

Leading Calgary's Nonprofit's

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Overview

- CCVO and the Nonprofit Workforce
- Sector Leadership Challenges
- Two Approaches to Succession

Alberta's Nonprofit Sector

- 19,356 nonprofit organizations
- 57% are registered charities
- \$8.6 billion in revenues
- 66% of organizations have revenues under \$100,000 (4% of total sector revenue)
- 5% have annual revenues over \$1,000,000 (77% of total sector revenue)

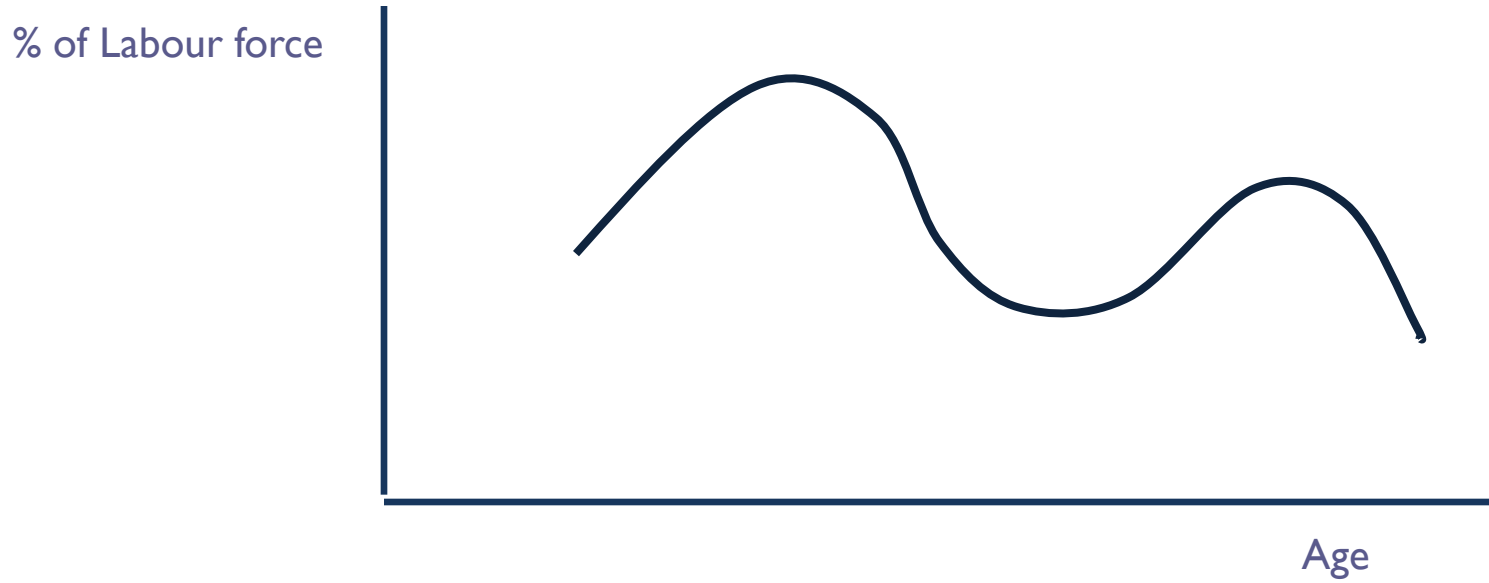
Alberta's Nonprofit Workforce

- 42% of organizations have a paid workforce
- 52 % of the total FTE labour is carried out by paid staff, 48 % by volunteers
- 78 % of paid staff are employed by organizations with annual revenues greater than \$1,000,000

A Profile of Nonprofit Employees

- 76% female – 24% male
- Mean age - 43.4 years
- 70 % have post-secondary education
- 88% were born in Canada
- 89% Caucasian
- 53% have worked for their current employer for 5 or more years

Nonprofit Workforce Profile



Sector Challenges

- Increasing demand and expectations for service.
- Wage increases have not kept pace with the public and private sectors rates resulting in difficulty in staff recruitment and retention.
- Increasing reliance on nonprofit organizations to provide services with insufficient funding to adequately cover expenses.
- Organizational capacity to delivery high quality programs and services is at risk.

The State of Leadership

- Rising sense of concern in the nonprofit sector about the future of our leadership.
- In 2006 75% of Alberta Executive Directors / CEOs reported that they plan to leave their jobs within the next five years.
- Questions about the organizational structures utilized in the sector and the need to reframe the role of the Executive Director /CEO.

Traditional Approaches


- Increased focus on executive transition and succession planning services.
- Many groups are seeking ways to increase the visibility and desirability of working in nonprofit organizations.
- Reconfiguring of roles within nonprofits to meet the changing needs of organizations.
- Mixed responses to leadership development within organizations.

New Approaches

- The commonly held “crisis” frame unnecessarily constrains how we think about the shift in nonprofit leadership.
- The current frame drives our attention too quickly to issues related to the leadership pipeline and leader replacement.
- Organizational structures & relationships will need to transform to meet the changing conditions.

Calgary Examples

- Sharing leadership through a variety of team oriented or peer based structures.
- Exploration of organizational cooperation, collaboration and integration as a response to leadership challenges.



“In a time of drastic change it is the learners who inherit the future. The learned usually find themselves equipped to live in a world that no longer exists.”

Eric Hoffer