



PREPARING FOR THE FUTURE: TOOLS FOR THE EARLY CAREER ED/AD

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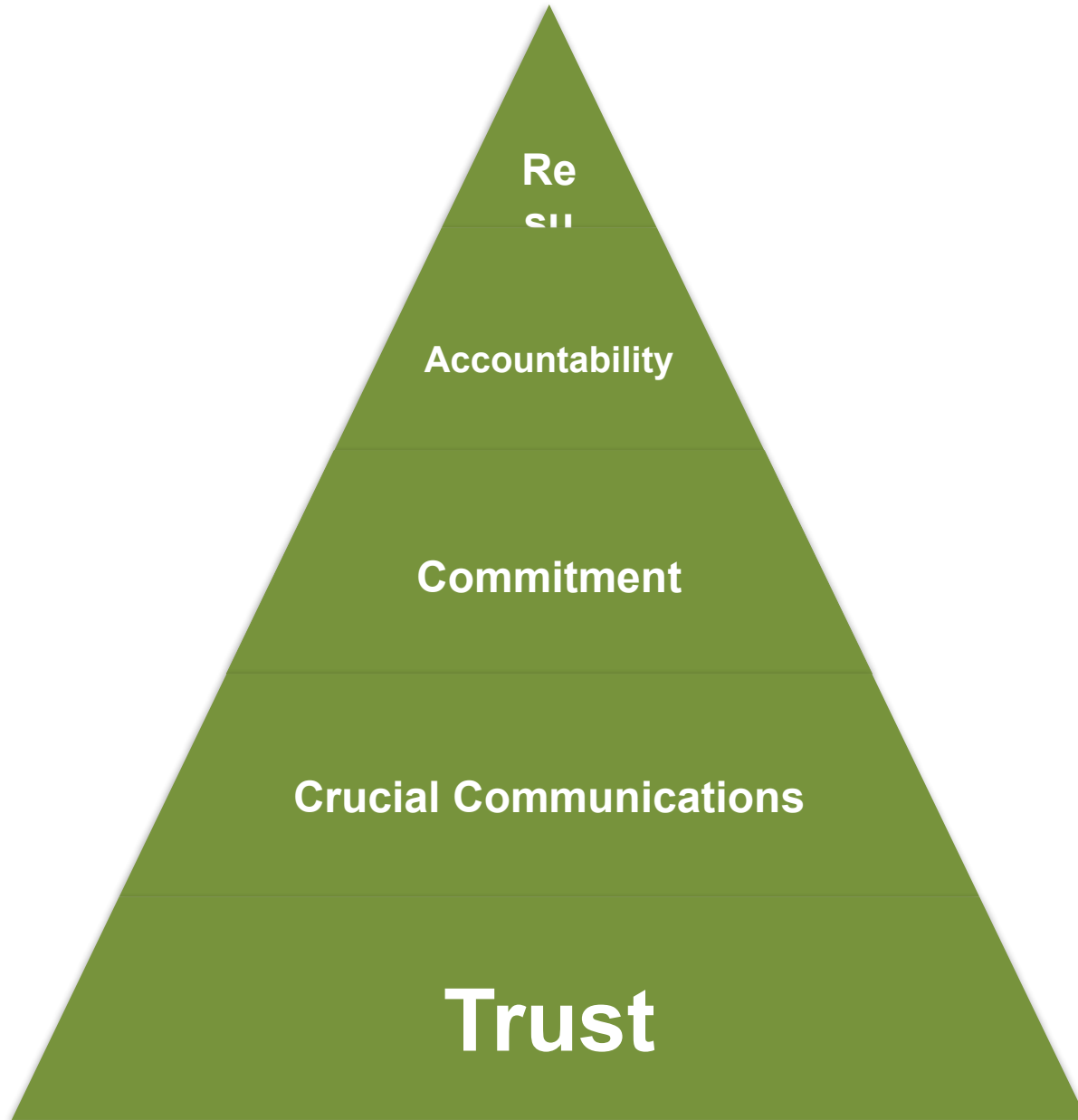
8 Competency Areas for EDs

- Organizational Mangmt. (ie, branding, \$, SP)
- Leadership (ie, ethics, interpersonal, negotiation)
- Administration (ie HR, Tech, Legal, Facilities)
- Knowledge Management & Research
- Governance & Structure
- Public Policy, Govt. Relations & Coalition Building
- Programs, Products & Services
- Marketing, Public Relations & Communications

Organizational Assessment Checklist

- What are the top 3 priorities of the org?
- What are the top 3 strengths of the org?
- What are my top 3 strengths as the ED?
- How can I use these strengths to improve the org?
- How can I use the strengths of the board & staff to advance the mission?
- What are the top 3 weaknesses of the org?
- What are my top 3 weaknesses as ED?
- How can I compensate for my weaknesses?
- How can we overcome the weaknesses of the board and staff to still advance the mission?
- What are the top 3 threats facing the org? Strategies to address?
- What are the top 3 opportunities facing the org?
- What are the plans/strategies to address these?

Getting Results



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Accountability

Commitment

Crucial Communications

Trust



TRUST!

Components of Trust

Character

Competence

Benevolence

Results of a Trusted Leader

organizational productivity	job satisfaction	high performance
collaborative teams	positive opinions of leader	innovative behavior
crucial communications	achieved goals	organizational alignment



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TRUST

MADE BY SMITHS INDUSTRIES

What are the

3 causes of distrust

in organizations & teams?

Results of Low Trust

suspiciousness	turnover	presenteeism
marginal work	lack of communication	time wasted
increased operating costs	gossip	fear

Best Practices for Building Trust

Make & Keep Commitments
Give Recognition
Seek & Implement Feedback
Be Visible
Acknowledge Errors
Manage Change Reactions
Create & Cast the Vision
Engage Your Board



3 Areas of Focus for New EDs Who Succeed

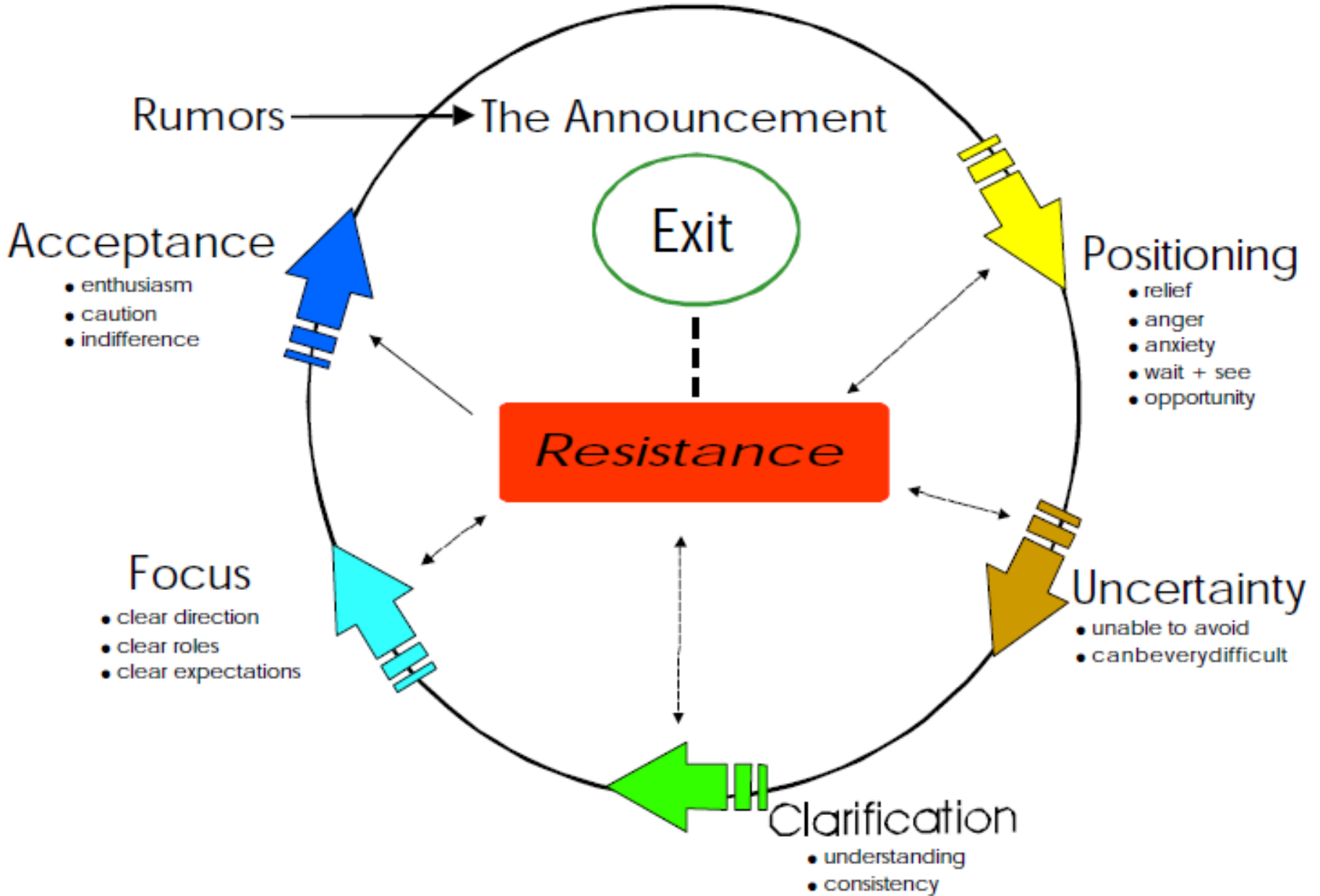
Manage Change Reactions
Create & Cast the Vision
Engage Your Board

#1 Mistakes in Managing Change

1. Not understanding the importance of people
2. Not understanding that people throughout the organization have different reactions to change
3. Treating change as an event, rather than a process.
4. Being less than candid.



Organizational Change Reaction Cycle





#2 Create a Clear Vision



Cast the Vision

To Who?
How?
When?

#3 How do you
engage your
board members?



Engaging New Board Members Upfront

1. BUDDY SYSTEM
2. ORIENTATION PACKET
3. PERSONAL SITE VISIT
4. COMMITTEES ASSIGNMENT
5. FIRST BOARD MEETING
6. PERSONALIZE THE RELATIONSHIP
7. GET COMMITMENTS EARLY



Goals Create Engagement



- **Be sure your board members know your goals for the year.**
 - How many members do we want to gain?
 - How much funding do we want to secure?
 - How many people do we want to serve directly?
- **Be sure they know the impact of accomplishing the goals.**
 - We'll help our region to XYZ.
 - We will help hungry people get nutritious meals right here in our community.
- **Be sure every board member knows what their job is to make the plan happen.**
 - Bring in 25 new participants to annual conference.
 - Run a task force to identify XYZ
 - Serve on a governmental relations committee to strengthen relationships with elected officials.
- **Keep in touch with your board members informing them of successes.**

Creating Engagement for Meetings

1. Inform them of the good, bad & ugly
2. “Mission Moment” meeting kick-off
3. Core message battle cries
4. One-on one meetings



Training & Retreats
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