





DISRUPTIVE INNOVATORS: REINVENTING THE LEADING EDGE

	LINEAR	RISING & EXPANDING	DISRUPTING
FACT	Moving faster alone, you're ultimately going to wind up in the same spot. You cannot predict the future.	Calls for a new, emerging culture, people, heroes and incentives.	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	There is a natural tendency to overestimate the impact of phenomena in the short run.	Two worldviews to allow continuous improvement AND non-linear innovation.	Incumbents will accelerate their innovations to defend their programs and retain market share.
LESSON	"Never confuse a clear view for a short distance."	"If you're not failing every now and again, it's a sign you're not doing anything very innovative."	"Every threat to the status quo is an opportunity in disguise."

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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

Caught in the transition from stable, social boards to independent, innovating ones, and ultimately to boards that are operating at the edge and transforming the nonprofits that they lead, senior managers and board development consultants must leverage new understanding about the traits of disruptive innovators as the nonprofit and its executives toggle between performing in the present and imagining forward for an unseen, improbable and disruptive future. Next generation board leaders require the potential to operate comfortably with mindsets and behaviors that are divergent.