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An Exclusive Study of NGO's Leaders Working Style

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ABSTRACT

NGO leaders often face extraordinary challenges – both at a personal and organizational level. They work for long hours with limited resources in uncertain and volatile political and economic environment to help the most marginalized and disadvantaged members of their communities. NGO leaders are often isolated and lack support of society. There is talk of a leadership deficit, because of the shortage of talented leaders and in non-profit making sector. As a result there is some urgency to develop a new generation of leaders, and to provide relevant support to existing and future leaders. Leadership development programmes designed for NGO leaders must incorporate best practice and current experience rather than rehashing tired, traditional approaches to leadership training.

This paper examines the role of leadership development in NGO and assesses some of the challenges in developing a new generation of NGO leaders. The paper draws on the analysis of new and existing research into the dimensions of NGO leadership highlighting the importance of both individual attributes and contextual relevance. Effective NGO leaders are able to balance a range of competing pressures from different stakeholders in ways that do not compromise their individual identity and values. Leadership development programmes therefore need to focus on both the values and identity of individual leaders while also assisting leaders understand and proactively respond to the rapidly changing external environment. Additionally, the research is focused on the experience of workplace cultures which provide the context for the delivery of human services, and have also discussed the current charitable human services paradigm.

The paper also focuses on urgent need to build the capacity of NGOs to develop their leadership capability. The faith and secularity of each NGO also presented opportunities to map organizational intention around leadership, spirituality, ethics and values such that further research opportunities will be highlighted across the results. Unless systems and processes to support this work are put in place then the apocryphal warning that "tress die from up "will have more than a ring of truth in it". Desk research will be done and will be carefully analysis of data from secondary sources will be made to make this research paper useful for the NGO's.

Keywords: - NGO's, leaders, values, ethics, development programs, charismatic, second-line leaders, management styles, spirituality, human cultures, charity, capacity development.

1. INTRODUCTION

In every organisation and shared effort, competent leadership has always been considered vital and there have been research on leaders and leadership from time to time in various sectors. "However, most attention is given to the visible and influential domains of leadership that form and direct society through the – often allied – powers of politics and of wealth creating businesses. The emerging domain of non-profit or civic leaders and leadership remains relatively unexplored and poorly understood" (Fowler, 2000: 1).

Again, most of the research in business and politics has been done in the developed countries without giving adequate attention to the social development leaders in the non-governmental sector who do not aspire to political power, but work to improve the lives of the powerless in the society (Fowler, 2000). Unlike government or for-profit sectors, NGOs have the distinctive mission

of social change and they focus on people who have not been brought under either the government or private sector programmes. This mission and related characteristics create distinct management challenges for NGOs (Hailey, 1999). Appropriate leadership is crucial to face these challenges. Like other organisations, NGOs go through various stages of growth and change. There has been very little research to analyze the role and characteristics of NGO leaders at different stages of the organisation.

As development actors, NGOs have become the main service providers in countries where the government is unable to fulfill its traditional role. NGOs are increasingly involved in capacity development. As the development discourse leans towards developing skills and tools for strengthening society, NGOs have reacted accordingly. They wish first and foremost to remain important stakeholders in development and to impart their extensive knowledge in every sector possible. This involvement changes the ways in which NGOs operate. Capacity-building activities complement traditional service provision, though this does not mean that all NGOs have good relations with government. In any case, NGO activities are increasingly diverse. They have an impact on the interpretation of capacity development. NGOs are influenced by the ideology of capacity development as defined by the hegemonic development discourse, but they also influence its meaning from the outside. This modified interpretation of capacity development can weaken central government but strengthen it in the long term. NGOs have the capacity to innovate and adapt more quickly than national governments; therefore, their actions can undermine government initiatives. But if they scale up their activities and impart their knowledge and techniques at the government level, the country as a whole can benefit. NGOs have a significant impact on the whole process but are also plagued by severe obstacles. NGOs continue to suffer from a lack of resources and from their general estrangement from the state. Unless they become partners with government, and not competitors, capacity-building initiatives will continue to be stunted.

1.1 RATIONALE AND FOCUS

In spite of the successes of 'start-up' stage NGO leaders in the growth, diversity and quality of their work, most Indian organisations is yet to develop second-line leadership. There have also been anecdotal references to the 'charismatic leaders' that they try to maintain status quo through not letting others grow as potential future leaders, that they do not have enough confidence in others, and so on. Some people also say that the issue has not been a concern in most of the NGOs since the beginning. As indicated earlier, there is scarcity of research and literature in this field. Exploring the issues related to individual and organizational attributes of leadership and development of second line leaders in NGOs is the focus of this paper.

"Like the religious leaders start their speech with 'as God has said in the holy book', each meeting in [the NGO] starts with 'as [the founder of organization] has said…"
– Staff member of a national NGO in India

The work of Hailey and Smillie (2001) on NGO leadership is one of the very first systematic research in this area which is mostly focused on the characteristics of successful NGO leaders in Bangladesh, India and Pakistan. All the organisations covered in the study are big NGOs with complex management structures. The study does not focus on medium sized, local and more membership type NGOs. Some of the practices and anecdotal evidences show that second-line leadership development has been a challenge for most of the development NGOs irrespective of size, focus and origin. The above quote from an NGO staff indicates how dependent that organisation is on its founder leader. Some other evidence includes:

- The founder leaders do most of the representations in external meetings and forum, and also get directly involved in all decision-making and day-to-day management. These indicate the absence of suitable alternative people in these organisations.
- Many founder leaders get scared when something goes wrong in their personal life

(e.g. sickness). One such leader was heard to say to a partner of CRY NGO saying, "what will happen to my organisation if I die tomorrow?" Some NGO staff members are unwilling to express their opinion even on small issues without talking to their leaders. When a donor asked to revise the annual plans and budgets of a local NGO, the staff members said, "We cannot do it because [the leader] prepared the annual plans and budgets before leaving for the current foreign tour which was several weeks even before the process started".

- There have been a wide range of complaints from outgoing staff of NGOs about their leaders' unwillingness to let potential staff grow for future leadership roles.

According to Fowler (2000), the knowledge gap in the study of leaders and leadership in NGOs may have important consequences for thinking, policies and practice in the development field such as

- It may set unwarranted boundaries around the concepts, frameworks and theories applied to understand how societies generate, appreciate and distribute leadership.
- It limits and may distort the picture of leadership that gives rise to the "actual configurations of civic institutions and organisational behaviours to be found across the world". In a politically weak state with less accountability to citizens, such distortions may "give rise to highly questionable policy recommendations, expectations and programmes of external assistance".
- The perspectives from the business sector increasingly become the reference points and ways to analyse, understand and improve the leadership in societies.

The third consequence may create a 'monochrome, if not monolithic' view of the business sector dominating the analysis of leadership. Some analysts argue that leaders in the Third Sector have to make more significant contributions to the organisations than those in the corporate sector. Despite the lack of research on the reasons for the greater impact of the leaders in voluntary organisations, "the nature and quality of voluntary sector leadership is considered more likely to determine achievement than in other organisations" (Fowler, 2000: 5).

Developing second-line leaders (preferably from within the organisation) is a crucial issue in NGO management, but many experts observe that it is not happening in most cases. While developing second-line leaders is important for all organisations, it seems even more important for NGOs because:

- NGOs are value driven organisations and there is need to maintain an optimum level of continuity of their vision, mission and values. This can be done effectively through developing professionals from within the organisation to take future leadership role.
- NGOs are known as training grounds for social entrepreneurs with the potential to spread their values in the wider society. This can be done more effectively through creating leadership capacities within the organisation.
- Creation of capable second-line leaders will enable the founder leaders to get involved in more policy advocacy and long-term strategic work.
- The aid agencies have attached high priority to 'capacity building' in the developing countries – both in public and voluntary sectors. Leadership development is a key concern to investigate the capacity limitations in the voluntary sector.

2. PERSPECTIVES ON LEADERSHIP

Definitions

There are a wide range of definitions of the concept of leadership and the role of a leader. Dictionary definitions identify a leader as one that provides guidance by going in front, or causes others to go with them. Leadership is defined as the capacity to lead. In a recent review of leadership theory Northouse (2004) identified four common themes that run through much of leadership theory: 1) leadership is a process; 2) leadership involves influence; 3) leadership occurs

in a group context; 4) leadership involves the attainment of goals.

Based on this analysis leadership was defined as 'a process whereby an individual influences a group or individuals to achieve a common goal'. But it is clear that no one definition encapsulates all the facets of leadership. Consequently we must accept there will be a range of different interpretations and perceptions of leadership and what leaders do.

Leaders and Leadership: Some Thought Revoking Statements

Leadership is …

- **'the art of mobilising others'**
- **'the art of getting someone else to do something you want done Because s/he wants to do it'**
- **'getting things done through other people, willingly'**

Leaders …

- **'empower others'**
- **'leverage more than their own capability'**
- **'articulate visions, embody values and create an environment within which things can be achieved?'**
- **'shape and share a vision which gives point to the work of others'**
- **'are best when they barely know that s/he exists'**
- **'with the best of leaders, when the work is done, the project completed, the people will say "we did it ourselves"**

Another way of trying to identify the different elements of leadership is to create a typology of different kinds of leadership. This typology is derived from the research reviewed in this paper, and outlines four different types of NGO leader: 1) Paternalistic 2) Activist; 3) Managerialist and 4) Catalytic.

Paternalistic often built on established personal or kinship relationships. They inspire great loyalty, and have strong, close, possibly even a familial relationship with staff and volunteers. But to outsiders they can appear autocratic, reliant on hierarchical ways of working or top-down organisational structures, and overly-dependent on traditional relationship which may not be sustainable in the long run. **Activist** leaders are actively engaged in advocacy and lobbying work. They are highly motivated, often charismatic, and typically focused on a single issue. In practice they energise and inspire 'followers' with clearly articulated messages – sometimes at the expense of dealing with more mundane managerial or organisational issues. **Managerialist** leaders are rated for their managerial and administrative abilities. They typically demonstrate an instrumental ability to manage organisations, and can effectively establish reliable systems and appropriate structures, as well as manage a diverse workforce with established roles and responsibilities. **Catalytic** leaders typically act as strategic catalysts within the NGO context, and have the ability to promote and implement change. They demonstrate a wider world-view, and the capacity to take a longer-term strategic view while balancing tough decisions about strategic priorities with organisational values and identity. Their success as change agents depends on their ability to delegate work to talented colleagues, so freeing time to engage actively with external stakeholders and partners, build coalitions and strategic alliances, and be involved in a variety of networks.

The value of such a typology is that it goes beyond simple definitions and gives an insight into the variety of different leadership styles around. The typology highlights the complexity of trying to identify the characteristics of successful leaders – if only because, in their own ways, each of these different leadership types is successful in the particular context in which it operates. However, as will be explored later, the 'catalytic' leadership type is more likely to generate longer-term, sustainable, strategic growth than the others.

2.1 NGO LEADERS: CONTEXT AND CULTURE

Here we focus on the evolving role of NGO leaders and the way the environment in which they work impacts on this role. It draws on research from a variety of sources, and sees leadership in the particular cultures and contexts in which NGOs operate. What is clear from this research is that not only do individual leaders play a central role in shaping the destiny of many

NGOs, but that their role and effectiveness is in part determined by the environment in which they work (Kelleher & McLaren, 1996, Fowler, 1997, Smillie& Hailey, 2001, Hailey & James, 2004, James et al. 2005).

There are also worries about the lack of leadership talent to be found within the context of the non-profit sector as a whole. This 'leadership deficit' will become a matter of urgency as the sector expands over the next twenty years. It is estimated that in India alone over half a million new senior managers will have to be developed for leadership positions in the period 2007–2016. What is also apparent is that many of these jobs will be filled by individuals recruited from outside the sector who will have had limited experience of running non-profits at a senior level.

Currently it is estimated that only 40 per cent of senior management positions in Indian non-profits are filled by internal appointments and that the remainder are recruited externally (Tierney). In the 1990s the International Forum on Capacity Building, which was an international coalition of NGOs concerned with building the organisational and managerial capacity of the sector as a whole, consistently voiced its concerns at the quality and availability of appropriate leadership. It argued strongly for increased investment to develop a new generation of NGO leaders (1998 and 2001). CIVICUS, an international alliance of civil society organisations, similarly identified the lack of NGO leadership talent as a matter of particular concern. It suggested that this was partly a consequence of the rapid turnover of senior staff and the difficulty in replacing them, and that NGOs needed to do more to recruit and retain effective leaders (CIVICUS, 2002).

Not only do individual leaders play a central role in shaping the destiny of many NGOs, but their role and effectiveness is in part determined by the environment in which they work.

Unfortunately much of our understanding of the way leaders work and what motivates them is based on research into the role and character of leaders in the business, political or military sectors. Furthermore, much of this research is based on studies in the developed industrialized countries of India, with a particular focus on the individualistic, low power distance cultures of different states of India. Relatively little research has been undertaken on leadership in the non-profit or public sector, and what research there is has mainly been based on the experience of US non-profits and has focused on the work of Boards rather than individual leaders. Allison (2002) reviewed the number of books concerned with non-profit management carried by Amazon.com, and estimated that only about 10 per cent were concerned with non-profit leadership.

2.2 LEADERSHIP STUDIES IN BUSINESS, POLITICS AND THE THIRD SECTOR-NGO: A COMPARISON

The principal goal of the leadership research in business is to find and develop people who can improve competitiveness and generate economic value. While the key objective in such research is to find out why and how those people who are preeminent stand out in the creation of 'economic capital' and financial wealth, the efforts aim at prescribing models, methods and guidelines for potential leaders (Fowler, 2000). With such utilitarian purpose and the implicit intention to view leadership and management very close to each other, leadership research in this sector tries to expose and teach how leadership can ensure business profit. While linking leadership with the economic performance, such research also looks at certain human elements and processes such as a leader's psychological characteristics, life shaping experiences, relationships, personal behaviour, etc. However, all these are geared towards the financial profit generation goal of business. An indicator of the dominance of the research and theories from this sector on leadership is the number of books coming to the market with own styles and approaches every year (Grint, 1997a).

The study of leadership in politics tries to investigate and explain an individual's success in terms of his/her "socio-economic origins, psychological characteristics, life-shaping experiences, significant relationships, personal behaviour and political ideology and agenda"

(Fowler, 2000: 4). It seeks to analyse how these elements contribute to political leadership in certain contexts of time and place, and this is done in many cases from the perspective of a historian or a biographer. Political leadership may emerge from reactions against certain oppressions, and/or social and labour movements. The biographies of M.K. Gandhi and Nelson Mandela (Sampson, 1999) are two examples. These studies seldom lead to "prescription in terms of dedicated programmes of individual formation and political advancement or selection" and, in this sense, "political leaders 'arise to the moment', they are seldom formally trained for such roles" (Fowler, 2000: 4).

There has been little research and knowledge on the third sector leadership or civic leadership. One indicator of this is the very few journals dedicated to the non-profit leadership and management. Biographies of civic leaders are difficult to find despite their "more substantial contribution to the society than commonly assumed" (Fowler, 2000). Their contributions have been significant in employment creation, contribution to gross domestic product and in size in comparison with industry groups (Salamon and Anheier, 1998). The importance of NGO leadership is increasingly being recognised. Some recent initiatives include:

- The Aga Khan Foundation funded study on the growth of NGOs in South Asia looking specifically at leadership (Hailey, 1999).
- A Ford Foundation funded programme to develop a new generation of NGO leaders (CODE-NGO, 1998).
- The recent research initiated by Alan Fowler on what makes NGO leaders effective, when and how transitions take place, and who the success or generations are and how they are formed (Fowler, 2000).

Nevertheless, these initiatives are few, compared to the vast area of the NGOs and the rich experience of the leaders in this sector all over the world. Leaders and leadership in NGOs remain "an Achilles' heel of capacity building initiatives is it for social development or political-civic ends" (Fowler, 2000: 6). Simultaneously, it is also clear that there has hardly been any organised initiative so far to investigate the issue of developing second-line leaders in NGOs.

3. NGO LEADERSHIP: EVOLVING ROLES AND CHARACTERISTICS

Typical of the competencies commonly associated with leadership are the ability of a leader to communicate vision or strategy, inspire teams, motivate individuals, and identify opportunities and initiate transformation.

Many effective leaders demonstrate high levels of self awareness, are capable of self management, are socially aware and are well able to manage a diverse range of relationships.

In general, the influences on the NGO leaders come from the events and incidents in early life such as the Renaissance, liberation movements (e.g. setting up of BRAC), education, family values and practices, etc. For one of the leaders, apart from the Renaissance and Asian liberation movements, the influencing figures have been Nehru and Gandhi. For him, Nehru provided the ideas of solidarity, citizenship, potential of people in the South (e.g. people in the South can do things themselves), while the ideas of self-respect, non-violent movements for liberation and change, etc came from Gandhi.

3.1 Ngo Capacity

Many NGOs are having difficulty attracting educated professionals, especially those willing to work in rural areas. Trained MSWs have lucrative opportunities working abroad and it is also becoming increasing difficult to retain talent in the face of fast growth in the corporate sector. BPOs, banks and other growing sectors are able to poach employees away with offers of much higher salaries and advancement opportunities.

NGOs have adopted a couple of strategies in this regard. Some institutions have begun hiring recent graduates and providing them a year-long training with the expectation that they would stay on. Another approach is recruiting talent from rural communities and providing training to enable them to work in the field. This strategy is effective in that rural recruits are familiar with local communities and are more likely to stay on the

job. The limitation, however, is that these local recruits lack confidence (to interact with government officials and funders) and managerial skills.

We heard about a degree of tension within established NGOs between older employees and educated recruits. The lack of readiness to change by senior people in the organization is a source of frustration for increasingly impatient younger employees and in some cases the key reason for their departure.A concern is that many NGOs had not substantially enhanced their ability to embed and share leadership within the organization. In some cases founders and senior leaders hold a tight grip over shaping the course of the organization.

Saath Experience: Learning About Leadership Quest

Mission: SAATH works in slums to address a number of issues, including livelihoods, capacity building, health, education, physical infrastructure improvement, access to resources and services, slum development and natural resource management. SAATH also started a social enterprise, Urmila Home Managers. "Healthcare, slum education, micro-finance, youth and women's employment… Ahmadabad-based Saath has myriad programmes to improve the lot of the urban poor. In some way, its initiatives can be likened to a complex web that touches every corner of their lives. "This web is not to trap, but a mechanism to uplift the urban poor," says Chinmayi Desai, Director, Urban Programmes, Saath." Area of work: Ahmadabad, Gujarat

Founded by Rajendra Joshi in 1989

Ideology: Integrated Slum Development (Address as many issues as possible in one situation) Need to build partnerships, especially with the government (e.g.: Ahmadabad Municipal Corporation).Active partnership of slum dwellers vs. passive participations (welfare model) - Services would not be free. Free services tend to reduce incentive and self esteem. **Challenge:** How to create opportunities through which slum residents become active change agents of development? Increasing their management and technical expertise Nurturing leadership. Enhancing their self-esteem and self-confidence.

Leadership Programme: - Saath strongly believes that behavioural change only really takes place when the learning experience is both intellectual and emotional. The programme creates time and space not only for busy leaders to reflect, but also to challenge themselves, in the belief that the more that leaders become aware of their strengths and weaknesses and can develop strategies to work with these, then the more effective they will be. To achieve this, they use a variety of learning methodologies including:

• Making small groups of three people discuss set questions or specific problems)

• Refer to individual reflections and plans are written in personal journals

• They using narrative stories to illustrate issues or theories

• Group Reflections two participants discuss personal issues, reflections and plans

• The daily sessions to help unwind and relieve stress

As with many of the more respected leadership programmes they take a holistic approach to the individual, and so look at different elements of the personal state – the socio-emotional, the physical, the spiritual and the mental linkage between these. But fundamental to the success of this programme is that it provides hope, and helps individuals to identify the core purpose of their life. This is referred to as their quest. This process helps them generate a clearer sense of their own identity, which in turn enables them to balance external demands without compromising their core values.

3.2 Training & Development

Many NGOs recognize the need for enhancing technical skills in the area of management. In encounters, the need for leadership development of NGO staff was not often a priority. Organizations were committed first to the constituents they served and seemed far less focused on the development of their staff. Learning occurred primarily on the job and most training was focused on job-related skills. Few organizations appear to focus much on "self actualization" for staff. This lack of personal development, stated one educator, was a factor in the high burnout rates and stagnation present in

the sector. "People need rejuvenation" observed the president of SMILE NGO.

In some cases there was skepticism that leadership could be developed and needed to be available for staff at large. A SMILE foundation representative stated that there needs to be better validation of the value of leadership development at lower levels. Other institutions, however, voiced the perspective that leadership development had broad value based on the premise that one could enact leadership "without being in a position of authority." The skills identified for training included: identity development, self-confidence, motivation, perspective development, articulation of thoughts and public speaking, risk taking, team building and relationship development, conflict management, and building consensus. With regard to training there is also the expressed tension between being able to afford time for staff to attend programs ("only people who have no work can attend training") and the realization that self study or online programs are not adequate for learning.

"You can't learn leadership from a book; it is akin to reading a menu and feeling full."

The existing training programs we encountered were usually delivered by independent trainers and used dialogue, role play, and group exercises to help individuals assess strengths and weaknesses, and build skills and abilities. These programs were often delivered at very low cost with basic amenities and residential options to make them affordable.

A number of educational and training institutions were working to do more for NGO professionals. They are planning to ramp up new offerings to provide NGO staff with ongoing professional development. Even so, these institutions admitted that it was hard to scale their operations enough to address the vast need for training in adequate measure.

3.3 Collective Capacity

Many NGOs had established effective models for addressing social needs and had plans for expansion. Many of the organizations, however, saw the scope of need in India to far exceed their present reach of activities. ***This was related to the shortage of human resources said Tarang Chief Executive – "we need a lot more qualified people in the field" – as well as their ability to address the vast challenges alone."*** In many cases organizations expansion plans were linked to forming alliances with other NGO, corporate, and governmental entities.

The need for collective effort was emphasized by several people with whom we spoke. We heard that there is a critical need to work constructively with governmental agencies, corporations, and funding bodies. Embedded in this was the recognition that these entities had differing agendas that were not always seen to be in the interest of the poor. Concern was expressed about corporate social responsibility being primarily about public relations than creating change. A founder of a rural NGO also voiced dissatisfaction that large NGOs had a tendency to become big bureaucracies that simply subcontracted work and did so with short attention spans – "you can't subcontract vision or passion.We nevertheless heard expressed the need for NGOs to work together more effectively to align efforts, share learning and best practices, and consolidate their power. An older NGO mentioned that with maturity they were now less concerned that partnering with another NGO would enable the other to "steal their funding."

Creative leadership is thinking and acting beyond boundaries to achieve more than imagined.

4. LEADERSHIP DEVELOPMENT: A BIGGER CHALLENGE AHEAD

Any commentary on the future role of NGO leaders or new approaches to leadership development will first have to come to grips with the changing nature of society and the breakdown of traditional social structures and values, and the impact of globalisation and technological advances. Organisations also face dramatic changes, partly because they will have to work in a more collaborative manner with partners or through networks, and partly because of the changing nature of work and the expectations of their workforce. Staff loyalty cannot be taken for

granted, and leaders will increasingly have to defend their role and status, as well as justify how they 'won the right to lead'. Employees also expect increased flexibility in work practices, greater investment in staff development, and enhanced job satisfaction. In this context leadership is a shared responsibility. It is one based on openness, empathy, and integrity. Leaders are expected to have a wider knowledge base and an ability to work with multi-cultural teams or in different cultural contexts, as well as communicate or negotiate with a wide range of individuals or stakeholders.

In this changing environment leadership is viewed as the key organisational asset. Leaders will have to make sense of uncertainty and develop the skills and energy to manage unpredictable situations. Leaders will have to become increasingly adaptable and cope with the challenge of working in and across different cultures. They will also have to become more and more adept at working externally. The trend for NGOs to work in collaborative partnerships or in new consortiums means that NGO leader will have to learn not just networking skills, but also the ability to negotiate and resolve conflicts with a variety of different players from different backgrounds and cultures. They will therefore have to develop new competencies as networkers, coalition builders and boundary spanners. In this regard there will be greater emphasis on the qualities of adaptability and resilience, as well as judgement and analysis (particularly environmental scanning).

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There is now enough awareness of the downside and dy-functionality of 'strong' leadership. Increasingly leaders will be judged by the way they incorporate ethics and integrity into their work, and operate in a sufficiently participative way. This pressure for less of a top-down leadership style and a more collegial or participative approach means that individual leaders will have to be seen to be team-players and coalition builders.

They will have to have 'earned the right to lead', by having 'walked the talk' or 'led by example'. As such those in leadership positions will not only have to be more directly involved with colleagues and so be able to delegate responsibilities, but also actively listen and accept feedback, displaying openness, empathy, integrity and self-awareness.

As we have seen there is a need for more research to better understand and identify the attributes and competencies NGO leaders should have to handle the demands they face in the future. This will also help identify the systems and processes that NGOs need to establish to ensure that the most suitable individuals are recruited to leadership positions and are equipped with the necessary attributes or competencies.

This has implications for the way human resource strategies are implemented, the way that NGOs recruit and retain key staff and how they will develop the skills and competencies needed by the next generation of leaders. It is also clear that leadership will not merely be measured on short-term performance results, but also on longer-term impact and the ability to handle the moral, ethical and social responsibilities that organisations are expected to take on. There will also be increasing scrutiny of their pro-poor stance, and the degree to which their work genuinely has an impact on the lives of the most vulnerable and disadvantaged. There will be pressure for greater accountability, improved governance, and clearer strategic direction; in other words, calls for 'more and better leadership'.

Consequently organisations will need to invest more time in developing their leadership capabilities, while leaders themselves will have to invest in their own personal development and greater self-awareness. This implies that they need to engage in more personalized leadership development work, and in particular be open to personal coaching or mentoring.

A crucial question will be 'what type of leader we are trying to develop'?

A crucial question will be what type of leader are we trying to develop? As has been reiterated throughout this paper not only is there a growing

leadership deficit in the non-profit sector generally and a limited pool of leadership talent to draw on, but also little real understanding of what sort of leaders are needed in the future. One way to approach this is to use the typology of leadership set out earlier in this paper.

The question of how to assess what type of leader is best suited to the specific requirements of NGOs depends on, first, their ability to engage with the external world, and second, their skill at managing performance. These two criteria are crucial to ensuring the long-term sustainability and growth of any NGO in the 21st Century.

The ability to engage with the external world is about building inter-organisational alliances and developing innovative ways of working with existing partners or new NGO consortia, as well as actively engaging in strategic networks. The ability to manage and encourage effective performance is as much about implementing change and transforming an organisation, as it is about managing staff, delegating responsibilities, or introducing new systems.

A Successful Short Course on Leadership
Six most important words: 'I admit I made a mistake'
Five most important words: 'I am proud of you'
Four most important words: 'What is your opinion?'
Three most important words: 'If you please'
Two most important words: 'Thank you'
One most important word: 'We'
Least important word: 'I'
(Adair, 1983)

5. CONCLUSION

All the evidence suggests that the leadership of NGOs is an issue of some importance. Such leaders can shape the destiny of not just the organization itself, but also the communities with which they work. Effective NGO leaders do have a pro-poor agenda, and can impact the lives of the most vulnerable and disadvantaged. Unfortunately there is some concern about a growing 'leadership deficit', and where the next generation of leaders will come from and how they will be developed or trained.

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