



**Center for  
Economic Opportunity**

# NYC CEO Program Management Forum Managing for Innovation Course

Session 5 | Leading People and Building Teams (continued)

*April 19, 2013*

# Learning Objectives

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- Identify effective practices for developing and motivating staff
- Describe techniques for promoting effective team communication

# Developing People - Principles

- Know what you can change and what you can't
- Distinguish between development needs and serious performance issues
- Invest in your best
- Use practices to increase individual accountability

- Source: Green and Hauser, *Managing to Change the World: The Nonprofit Manager's Guide to Getting Results.*

# Accountability



“an obligation or willingness to accept responsibility or to account for one’s actions”

Source:

<http://www.merriam-webster.com/>

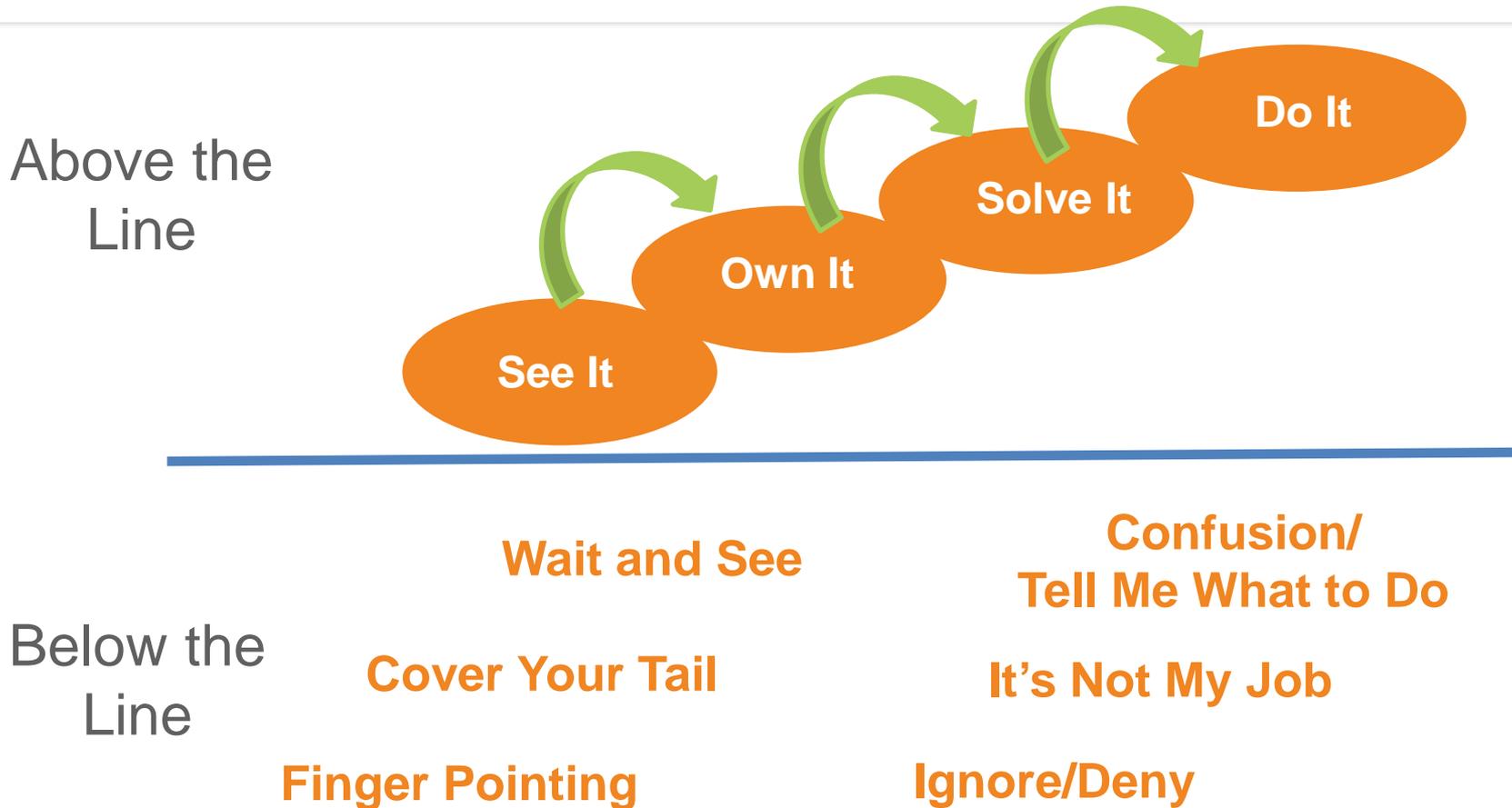
# Accountability – According to The Oz Principle

An attitude of continually asking. . .

What else can I do to rise above my circumstances and achieve the results I desire?”

Source: Roger Connors, Tom Smith, and Craig Hickman, *The Oz Principle: Getting Results through Individual and Organizational Accountability*,

# Accountability – Behaviors for Getting Results

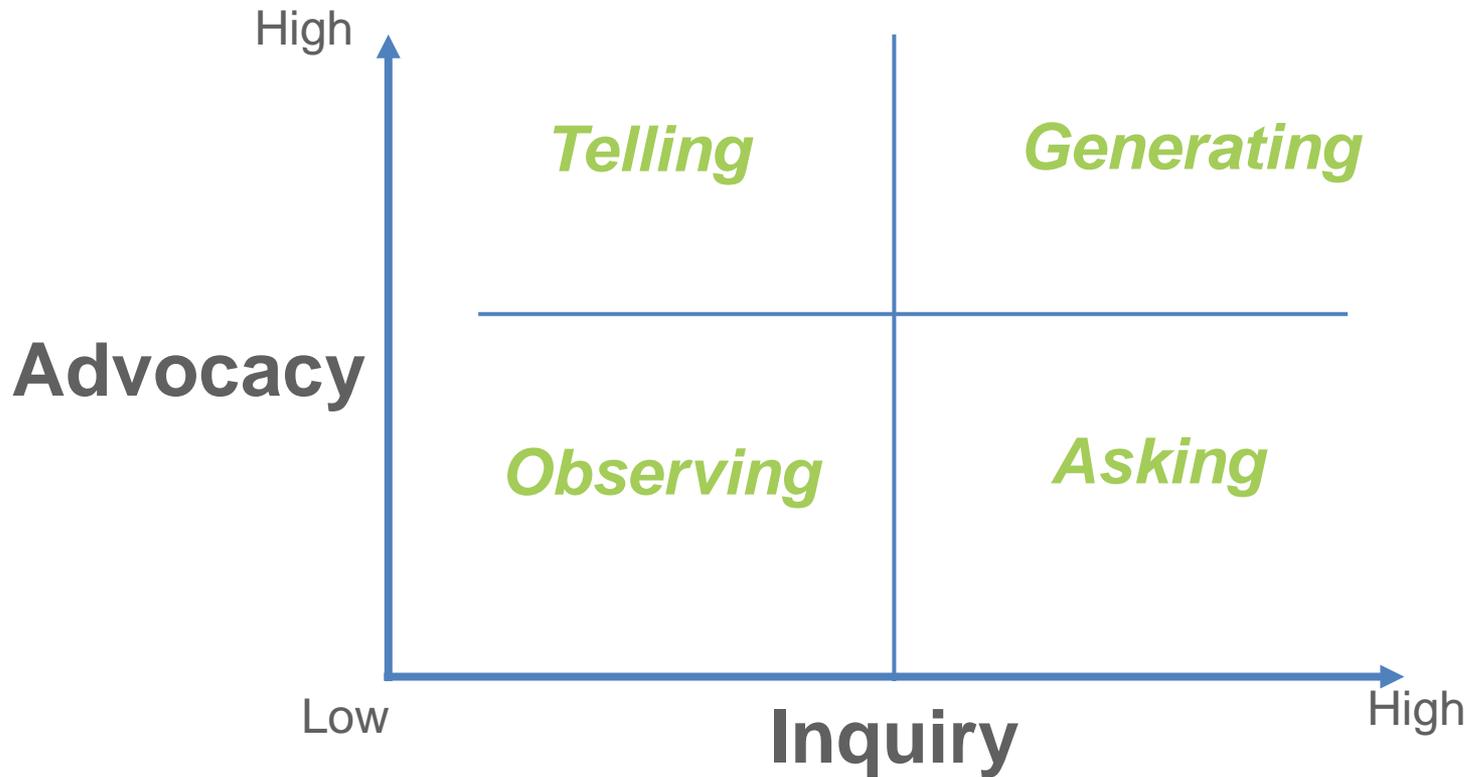


Source: *The Oz Principle*

# Effective Meetings – Principles

- Prepare
- Define the meeting's purpose
- Identify the outcomes you would like to see
- Develop a timed agenda
- Determine how to keep the discussion focused when participants stray from the topic
- Encourage participation
- Record follow up actions

# Conversations – Balancing Inquiry and Advocacy



Source: Peter Senge, *The Fifth Discipline: The Art and Practice of the Learning Organization*.