CONTENTS

Tables, Figures, and Exhibits xi
Foreword xiii
Jack Shakely
Preface xvii
The Kravis Leadership Institute xxii
The Authors xxiii

PART ONE: CHALLENGES FOR NONPROFIT LEADERS 1

1 Future Challenges for Nonprofit Organizations 3
Frances Hesselbein
2 Some Thoughts About Nonprofit Leadership 10
Stephen Mark Dobbs
3 Ten Things Nonprofits Must Do in the Twenty-First Century 19
Florence L. Green
PART TWO: A FOCUS ON THE NONPROFIT LEADER 37

4 Missionary Leadership: Harnessing the Power of the Mission 39
   K. M. Thiagarajan

5 Transformational Leadership in Nonprofit Organizations 49
   Ronald E. Riggio, Bernard M. Bass, Sarah Smith Orr

6 The Ethical Challenges of Nonprofit Leaders 63
   Joanne B. Ciulla

7 Managerial Pay in Nonprofit and For-Profit Corporations 76
   Kevin F. Hallock

8 Succession and Its Discontents: The Perils and Promise of Change 102
   Georgia Sorenson

PART THREE: BOARD LEADERSHIP 117

9 Transforming Nonprofit Boards: Lessons from the World of Corporate Governance 119
   Jay A. Conger

10 Last Things First—Theories and Realities: A Perspective on Nonprofit Leadership 131
    Susan M. Scribner

PART FOUR: A FOCUS ON THE NONPROFIT ORGANIZATION 149

11 Organizations of Hope: Leading the Way to Transformation, Social Action, and Profitability 151
    Gill Robinson Hickman

12 Volunteers and Volunteer Organizations: Theoretical Perspectives and Practical Concerns 163
    Mark Snyder, Allen M. Omoto
Craig L. Pearce, Youngjin Yoo, Maryam Alavi

PART FIVE: NONPROFIT LEADERSHIP TOOLS AND TECHNIQUES 205

14 Leadership of the Nonprofit Strategy Development Process 207
Thomas J. Reynolds

15 A Leadership Model for Nonprofit Projects 219
Victor Sohmen

16 Using Professional Evaluation to Improve the Effectiveness of Nonprofit Organizations 234
Stewart I. Donaldson

17 Leadership Assessment and Development: Recommendations for a New Assessment Model 252
Paul M. Arsenault

Conclusion: Soul-Based Leadership: The Confluence of Ideals, Concepts, and Action 267
Sarah Smith Orr

Name Index 279
Subject Index 283