

JOHN ADAIR, 2006. Effective Leadership Development
This book offers his three approaches to leadership and seven principles from a human resources slant. John Adair coined the action-centred leadership task-team-individual mode dynamic. Here Achieving the Task, Developing the Team and Developing Individuals - are mutually dependent, as well as being separately essential to the overall leadership role.

Adair says there are valuable elements of management not necessarily found in leadership, e.g. administration and managing resources. Leadership on the other hand contains elements not necessarily found in management, e.g. inspiring others through the leader's own enthusiasm and commitment. These are interesting distinctions to think about in the development of any course on leadership versus management.

JOHN ADAIR, 2006. Leadership Development Activities
Designed for students of leadership and their teachers, this book covers such issues as teamwork, interpersonal skills, creativity, problem-solving and coaching. Students are taken through a range of stimulating and thought-provoking activities designed to make them aware of the challenges ahead. This is an interactive book for sessions where the students can work together.

APPENDIX 2
LITERATURE REVIEW

SANDY ADIRONDACK, 2002. The Good Governance Action Plan for Voluntary Organisations
This is again a book for interactive sessions, designed for both board members and staff alike. In a series of chapters on the different issues which affect the boards of not-for-profit organisations, including external relations, codes of practice, decision-making and internal audit, the book poses questions for students to deliberate on together. It is useful not only for board members but also for those who will have to deal with the board of their organisation.

ROGER COURTNEY, 2002. Strategic Management for Voluntary Non-profit Organisations
This book was written to plug the gap in the market for books aimed at non-profit organisations in Europe and the UK in particular. Courtney starts with a history of the non-profit and explains how it differs from other sectors – culture, co-operation versus competition, the nature of governance and so on. He then looks at strategic analysis, formulation and implementation. He emphasises that there is no one right way and looks at the range of possibilities, finishing with several case studies on organisations such as Oxfam and Grameen Bank.

MIKE HUDSON, 2009. Managing without Profit (3rd edition)
Hudson's book covers the key elements of managing a non-profit organisation. Chapter 14 deals specifically with leadership. The new edition takes into account the change in the political atmosphere in the UK with the success of advocacy and the huge growth in the Third Sector and it includes a new chapter on strategic partnerships. Some of his key points are that CEOs have to lead as well as manage; learning needs to be maximised at all times and organisations do not exist to make profits but they do need to be driven by prophets. He is quite prescriptive in style but understands the 'messiness' of non-profit businesses.

JOHN KOTTER, 1996. Leading Change; and with H Rathgeber 2006**, Our Iceberg Is Melting: Changing and Succeeding Under Any Conditions**
These clearly articulate the difference between managing and leading change, highlighting the importance of lifelong learning. In three parts the first book covers: I. why firms fail – 8 mistakes, II. Successful change – 8 solutions, III. The future. The second book uses story-telling to better illustrate his 8 steps for leading change.

JAMES KOUZES and BARRY POSNER, 2007. The Leadership Challenge
This book looks at: I) What leaders do; II) Modelling; III) Vision; IV) Challenging; V) Enabling; VI) Heart; VII) Leadership for everyone. It provides an accessible and interesting analysis with a wide variety of examples. It addresses many of the essential traits mentioned by interviewees of these studies, such as leading by example, providing clear mission, enabling, being ethically and personally driven and ensuring leadership comes from all levels.

ALAN LAWRIE, 2007. The Complete Guide to Business and Strategic Planning for Voluntary Organisations
This book looks at how funders see and use business plans. It includes exercises, activities and cases studies. A useful analysis and resource which needs further investigation, as interviewees are constantly feeling the pressure not only to adopt business practices but to understand how to work with the private sector.

DAVID LEWIS, 2007. The Management of Non-Governmental Development Organisations (2nd Edition)
This is a jargon-free analysis of the topic in two parts: 1) the history of the growth of NGOs and the problems with management and 2) activities,organisation and relationships. This second edition has been rewritten as a text book with learning objectives and questions at the end of each chapter.

PETER NORTHOUSE, 2010. **Leadership Theory and Practice**
This much quoted book attempts to bridge the gap between theory and practice. It takes the student through the different theories on trait, skills, style, leader-member, transformational, authentic and so on with case studies throughout. Very clear and readable, it is written for students but is not a textbook. Other resources such as websites are given.

PAUL PALMER and ADRIAN RANDALL, 2002. **Financial Management in the Voluntary Sector**
This is part of the Routledge non-profit series and aims to advance the understanding of financial management in the non-profit sector. Based firmly in the UK, it covers such topics as the Charities Acts, governance, banking, charity tax, internal auditing and the future. Paul and Adrian wish to debunk the theory that financial management is easier in non-profit organisations and to contribute to the debate on how non-profit organisations are different from other businesses.

APPENDIX 3
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