DISRUPTIVE INNOVATORS: REINVENTING THE LEADING EDGE

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About Me

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Organization & Individual Development
Collaboration & Innovation Facilitation
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iAttain
inquiry insight ingenuity

BoardSource
Empowering Boards. Inspiring 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
**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
YOU OPERATE IN A MORE COMPLEX REALITY
ARE YOU READY FOR?

- complexity
- curiosity
- elaboration
- flexibility
- fluency
- originality
- risk taking
- imagination

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It’s Time to **SOAR HIGHER**
**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

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

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

**RESULTS**
- See shades of differences/complexity in measuring success
- Deal with risk by identifying it in real time.
## Disruption Mandates Maturity

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

**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

*You Need Both*
Equalize shifting priorities

Measures & Benefits of Success

Ways of Work & Norms for Behavior

Transparent Communication & Board Skills

Board Structure & Processes

STRATEGIC GOAL
Recruit to SOAR

**FACE THE FACTS**
Confront where your board and organization are in relation to Linear, Rise & Expand, and SOAR performance

**SEEK OPPORTUNITIES**
Use Social Network Analysis to plot and plan for who you want to attract to the board

**WORK FROM STRENGTHS**
Foster the thinking and behavior of the next level of board performance to shift the culture positively and higher

**MOVE TO THE EDGE**
Manage the velocity of change by moderating the rate at which you recruit to rise from Linear, to Rise & Expand, and 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

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