

SAVE THE DATES!
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LEADING THROUGH UNCERTAINTY

2021 Shine the Light Nonprofit Forums

6-MONTH VIRTUAL ACTION-LEARNING PROGRAM

Tackle complex organizational and community challenges by applying Adaptive Leadership!

Shine the Light (STL) in partnership with Adaptive Change Advisors (ACA) invites you to join our 2021 learning cohort. This six-month certificate series offers community leaders a new framework for mobilizing change during this time of uncertainty and transition.

See additional pages for details.



FACILITATED BY:

ERIC MARTIN

Author, *Your Leadership Moment*



THANK YOU TO OUR COMMUNITY PARTNERS:



Shine the Light

NONPROFIT FORUMS

Register now at NonprofitForums.org or call 864-420-0195

Description

Given our current landscape plagued by inequities, inadequate funding, limited human resources and complex social issues, new strategies are required as we approach the future. The 2021 STL offers community leaders an opportunity to tackle complex organizational and community challenges by applying *Adaptive Leadership*.

Developed at Harvard Kennedy School over the past 35 years, Adaptive Leadership is a powerful, and somewhat provocative, framework and set of tools and techniques for mobilizing people. It involves motivating people to tackle problems without known solutions...adaptive challenges, such as the ones that are pressing on our community.

Facilitated by international expert Eric Martin of ACA, STL will take a hands-on, peer-based, "action-learning" approach. What this means is that the leadership challenge that you bring to the course, or identify in it, forms the core of the curriculum and learning. You can expect to make significant progress on your challenge, alongside other participants who will roll up their sleeves with you.

Virtual

- **90-Minute Monthly Zoom Meetings**
- Peer review sessions and facilitated small group conversations
- Optional Balcony Calls

Audience

Anyone in our community who is working to tackle a thorny or persistent challenge.

Executive directors, nonprofit staff members, emerging leaders, board members, business leaders, community partners, funders, public officials, and other community stakeholders. You do not need to hold an existing management position or title to qualify.

Cohort Approach

Designed for participants to attend ALL sessions. Participants are encouraged to attend with a team of leaders who will work on their identified issue together.

Issue-Focused

In early sessions, the facilitator will help participants formulate their specific challenge to ensure each participant/organization/team has something substantive to work on throughout the series.

Learning Tools

Gather, an online course and community platform, will offer an integrated approach for accessing all course materials, resources and discussion groups within the STL cohort and in the larger ACA community. Shine the Light workbooks for participants will also be provided throughout the series, as well as field-based activities.

Certification

Participants will receive a certificate after successful completion.

Fees

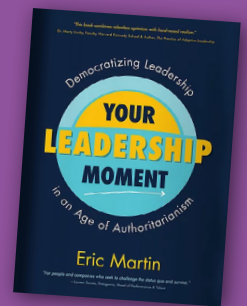
- **Collaborative Partners** (Series Pass): BEFORE 1/1/21 – **\$250** AFTER 1/1/21 – **\$275**
Register and attend with at least one other person working on the same adaptive challenge.

- **Individual Ticket** (Series Pass): BEFORE 1/1/21 – **\$300** AFTER 1/1/21 – **\$350**

A huge shoutout to our community partners for making this opportunity possible at far below the standard nonprofit fee of \$1,500 per person.

Bonus

First 30 registrants will receive Eric Martin's new book, *Your Leadership Moment: Democratizing Leadership in an Age of Authoritarianism* (October 2020).



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Program

1. ORIENTATION

Thursday, January 28 • 11 am – 12:30 pm

- The “why” of the program
- Orient to the overall program structure, platform, timeline and expectations for how we’ll learn together
- Q&A and clarity on next steps

2. VIRTUAL COFFEE

February 2021 – TBD

- 20-30 minute Zoom video meet and greet sessions for you to get to know other participants and share ambitions for the working group

3. THE LEADERSHIP “GAP” – GETTING READY TO LEAD

Thursday, February 25 • 11 am – 12:30 pm

- Learn foundational Adaptive Leadership content
- Develop a baseline gap analysis to begin to identify the adaptive challenge you will work on for the entirety of the program
- Understand how you create the conditions for leadership and learning to occur

4. WHY LEAD AT ALL? PURPOSE, LEADERSHIP AND RISK-TAKING

Thursday, March 25 • 11 am – 12:30 pm

- Learn foundational Adaptive Leadership content
- Connect participants to a strong purpose and value proposition for their own leadership, learning, and ‘return on sacrifice’
- Learn about ‘public narrative’

5. “WHOSE LEADERSHIP WORK IS IT?” – MOBILIZING OTHERS FOR CHANGE & THINKING POLITICALLY

Thursday, April 22 • 11 am – 12:30 pm

- Learn foundational Adaptive Leadership content
- Understand adaptive systems analysis
- Develop a rich and empathetic understanding of the stakeholders involved in narrowing the leadership gap you identified previously
- Define the various stakeholder factions and brainstorm ways to mobilize these stakeholder

6. “WHAT’S THE WORK OF LEADERSHIP” – DISTINGUISHING BETWEEN ADAPTIVE AND TECHNICAL PROBLEMS

Thursday, May 27 • 11 am – 12:30 pm

- Introduce foundational leadership content
- Understand the difference between technical and adaptive challenges
- Diagnose the technical and adaptive elements of your leadership challenge to more effectively deploy resources that enable change
- Develop three different framings of the adaptive challenge to test with others

7. “HOW CAN I MOVE FORWARD?” – EXPERIMENTING WITH YOUR IMMUNITY TO CHANGE

Thursday, June 24 • 11 am – 12:30 pm

- Introduce foundational leadership content
- Personalize, deepen and internalize the adaptive change
- Prepare and practice for a courageous conversation
- Program wrap-up and celebration

8. “HOW CAN WE MOVE FORWARD?” – DEMOCRATIZING LEADERSHIP IN GREENVILLE

Balcony Calls – TBD

- Identify collective leadership opportunities
- What are potential practical next steps, activities, or conversations for making progress



Frequently Asked Questions

1. IS THE 2021 STL PROGRAM FOR ME?

You will benefit from this program if...

- You face challenges in your work that have defied past attempts to solve them.
- You need to mobilize other people and do not have sufficient power or authority to compel them.
- You need to lead during times of uncertainty or ambiguity.
- You welcome new ways to connect, lead and learn with fellow practitioners from across the community.

****You do not need to hold an existing management position or title to qualify.*

2. WHAT WILL I GAIN FROM THE PROGRAM?

- Develop the mindsets and behaviors to lead adaptively and tackle the complex challenges you face in your work.
- Learn from your peers through both formal and informal dialogue, giving and receiving feedback.
- Compare and share best leadership practice with fellow practitioners and global experts from the Greenville community and Adaptive Change Advisors.
- Become a member of a global community of Adaptive Leadership practitioners.
- Earn a certificate from Adaptive Change Advisors to demonstrate your learning and practice toward adaptive leadership.

3. HOW WILL I LEARN IN THIS PROGRAM?

- Learning is about problem-solving and critical thinking – not just knowledge.
- You will discover how much you can learn from your peers by giving and receiving feedback in many different ways.
- You will learn to trust and support colleagues in the program – and discover that this can greatly strengthen your own learning.
- You will likely need to challenge your assumptions about how you learn in order to succeed in this course.
- Expect to initially find yourself outside your comfort zone until you have experienced a moment of significant learning.

4. WHAT SHOULD I EXPECT DURING THIS PROGRAM?

- Attend monthly sessions.
- Complete regular assignments.
- Apply adaptive leadership to your own project, initiative or leadership challenge.
- Share your experience with other participants. Receive peer feedback.
- Peer review projects developed by other participants.
- Optional ACA sessions to help you reinforce and apply your learnings.

