

# Process Management of Nontraditional Leadership Development for Nonprofit Organizations Aspiring Executives

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## ABSTRACT

Process management of Nontraditional leadership development used for nonprofit aspiring executives' management leadership development focused on seeking higher management leadership roles. Organizational incoming leaders positioning to replace long-time leaders or retiring nonprofit sectors leaders lacked nontraditional leadership development managerial experiences and training needed to lead employees and manage resources effectively. This presentation is designed to create an understanding of process management supportive systems techniques used for professional development of nonprofit aspiring executives for capacity building of critical leadership skills and management of networking functions toward organizational sustainability. Process management supportive systems techniques include: (a) vision and leadership empowerment, (b) performance and feedback, (c) efficiency and conflict management, and (d) effective communication on leadership motivation roles that involved leadership development motivation or persuasion, collaboration, consultation, and encouragement or empowerment.

## PROBLEM STATEMENT

The shortage of highly skilled new leaders who can efficiently manage the activities of nonprofit organizations as current leaders and board executives transition out of leadership positions remain an internal organizational leadership transition problem for many US nonprofit sectors (Austin, Regan, Samples, Schwartz, & Carnochan, 2011; Kahnweiler, 2013; Wilson & Lau, 2011). This leadership shortage occurs because aspiring executives do not possess or make use of proper management leadership techniques for the management of nonprofit organizations (Froelick, McKee, & Rathge, 2011; Kramer & Nayak, 2013; McCready, 2011). Aspiring executives represent potential leaders interested in filling leadership positions in nonprofit organizations. These new leaders embraced "Process management" leadership training on the utilization of nontraditional leadership development techniques for the management of nonprofit organizations.

## PURPOSE STATEMENT

The study purpose was to explore and interpret ways that the action learning framework that structure the unique characteristics of "Process Management" (PM) can offer insight into the four supportive system techniques used within nontraditional leadership development settings represented in Figure 1 could support aspiring executives leadership development.

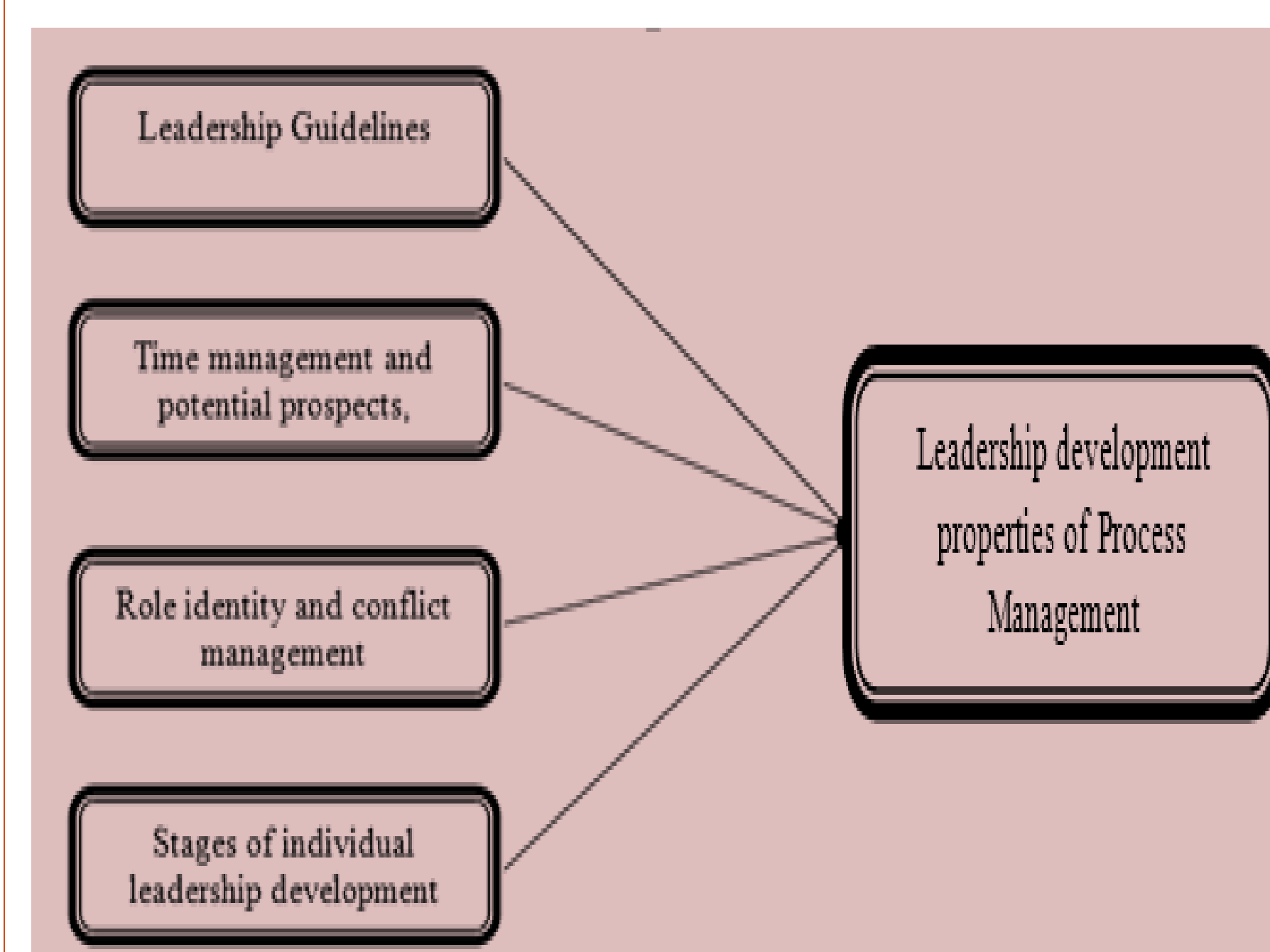


Figure 1: "Process Management" of Leadership Development's Four Supportive System Techniques

## RESEARCH QUESTIONS

1. What are the distinctive characteristics of supportive system techniques that structure process management used within nontraditional leadership development settings for building the capacity of aspiring executives?
2. How have leadership development guidelines, time management, potential prospects, role identity, conflict management and individual leadership development stages of process management served as effective supportive system techniques in nontraditional leadership development settings to better motivate aspiring executives to assume leadership roles within nonprofit management teams?

## THEORETICAL FRAMEWORK

Leadership development is an integrated strategy that allows followers to relate to other members of the workforce, maintain workforce commitments, develop individual efforts and improve social networking by exercising self-understanding to an organization's missions, visions, and goals (Day, 2001). In contrast, leader development was noted as an individually focused endeavor directed at enhancing followers' understanding by building identity and support. Day and O'Connor (2003) investigated this aspect of the development process. They stressed the importance of giving challenging job assignments to incoming new leaders; working as a team; applying executive coaching, mentoring and networking; and providing support aimed at addressing the difficulties associated with leadership responsibilities. Three key concepts that underpin the theoretical framework for the studies were (a) Supportive system leadership development theory, (b) Nontraditional leadership development theory, and (c) "Plan A" visions of leadership development theory. Figure 2 provides a visual interpretation of the theoretical framework supporting nontraditional leadership development of "Process Management."

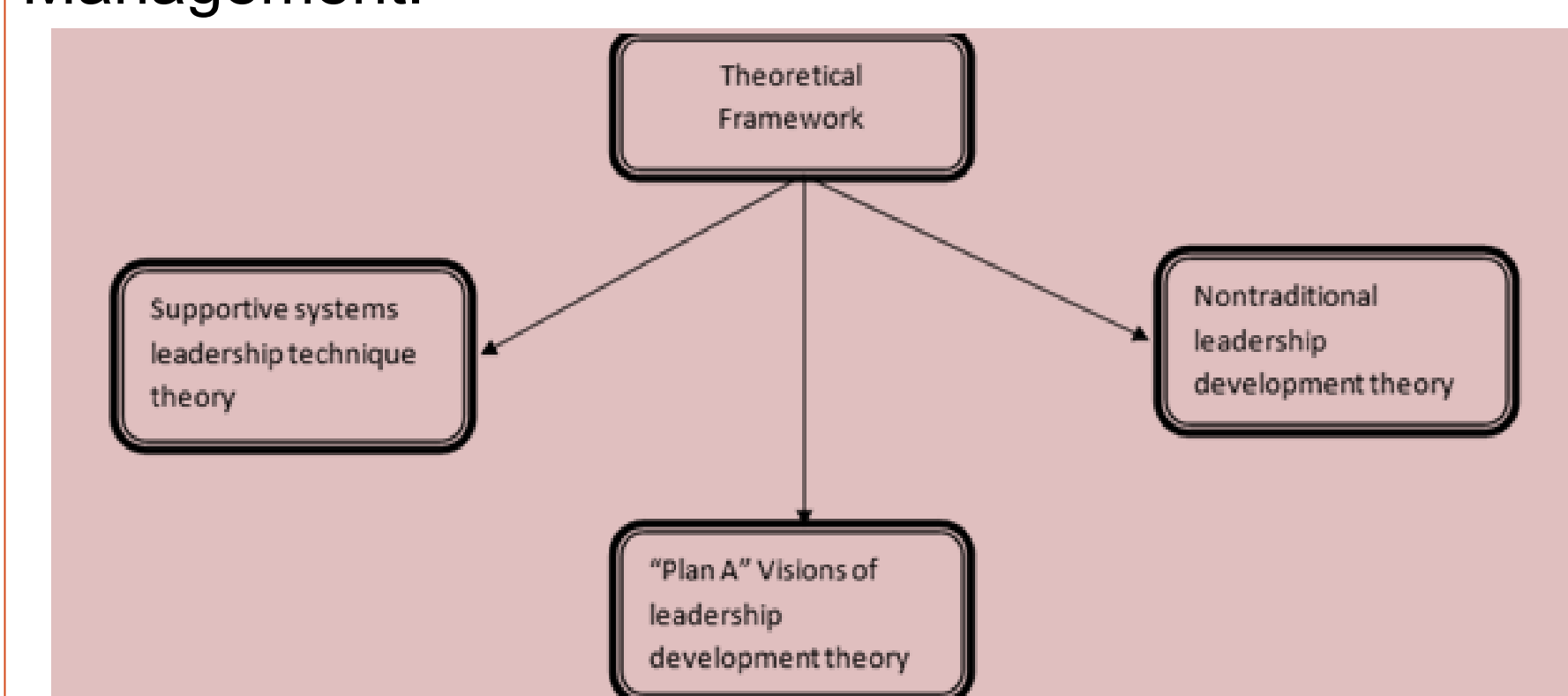


Figure 2: Theoretical Process Management Framework

### Supportive Leadership

Supportive leadership is a managerial function used to develop new leaders by assigning tasks and then receiving the results or feedback. Supporting leaders work through the functions with workforce or aspiring executives to improve skills and talent until the manager is confident that specific tasks will be done correctly by incoming leaders, thus fully empowering the follower to work alone to execute organizational functions in a given area.

### Nontraditional Leadership Development

Nontraditional leadership development approaches such as active, cooperative, collaborative and problem-solving skills utilized to enhance new leaders' development for handling managerial responsibilities support the new leaders' leadership transition. These leadership development approaches are closely tied to helping groups of people work together successfully with support from unconventional approaches.

### "Plan A" Professional Leadership Development

Professional leadership development focuses on workforce leadership development in the workplaces. The approach enables aspiring executives' preparation to manage organizations with a clear understanding of management responsibilities. The approach is being used to address leadership programs with actionable tools, including leading through organizational change and negotiation strategies. The framework provides insights into qualities that make exceptional leaders through the exploration of complex issues, including self-awareness skills for building a coalition of effective operational management, and capacity to help followers understand the organization's managerial functions to create a shared vision.

## METHODOLOGY & DATA METHODS USED

Exploratory-interpretive case study design was used to explore how effective process management of nontraditional leadership development supportive system techniques are being applied to motivate aspiring executives to seek higher roles within the nonprofit sector in the state of Georgia. A case study was used because of its ability to make the most effective research approach in gathering data for understanding attitudes, perspectives, and perceptions of the participants in the study (Clissett, 2008; Leary, 2004; Stake, 1995). According to Leedy and Ormrod (2005) case study design remains a useful tool to a qualitative researcher whose research focus is to have a general knowledge and an understanding of research phenomena of interest since it could be used to explore, interpret, investigate, and gather information to understand events as they occur. The exploratory case study was the most useful research design for this research topic, as it addressed the case with a high level of uncertainty concerning the effect of a nontraditional leadership development approaches (Merriam, 1998; Yin, 2003). The study utilized qualitative exploratory-interpretive case study design to generate research data, through surveys, document analyses, interviews, and focus group discussions.

## DATA ANALYSIS METHODS

Yin (2017) five steps for analyzing qualitative data as a thematic data analysis strategy, which involved compiling various data collected for the study, disassembling data, reassembling data, interpreting data, and concluding data was adopted to analyze nontraditional leadership development process management techniques. All the data collected for the research cases were coded and categorized. Data analysis was carried out to develop themes and gather new information for research case or cases being studied (Patton, 1990). Neuman (2013) stated that data analysis presents the roadmap for those who are doing research to understand their phenomena of interest. Open-coding system was applied to analyze participants' information gathered and to account for every data generated for the study (Creswell, 2013). In addition, qualitative NVivo 11 (QSR International) computer software was used to analyze text data from a 2007 Microsoft Word document uploaded into the software database.

## DATA FINDINGS & INTERPRETATIONS

Effective leadership development techniques of process management that are connected across levels of needs and built into the development channel such that the skills, competencies, attitudes, and perspectives to sustain the work readiness of aspiring executives are sustained using learning experience areas are represented in Figure 3.



Figure 3: Process Management Leadership Development Tools' Emerging Themes

The findings provide knowledge regarding ways to effectively coach, motivate, support, and develop aspiring executives to embrace leadership roles. The knowledge will assist new leaders to become better prepared academically and professionally to assume leadership roles in nonprofit organizations. In addition, the understanding from the study may provide the basis for leadership curriculum design and improve methods by which leadership development training will be provided in the future, as well as the ways leadership consultants provide their expertise toward nonprofit sector leadership transition. This may also provide data to help improve training, implement organizational operations, and ensure developmental management skills that could ensure leadership retention for the sector.

## SOCIAL CHANGE IMPLICATIONS

- Aspiring executives or new leaders are unable to successfully lead their organizations or seek higher roles because they did not receive clear coaching and mentoring of leadership roles from long-time leaders.
- They were not able to master organizational relationship building and organizational mission achievement, nor did they acquire an understanding of the vision of the sectors they intended to lead. Leaders failed to communicate or deliver the organizational mission and vision, which play vital roles in management leadership.
- Long-time leaders failed to draw aspiring executives closer to their day-to-day handling of organizational functions to maintain cordial relationships. Participants indicated that letting aspiring executives understand organizational missions and visions early in their leadership development remains a major step in the transition process.
- The issues drawn from leadership development strategies involved dialogue, teamwork, empowerment, and vision.
- Leadership development in the nonprofit sector is essential, and data collected were analyzed to obtain a clearer conceptual framework. Leadership training included programs and activities specifically designed to develop and enhance the skills, knowledge, and abilities to manage organizations well.

## CONCLUSION

- Process Management (PM) study did not generalize the findings beyond the intended scope of gaining an in-depth understanding of the four contextual areas of supportive system techniques used within nontraditional leadership development settings.
- The study contributed to the knowledge base of nonprofit succession planning by creating an in-depth understanding of process management four supportive system techniques that were conceptually analyzed to understand leadership roles within nonprofit management teams involving leadership development persuasion, collaboration, consultation, and appeal to encourage aspiring executives to seek organizational leadership responsibilities in the nonprofit workplaces.
- Leadership development properties of Process management for organizational incoming leaders or aspiring executives included: (a) vision and leadership empowerment, (b) performance and feedback, (c) efficiency and conflict management, and (d) effective communication in the workplace.
- Supportive systems techniques leadership development roles involved leadership development motivation or persuasion, collaboration, consultation, and encouragement or empowerment for organizational incoming leaders to clearly understand leadership responsibilities designed to lead organization successfully.