



# view from the **EDGE**

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Jim Shapiro



Shannon Barnes

## Determined to Win

### A Tennis-Inspired Level 5 Leadership Lesson

I found a leadership-lesson in this week's French Open. It was Federer vs. Haas, with the winner advancing to the quarter finals. Having won the first two sets and up 4-3 in the third, it appeared certain that Tommy Haas was about to take out the second-seeded and 13-time grand slam winner Roger Federer. Two more games and the match was his.

But that's not what happened. Roger Federer regrouped and took nine straight games, ultimately winning the match 6-7, 5-7, 6-4, 6-0, 6-2.

And what does that have to do with leadership, you ask? Many of the pastors, development directors and nonprofit leaders I have spoken with feel like they're in a corner – pressed by the economy or other daunting strategic, leadership and organizational challenges. To them, winning no longer seems like a viable option. Defeat is just another point or two away. Survival becomes the central focus. To them, to me, to us, I give my tennis-inspired leadership lesson: don't fall for it. Take intentional steps - change the game - go for the win!

We judge presidents on their first 100 days. This "tradition" started with Franklin D. Roosevelt. FDR began his first term in 1933 amidst massive bank closures, 25% unemployment, and with the future of capitalism in doubt. In just 100 days, FDR proposed and saw sweeping changes enacted in business, agriculture, regulatory reforms, and the national social contract – all without displaying fright, panic, or even a bad temper. 100 days after his proclamation "We have nothing to fear but fear itself," America had a sense of renewed hope and confidence.

Jim Collins described this sort of executive leadership as Level 5. "Level 5 leaders differ in that they are ambitious first and foremost for the cause, the movement, the mission, the work – not themselves – and they have the will to do whatever it takes (*whatever* it takes) to make good on that ambition." (Article continued on the next page...)



## EDGE TRAINING EVENTS

### Seminar (Tacoma, WA)

June 10, 9:45 a.m. – Noon

#### Fundraising Mastery

Seven-steps to creating a visible fundraising/stewardship plan.

### TeleClass (Virtual)

June 10, 1:30-2:00 p.m.

#### Consolidate and Collaborate

Advancing your mission through strategic partnerships.

### TeleClass (Virtual)

June 17, 1:30-2:00 p.m.

#### Becoming A Level 5 Leader

An introspective look at principles of exceptional leadership.

### Seminar (S. California)

June 18, 9:30 a.m. – Noon

#### Becoming A Level 5 Leader

Exceptional servant-leadership principles from Drucker, Collins DuPree and more.

### Seminar (San Dimas, CA)

June 30, 9:30 a.m. – Noon

#### And What About Tomorrow?

Five seismic shifts changing churches and charities forever, and ways you can respond.

### More information, events, and registration at

[www.theEDGEgroup.org/thrive.htm](http://www.theEDGEgroup.org/thrive.htm)

### Contact Information

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If Federer can regain his focus to turn around a match, if FDR can revitalize a country suffering from the lingering effects of economic depression, we can (and must!) lead our mission-based organizations past today's challenges and toward the hope and confidence of a new tomorrow. We must be, without reservation, determined to win.

So here's my challenge to you: invest in the next 100 days. Think holistically, innovatively, and not incrementally. Determine everything you have the power and capacity to do in a 100-day timeframe. Map it out clearly for your staff, board, and stakeholders to see. Call us if you need help. Don't be distracted by your chances or the odds...just get to it. And I'll see you in the quarter-finals. SDB

## Getting Ideas Done

### The EDGE Development Process, Part 3 - Strategic Implementation

Over the last few months, I have discussed assessing and strategically organizing your organization in order to maximize its mission impact – in EDGE language, *finding a better way to do more good!* Assuming that you have taken the time to assess (part 1) and organize (part 2), it's time to implement your strategy. In its simplest form, strategic implementation is the work of clearly mapping, intentionally monitoring, and consistently adjusting your strategic course. Here are three hints to make sure your strategic ideas turn into organizational action.

1. *Have a Clear and Detailed Roadmap* – Don't create loose objectives such as *grow, launch, create* or *raise*. Make sure your plans are nailed down and that you determine the evidence or metrics – quantitative or qualitative – by which you will track your progress or success.

2. *Create a Dashboard* – Create a management dashboard – a simple visual tool to help monitor the progress of your plan implementation process. The dashboard could include task descriptions, desired completion dates, the name of the staff member overseeing the process, and a symbol or color code system that gives a visual status of the task. Dashboard reports don't need to be elaborate; in fact, I suggest that you make them as simple as possible so that anyone in your organization can read them easily and respond to them quickly and without unnecessary explanation. (Email me and I'll send you an example.)

3. *Review and Revise* – The dashboard report should be reviewed, updated and monitored on a weekly or bi-weekly basis to reflect the current status of the plan. This will keep all team members on track, aware of where things stand, and able to make decisions regarding their priorities and workflow.

Once the strategic implementation and evaluation process has begun, it never ends. But press on – any organization seeking growth, resource acquisition, and mission impact should always be in some state of strategic assessment, organization and implementation. JS

If you missed the first two articles, you can read them on our blog, [www.theEDGEgroup.blogspot.com](http://www.theEDGEgroup.blogspot.com). We can help you professionally assess your organization and create a roadmap for future success. For information on our assessment services, contact us at 888.650.3343 or [info@theedgegroup.org](mailto:info@theedgegroup.org).



# Character Development

Character cannot be developed in ease and quiet. Only through experience of trial and suffering can the soul be strengthened, ambition inspired, and success achieved.

Helen Keller