



IGNITING
LEADERSHIP
FOR POWER
PURPOSE
& IMPACT

DISRUPTIVE INNOVATORS: REINVENTING THE LEADING EDGE

Loretta L. Donovan, President



BoardSource®
Empowering Boards. Inspiring Leadership.

About Me



Loretta L. Donovan, President

Organization & Individual Development
Collaboration & Innovation Facilitation
Agile Transformation & Leadership



Gain a new perspective on:

- Disruption as a nonprofit reality
- Your board's capacity for transformation
- What board recruits can offer for the future of a nonprofit
- Recruiting to balance board strategy
- Shifting priorities with an evolving board

The Perils of Linear Life



FACT

You can move faster but, if that's all you change you're ultimately going to wind up in the same spot.

You cannot predict the future.

BIAS

There is a natural tendency to overestimate the impact of phenomena in the short run.

LESSON

“Never confuse a clear view for a short distance.”

ROUTINES WORK IN **A PREDICTABLE WORLD**



TRANSFORMATION #1 **Rise & Expand**

FACT

Calls for a new, emerging culture, people, heroes and incentives.

BIAS

Requires two worldviews to allow continuous improvement AND non-linear innovation.

LESSON

"If you're not failing every now and again, it's a sign you're not doing anything very innovative."

ARE YOU READY TO: **Rise & Expand?**

STRENGTHS

- Consistent group behavior, values & norms
- Individual personal goals/values/principles
- Set limits and boundaries

OPPORTUNITIES

- Looks for new ideas
- Able to disagree congenially
- Good at social networking or making contacts for resources

ALTITUDE

- Considers values and perspectives of other people and groups
- Ready to create ways of work that include new ideas, tools and technology

RESULTS

- Analyzes problems to find areas of success, failure ambiguity or indecision.
- Programs and projects steadily extend legacy or established routines

[illegible]

BoardSource®
Empowering Boards. Inspiring Leadership.

ARE YOU READY FOR?

complexity

curiosity

flexibility

elaboration

fluency

originality

risk taking

imagination



It's Time to SOAR HIGHER



TRANSFORMATION #2: DISRUPT

FACT

Disruption commands you to look in places you might otherwise ignore.
Fringe markets can tolerate imperfections that often typify early versions of wild or emerging ideas.

BIAS

Incumbents will accelerate their innovations to defend their programs and retain market share.

LESSON

“Every threat to the status quo is an opportunity in disguise.”



ARE YOU READY TO: **DISRUPT?**

STRENGTHS

- High Q/A ratio, and questions are valued as highly as good answers
- Make connections across apparently unrelated information, questions, problems or ideas

ALTITUDE

- Intensely observe outside world — including clients, programs, services, technologies, businesses and nonprofits
- Foster a vision

OPPORTUNITIES

- Spend time and energy finding new ideas through a diverse network with wildly different backgrounds
- Resist polarized thinking

RESULTS

- See shades of differences/complexity in measuring success
- Deal with risk by identifying it in real time.

Disruption Mandates Maturity

Social  Independent  Transforming

Purpose	Find core group to set as anchor Join /stay in core group	Advance personal goal/values/principles	Foster a vision Gain broader understanding Increase learning
Rules	Apply group values & norms Always do things right Clear right or wrong	Create personal values & norms Understands others' values & norms	Consider personal values & norms in balance with those of others Accept own fallibility
Flexibility	Adjust to what others want to hear Adapt to group behavior	Set limits & take stands My way or the highway	See across systems/ cultures/perspectives Resist polarized thinking
Values	Strong authority Those who act the same way & share similar beliefs Agree or avoid conflict	Perceptible authority figures or groups that are compatible	Leadership challenge Shades of differences/ complexity of issues

For board effectiveness

YOU NEED BOTH

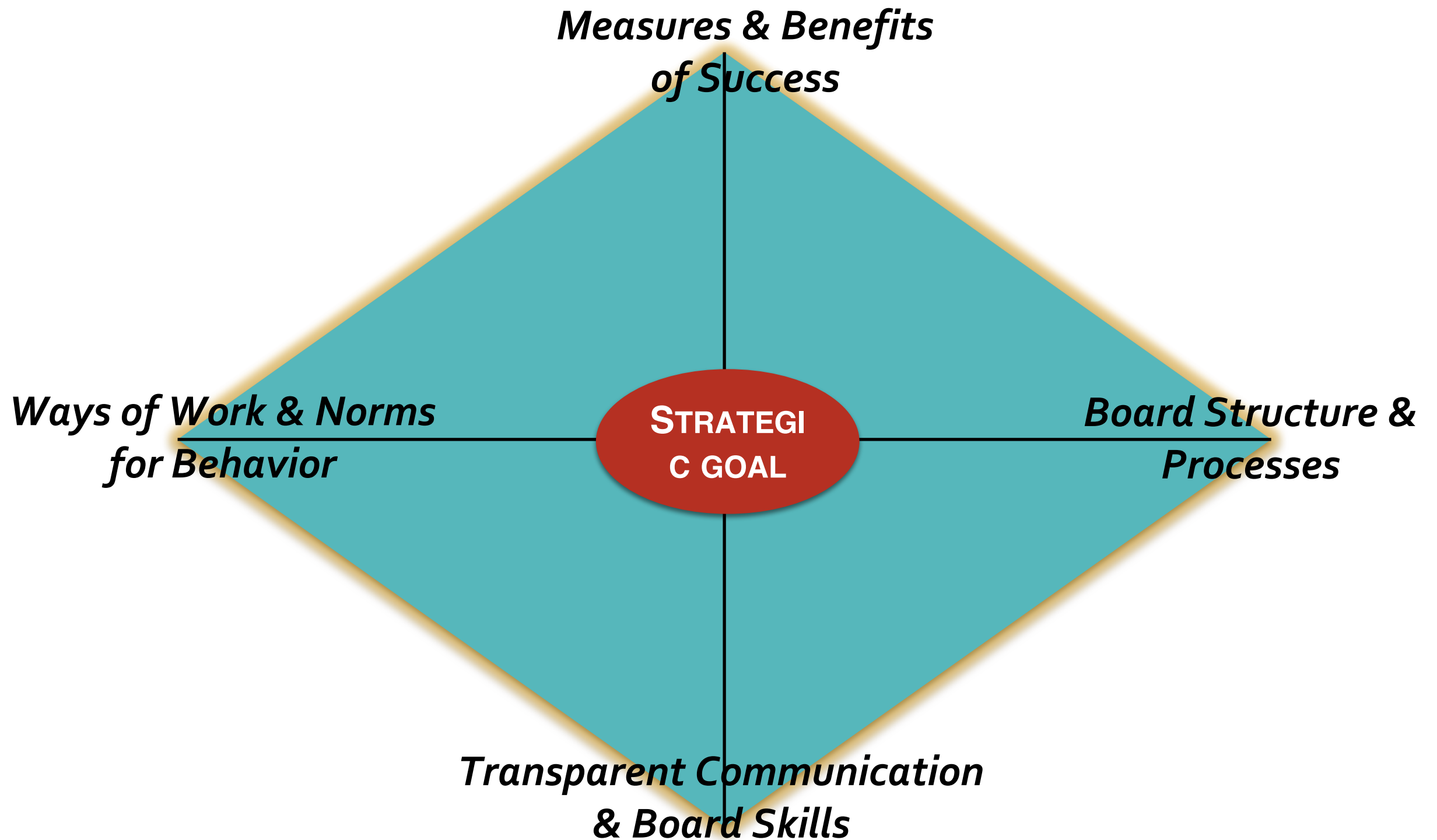
TRADITIONAL BOARD MEMBERS

1. Can contribute and/or raise significant sums of money
2. Commitment to the mission and philosophy of the organization
3. Professional skills, knowledge and other assets that match the board priorities
4. High profile in the community

21ST CENTURY BOARD MEMBERS

1. Distinguished as an innovator
2. Fosters a vision for the organization's future
3. Mentally agile, making connections across information, problems or ideas
4. Asks questions and resists polarized thinking
5. Can place the organization's purposes and interests above their own when making decisions

Equalize shifting priorities



Recruit to SOAR



In the end . . .

Your beliefs become your thoughts, your thoughts become your words, your words become your actions, your actions become your habits, your habits become your values, your values become your destiny.

- Mahatma Gandhi

Let's stay in touch



Loretta L. Donovan

President

914.309.3952 loretta.donovan@gmail.com

Organization & Individual Development
Collaboration & Innovation Facilitation
Agile Transformation & Leadership

