

University of Scranton
Nonprofit Leadership Certificate Program
Personal Challenge Guide

Topical Areas	#	Challenge Topic	Challenge Summary	What does success feel like?	How do I measure success?	
rational Challenge Categories	Leadership Skills / Professional Development	1	Professional Expertise	Establish myself (both locally and more broadly) as a knowledgeable _____ professional.	1) Increased capacity and resourcefulness; 2) Got to source; 3) Articles/presentations outreach;	1) Confidence; 2) Enhanced professional network; 3) Affirmation of concepts and ideas; 4) More thoughtful reflection on our own services/programs
		2	Leadership Skill - Improving Public Speaking & Presence	To improved my presence and public speaking skills to better represent and serve our organization.	1) Greater confidence and less anxiety; 2) When I need less time to prepare for a speaking engagement; 3) When I willing accept more opportunities to speak without hesitation;	1) Reduced anxiety and stress; 2) An increase speaking engagements; 3) I will seek critiques from colleagues and hopeful see a reduction in noted weaknesses.
		3	Persoanl stregthes and weakness assessment - Reflect and assess my leadership strengths and weaknesses	Use in class assessments, coach, peer group and facilitators and tools to better identify my strengths and weaknesses.	1) Greater self awareness of the leader I am; 2) Knowing which skills/behaviors/styles that I need to work on to become a better leader and more effective;	1) Developing a Leadership Overview of who I am; Developing my "why;" 2) Formation of leadership gap analysis and plan to seek knowledge/mentor/coach to improve upon these areas;
		4	Becoming a confident leader	Learn and implement leadership skills and styles that match my personality, skills and capabilities.	1) Reduction of anxiety, stress and second guessing myself; 2) Incorporate servant leadership approach to build stronger ties with board members; 3) More efficient and effective meetings and organizations engagements/programs	1) Comparing our meetings to others - reflect on efficiencies and meeting objectives; 2) Consuming more leadership content (PANO/Board Governance Best Practices) I will increase and journal on overall confidence and the success of future meetings;
		5	Refining My Purpose & Intentions	Develop a list of priority goals and determine an "intention" and outputs/outcomes for each one.	1) Smaller list of clearly defined goals, actions steps and outputs/outcomes; 2) fundraising budget; 3) plan for software and marketing materials	1) Reduction in stress and anxiety; 2) Improved overall confidence and focus; 3) Use a journal to reflect on why a plan worked or didn't;
		6	Life Balance	Improve the balance between personal and professional life	1) Develop my "why statement"; 2) remove myself from committees/boards/teams that are dysfunctional or unproductive; 3) Learn to say "no"; Set more boundaries between life's. 4) Schedule "me" and "family" time;	1) Success will be measured by less meetings (committees, boards teams); 2) Quicker decisions on turning down new engagements that don't fit within my work scope; 3) Greater production, happiness and achievement;
		7	Develop a greater confidence in managing human resources	Leading a team is fun, challenging and sometimes emotionally draining; I must listen and coach my team to solve their problems and assist in decisions/directions only when they come with recommendations; Ensure greater communication and clear direction and guidance is given.	1) Reduction in daily challenges; 2) Better understanding of boundaries between work and personal matters - respecting time; 3) Clear project and program goals and onjectives;4) Develop a list of questions to redirect staff to focus on work related challenges;	1) Record and journal on staff interactions; 2) Journal on which conversations went better than others and why; 3) Review surveys of staff satisfaction with their work environment;
		8	Becoming a Leadership Expert	Consume more leadership content (books, articles videos, podcasts, etc.) to better understand best practices, styles, and effectiveness.	1) Develop a schedule to create more time to consume more content; 2) Consider book club with coworkers or peers; 3) Commit to the implementation of one practice per month;	1) Develop a journal of leadership ideas and practices; reflect how well I was able to implement the practice; 2) Evaluation of staff and team members based on new styles and practices - measuring the success of others when I try new practices

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Organiz		9	Operations and Finances	Better understand and appreciate nonprofit operations, budgeting and finances. Review of current brand as it relates to mission, clients, programs/services and communities services.	1) The feeling of being challenged; 2) Greater confidence and overall awareness; 3) Increased independence; 4) Reduced anxiety;	1) Increased synergy with other divisions by requiring asking fewer questions; 2) Increased external visibility - Increased number of speaking engagements related to the overall organization; Greater client /partner recognition;
		10	Building internal strength through emotional, mental and physical means	Becoming self aware of strengths and weaknesses - and acting on my weaknesses. Taking more risk and worrying less	1) Greater confidence and overall awareness; 2) Increased independence; 3) Reduced anxiety; 4) Supportive, engaged, humble yet energizing	1) Measuring confidence and satisfaction; 2) Self reflection and assessments test to better understand my tendencies; 3) Track healthy habits and work related tasks that energize me;
Organizational Leadership / Culture & Collaborative Environment		1	Nurturing a Culture of Caring	Ensure an open Human Resources Culture that focuses on our staff. Establishing a culture where staff feels cared for, invested in and safe.	1) Increased job satisfaction; 2) improved organizational goals; 3) improved moral; 4) reduction in turnover; 5) Increase growth within current roles - every employee will not be promoted;	1) improved and more detailed employee evaluations; 2) More employee interaction and buy-in capacity building opportunities;
		2	Build Confidence in Change Management	Lead and manage our team through organizational change. Communicate often and allow time for listening. Keep staff focused, motivated and engaged.	1) Staff will be well informed on what/why change is happening is occurring. 2) Staff will feel supported and have time to share concerns. 3) Communication will increase.	1) Increased staff / organizational resiliency; 2) More cohesive team; 3) Increased ability to overcome adversity
		3	Developing a leadership plan to build a collaborative environment	Develop a plan to reduce "siloed" divisions and teams to develop a unified team and approach to problem solving.	1) Greater collaboration and information sharing; 2) Increased communications and team meetings;	1) Increased diversity in committee structure; 2) greater synergy in internal and external communications; 3) improved awareness of organizational challenges and opportunities;
Career Pathway & Transition		1	Founder to Leader Transition - Transition from Organizational Founder to Organizational Leader	Develop more administrative, board governance and nonprofit sector driven knowledge to thrive as a leader and a founder.	1) Greater confidence in recruiting board members, delegating and running meetings; 2) Increased knowledge of the sector; 3) Peer network of founders to work through challenges with;	1) A journal to reflect on board cohesion and meeting productivity; 2) Become a better active listener and allowing other to speak, lead and innovate;
		2	Developing a Career Pathway to be the CEO	Exploring a CEO options at small to mid-sized nonprofit or a Senior Management Position.	1) Better understanding various careers options; 2) Mentally preparing for future roles and the skills needed to serve in those roles effectively; 3) confidence in knowing which options exist; 4) developing a short list of mentors to lean on if and when I make a career change;	1) Developing a list of organizations/positions that I may be interested in; 2) Improved relationships with key leaders in the field; 3) Skills gap analysis that must be filled prior to next career move;
		3	Career Pathway	Develop a reasonable and viable career pathway, based on career exploration and my personal ambitions.	1) Committing to meetings with peers to research organizations and opportunities; 2) Develop a career pathway with multiple scenarios that is based on my research and goals;	1) Greater confidence in my direction and what I need to work on to get to where I want to go;