

# keeping you connected

with the latest developments to attract, integrate and retain  
the best executives and fundraisers for your nonprofit

Spring 2007



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Dear reader,

There's a lot happening when it comes to recruiting and retaining the best executives and fundraisers for nonprofits — and this issue of *keeping you connected* is intended to present some of the important developments that may impact you.

Here's what's inside:

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Please feel free to contact me at the coordinates below if you have questions or comments about any of the information included in *keeping you connected*.

Wishing you successful recruiting!

*Jean Crawford*

Jean Crawford, FAHP, president  
crawfordconnect

## The looming leadership deficit in Canada's nonprofit sector

In 2005, the [Bridgespan Group](#) set out to learn more about the status of leadership in the US nonprofit sector. What this organization found was a stunning gap: a potential need for more than half a million new nonprofit leaders over the coming decade. [Read more...](#)

This is an issue that crawfordconnect has been closely monitoring here in Canada. Jean Crawford presented her take on the widening leadership gap on February 20 at a meeting of the Golden Horseshoe chapter of the Canadian Association of Gift Planners. Jean offers the following suggestions to nonprofits — and their prospective leaders — to address potential leadership challenges.

### Tips for Nonprofits

- Embed leadership in the organization – focus on continuously building leadership capacity so that it becomes part of the fabric of the organization.
- Focus on critical positions and key talent – rather than "back filling" executive positions, nonprofits should take a strategic approach by identifying positions that are critical to the success of the organization and implementing internal development for future leaders in those positions.
- Rethink sourcing strategies – the days of simply posting a job advertisement and waiting for suitable candidates to apply are gone. Nonprofits should adopt a proactive approach to sourcing the right candidates. This means making sourcing policies a priority in the organization's strategic plan, networking, keeping in touch with top talent and utilizing the expertise of recruiters.
- Integrate leadership development – develop leadership capacity from a broad, multidisciplinary perspective: regularly assess managers with potential and provide them with opportunities to discuss strategic issues with a variety of the organization's leaders, including the board.
- Demand accountability for leadership capacity – traditionally, accountability for leadership capacity rested primarily with the human resources department. This responsibility should be extended – to the CEO, the executive team, the board of directors, even funders. All should play a role in designing and implementing programs to build capacity
- Invest in leadership capacity by:
  - securing commitment from the board, senior managers and funders
  - evaluating management compensation
  - enhancing career mobility
  - exploring new talent pools

### Tips for Future Leaders

- Make a decision about your future and focus on working towards that decision
- Evaluate your own strengths and weaknesses

- Seek advanced training and development — whether through professional coaching or educational training — to develop your functional knowledge, team building and motivational skills, and even your social and emotional intelligence
- Encourage leadership planning and training in your current employer organization and professional/business associations



At a Leadership Summit of the AFP Greater Toronto chapter sponsored by crawfordconnect on March 21 at Hart House, Lynne Toupin, executive director of the Human Resources Council for the Voluntary/Non-profit Sector discussed with senior AFP members what strategies nonprofits in this country can undertake to address the widening leadership gap.

If you wish to discuss how to put leadership development strategies into place in your organization, contact [Jean Crawford](#), (416) 977-2913.

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## The leadership gap and what it takes to fill it

A “gap” implies an opportunity – and that’s just what potential nonprofit leaders should be looking at when it comes to leadership. On May 2, Jean Crawford will be addressing the Opportunities conference of the Ontario Alliance of Career Development Practitioners. Jean will discuss leadership trends in the nonprofit sector and what skills and competencies individuals require to excel in executive leadership positions.

Interested in becoming a valued leader? [The Opportunities Conference](#) takes place April 30 to May 2 at the Doubletree International Plaza Hotel in Toronto.



opportunities  
conference

8th Annual Opportunities Conference  
April 30 - May 2, 2007  
Doubletree International Plaza Hotel  
Toronto, Ontario

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## You might like to read this



Responding to questions by readers of his bestselling book *Good to Great*, Jim Collins has followed up with a 42-page monograph, *Good to Great — and the Social Sectors*. Based on interviews and workshops with over 100 social sector leaders, Jim concludes “We must reject the idea—well-intentioned, but dead wrong—that the primary path to greatness in the social sectors is to become ‘more like a business’. The critical distinction is not between business and social, but between great and good. We need to reject the naive imposition of the ‘language of business’ on the social sectors, and instead jointly embrace a language of greatness.”

Jean Crawford recently travelled to New York to hear Jim discuss his research and findings. She believes the monograph, along with *Good to Great*, should be ‘must reads’ for nonprofit leaders seeking to create great organizations.

[Good to Great](#) and [Good to Great and the Social Sectors](#) are available from Chapters/Indigo.

Jim Collins has authored/co-authored four books, including *Built to Last*. He began his research and teaching career on the faculty of Stanford’s Graduate School of Business. In 1996, Jim returned to his hometown of Boulder, Colorado, to found a [management laboratory](#) where he conducts research and works with leaders in the private, public and social sectors to develop practical tools for applying the concepts that flow from his research.

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## Executives spending more time career networking online

According to a recent global [survey](#) of 597 senior executives by the Association of Executive Search Consultants (AESC), 55% spend more time career networking online versus in-person.

The survey suggests that while senior executives used to conduct career networking via clubs and groups, this is changing. Says AESC president Peter Felix, “..the Internet (is) allowing senior executives to be more sophisticated in their approach to career management.”

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## High expectations

### What nonprofits expect from executive candidates

At crawfordconnect, we’re seeing some interesting trends regarding what nonprofits are seeking in candidates they choose to interview for fundraising and executive positions.

- Well prepared, have researched the organization
- Able to relate their work experience to the organization

- Well documented accomplishments
- Human resource management, financing/budgeting, and project management experience
- Fundraisers with a CFRE designation
- Strategic thinkers, able to provide examples of how they have applied this skill
- Articulate speakers and writers
- Enthusiastic about the organization's cause

Nonprofits have high expectations for measurable outcomes and expect new executives and fundraisers to “hit the ground running.”

### **What executive candidates expect from nonprofit employers**

We're also seeing certain trends regarding what candidates expect from the nonprofits where they may be considering a position.

- The organization “walks the talk”
- Has a strategic plan in place or specific direction regarding the role of the candidate in creating a plan
- Clear goals and objectives with reasonable targets
- Strong staff and volunteer leadership
- Comprehensive compensation package: remuneration, benefits, continuing education, and training
- Interviewers who show interest in what the candidate has to say
- Timely post-interview follow-up

It's important for nonprofits to keep in mind that it's currently a candidates' market. For the first time in our experience, several finalist candidates turned down recent job offers by organizations because they felt these expectations would not be met.

Top candidates have choices. Their decisions are rarely based on financial remuneration alone. Many rely on the Internet and word-of-mouth to investigate the reputations of organizations. By offering a positive work environment, progressive and flexible opportunities, an awareness of the importance of work/life balance, and loyalty to employees, nonprofits can increase the likelihood that top talent will choose them first.

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## **Dress for the dance**

Your mother was right: first appearances count. She knew that it takes less than a minute to make a favourable — or not so favourable — impression.

Follow the same rules as you did when preparing for a dance, when you participate in a job interview, and you'll be well prepared to have a good time at the dance — er, interview.

Some of the ways to make a favourable first impression include:

- Dress the part.
- Listen carefully to questions, collect your thoughts and reply using an example to illustrate your point.
- Maintain eye contact... [read complete article](#).

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## Building the crawfordconnect team

To enhance our client service, we've added to the crawfordconnect team and we'd like to introduce you to our senior consultants.



Susan Mackle, *BA*, comes to crawfordconnect with a background in healthcare, post-secondary education, community service and 25 years of senior executive fundraising experience.

[Read](#) (hyperlink: address on cc website) Susan's complete bio.



With more than two decades of experience in the philanthropic sector, Jill Palmer, *BA, BJ, CFRE*, provides search services and consulting on organizational development.

[Read](#) Jill's complete bio.



Linda Samis, *BA, BEd*, is responsible for executive search, interim management and organizational development services. Linda has over 25 years of experience in the fields of education, workplace learning and performance and nonprofit management.

[Read](#) Linda's complete bio.

If you require assistance with executive recruiting or retention, interim management or organizational development, please [contact us](#) and we would be pleased to chat with you about how our team might help.

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[Read more](#) about crawfordconnect's services.



connecting nonprofits with  
the executives and fundraisers  
you need to succeed

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