

## PASSION

...imagine a  
future and lead  
the journey

...inspire others  
to engage in  
the mission

### DETECT

...patterns and connections  
to enable strategic and  
operational decisions

### WEAVE

...organizational strands  
together to create vigor  
and accountability

### BRIDGE

...across diverse  
constituents, entities  
and agendas to  
achieve the mission

### GROW

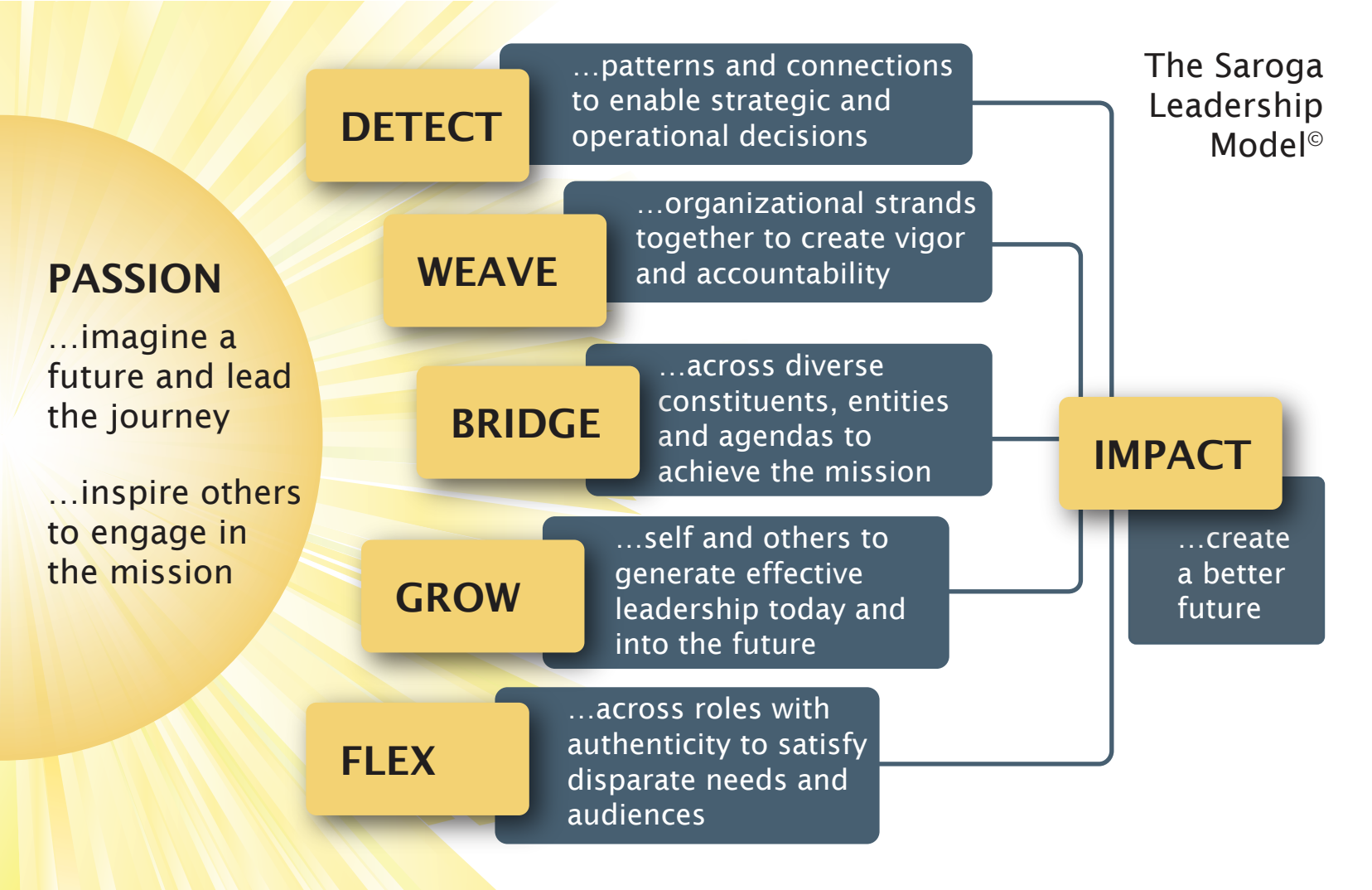
...self and others to  
generate effective  
leadership today and  
into the future

### FLEX

...across roles with  
authenticity to satisfy  
disparate needs and  
audiences

## IMPACT

...create  
a better  
future



We created the Saroga Leadership Model® because we found the standard corporate models were not a good match for nonprofit leaders. Our model captures the nuances of nonprofit organizational leadership. Each of the seven elements is grounded in specific behaviors that create a developmental road map for leadership.

**Passion** is at the core of the Saroga Model, and it is what fundamentally drives nonprofit leaders. Ardor for the cause informs everything they do. All it takes is a few moments listening to a leader describe the mission and the possibilities and donors, potential employees and interested constituents willingly serve up their resources. Being able to express that spark to ignite others is a predominant leadership attribute for nonprofits.

**Detect** not just facts, but nuances and possibilities to make connections, see patterns, think around corners, ask questions, be creative, be conceptual, be strategic and set priorities. Nonprofits tend to live within a larger universe of concerned people and entities so developing the capacity for systems thinking is critical. The world of a nonprofit leader has many moving parts and s/he must perceive and integrate loads of information in order to make appropriate operational decisions.

**Weave** together all the components that make up an organization; structure, management practices, teamwork, decision-making and culture. Nonprofit leaders must take conscious actions to create a work environment that is effective, productive, vital and respectful. Attention to internal dynamics accelerates accountability and progress toward intended outcomes while reducing time spent on unproductive interactions. The success of the mission depends at least as much on how the organization is mobilized as on the big ideas themselves.

**Bridge** across multiple constituents, entities, agendas, boundaries and personalities to influence and move others to work towards the mission-driven outcomes. Success often depends on the quality of a network of relationships. In order to foster these strong connections with and across many different groups, nonprofit leaders need superior interpersonal skills.

**Grow** by exhibiting continuous curiosity and openness to learn. Leaders must have the ability to seek out and incorporate new ideas, receive feedback and correct errors. This is less about storing facts or analyzing data and more about learning how to use judgment and to explore unrealized potential. In turn, s/he must identify and cultivate the talents of the staff, especially top performers, so they are

prepared to move into positions of greater responsibility. This thirst for learning mixed with generosity compounds the organization's capacity for growth and success.

**Flex** across roles to adapt to a wide range of circumstances. Wearing many hats and constantly shifting gears is common to nonprofits. This requires leaders to embody a fundamental role elasticity that is rarely seen in the for-profit world. In any given day a nonprofit leader might be making copies, writing grants, giving community presentations and attending a fundraising event. Leaders must be effective and authentic in many different situations while maintaining a consistent face to their organizations as Ambassadors in Chief.

**Impact** is the measurement of success for nonprofits. Fueled by the Passion for the mission and led effectively, organizations achieve improved outcomes for their interest groups. Progress is tracked, staff and partners are held accountable, programs are initiated or improved and tough decisions are made about how to dole out precious resources. The organizational capacity is unleashed. This is a distinctly different desired result than most for-profits. It is not about money; it's about better circumstances for those they serve.