

10-22 Study Guide Questions

(including potential questions for Patti Caldwell, CEO of Our Family Services)

From today's readings, and from your own experience and research:

1. How would characterize the difference between a leader and a manager? Why does this distinction matter?
2. In your experience and professional judgment, what are the essential skills and tell-tale signs of an effective leader? An effective manager?
3. Again, in your experience and professional judgment, where does the most effective leadership occur, and how would one know (i.e. what are the signs)?
4. Who are some of your examples of the most effective leaders and managers, and why do you say that?
5. What are some examples of the worst, or most ineffective, behavior?
6. So are leaders born or made?
7. How can one develop the most needed skills of either leadership or management in order to effectively work in or run an NPO?
8. What, as someone practicing the art and science of leadership and management, are some of your more profound "lessons learned"?
9. And what are you still learning, struggling with, growing into?
10. In what contexts might Gosling's & Mintzberg's "heroic management" be value-added? In what contexts "engaging management?"
11. If you could only give up to three pieces of advice to entry-level NPO or public-sector leaders and managers, what would those be and why?
12. How might you apply Farson's advice about the dynamics of change, as well as his advice about protecting talent? Where have you seen this advice followed or not, and what resulted?