

# LASTING LEADERSHIP



**SUCCESSION, EMPOWERMENT, EQUALITY**

## Lasting Leadership: Equalities

Graeme Reekie



*‘There is no organisational sustainability without sustainable leadership.’*

What does  
sustainable leadership  
mean to you?

# Our definition. Sustainable leadership is...

---



*Developing  
capacity*



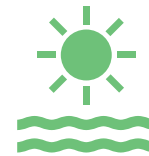
*to enable  
leaders*



*to emerge,*



*evolve*



*and excel.*

# LASTING LEADERSHIP

GUIDE TO...

## LATERAL LEADERSHIP

Sustainable leadership in non-profit organisations



# LASTING LEADERSHIP

GUIDE TO...

## SUCCESSION PLANNING AND KNOWLEDGE MANAGEMENT

Sustainable leadership in non-profit organisations



# LASTING LEADERSHIP

GUIDE TO...

## SUSTAINING ENERGY, FOCUS AND SELF-CARE

Sustainable leadership in non-profit organisations



# LASTING LEADERSHIP

GUIDE TO...

## EQUALITIES

Sustainable leadership in non-profit organisations



# PART ONE: BACKGROUND AND CHALLENGES

BACKGROUND	6
CHALLENGES AND PARADOXES	7





# The Time Challenge

*Time is our most precious resource, but we don't always protect it or use it well*

More time on one thing =  
less time on something else.

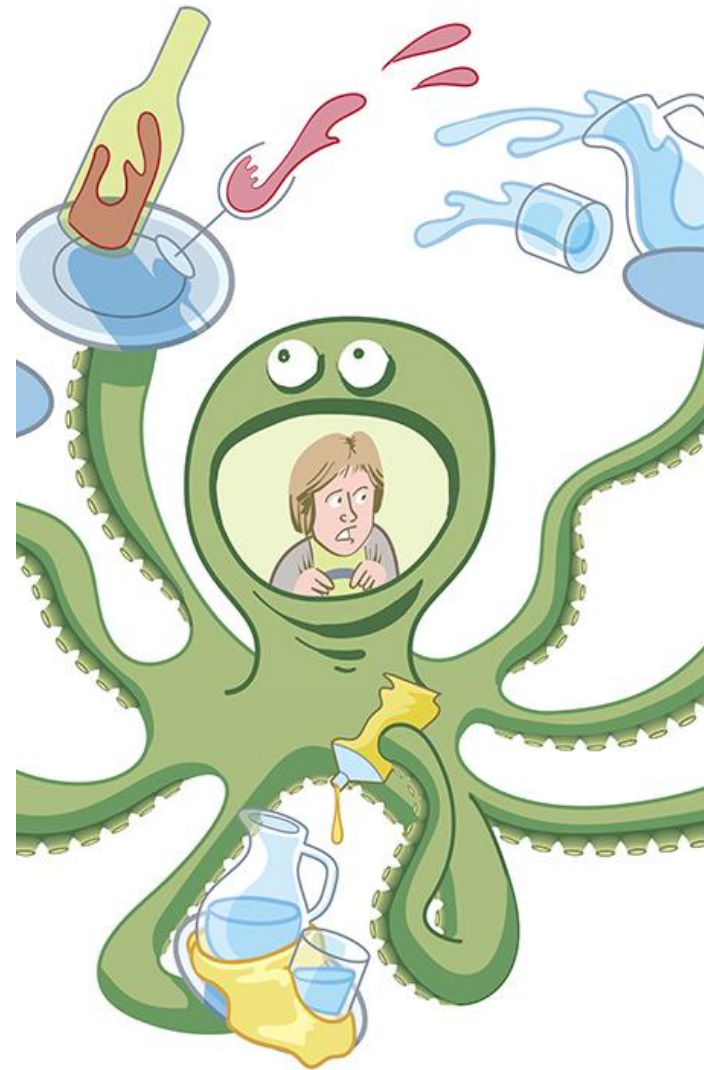
*Invest time, don't spend it!*

# The Leadership Myth

*Leadership gets fetishized - the exhausting reality gets ignored.*

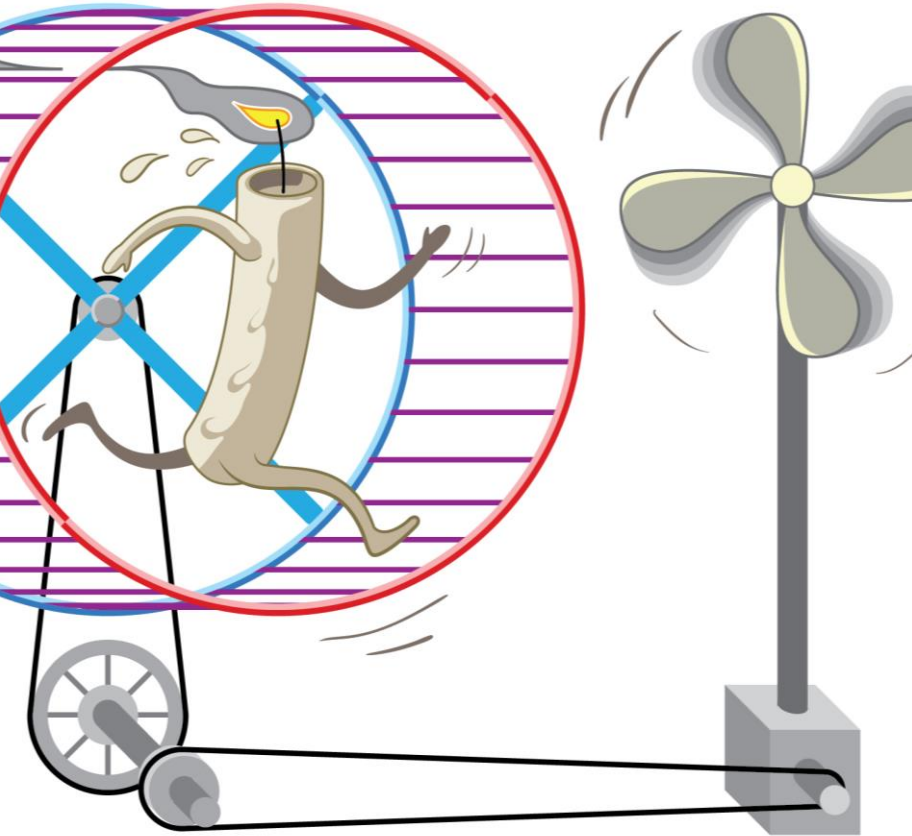
Create opportunities to focus on your vision and purpose.

Avoid being the human octopus!



# The Care Paradox

*Caring organisations  
don't always care for  
themselves.*



Role modelling – words  
alone are not enough.

Prioritise self-care as an  
essential!

# The Control Paradox

The more we try to control,  
the more resistance we  
create.

Know when to let go,  
delegate.

Build systems and  
processes to support  
devolved leadership.



**ctrl**



# The Trust Paradox

---

Delegation requires trust, but without delegation, trust won't exist.

Invest in capacity.

Step back.



# The Equality Paradox

---

*Organisations that promote social justice and equality don't always embody those in their leadership.*

Organisations and their leadership need to reflect the communities and issues they serve.

Work and workplaces are designed in ways that exclude people.

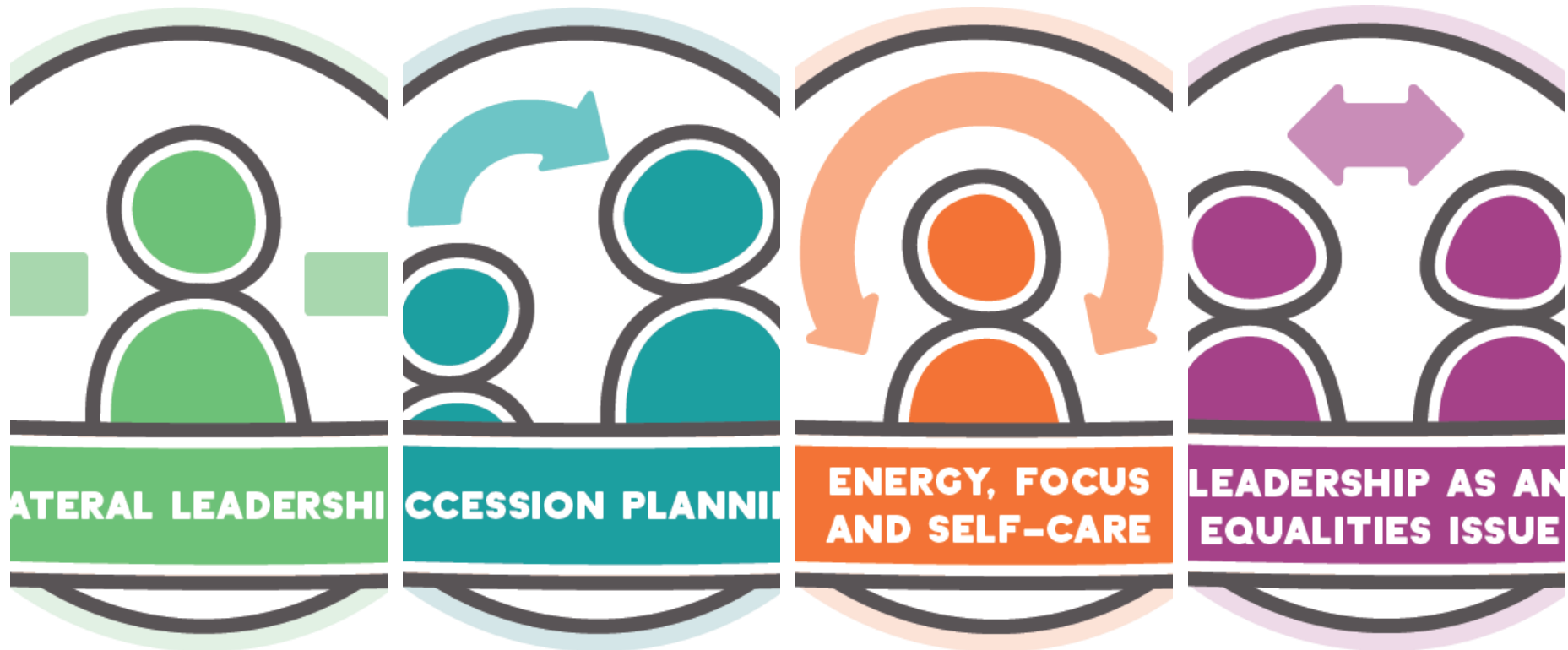
**Prioritise equality and diversity in leadership proactively.**



Challenge / paradox	Principles	Practices
The time challenge	Requires time	Invest and protect time for planning, development and learning.
The leadership myth	Connects with vision and purpose	Create opportunities to focus on vision and purpose.
The care paradox	Prioritises self-care	Role model self-care – it’s an essential not a luxury.
The control paradox	Devolves authority and shares power	Build systems and process to support devolved leadership.
The trust paradox	Builds capacity	Prioritise delegation and development.
The equality paradox	Requires equality and diversity	Proactively support diversity in leadership roles.

## The Lasting Leadership capabilities

- Interlinking and overlapping
- Taking action in one area will support the others
- Equality and inclusion underpin all the capabilities



# LASTING LEADERSHIP

GUIDE TO...

# EQUALITIES



Sustainable leadership in  
non-profit organisations



In a sector committed to social justice but which does not reflect our society, leadership is an equality issue.

## The challenge:

- Underrepresentation in leadership roles remains a key challenge.
- Structural inequalities create barriers in organisations.
- Managing everyday prejudice is exhausting, leading people to put up with it.
- Intersectionality compounds barriers faced.



## Discussion

Do you **recognise** the challenges?

What have you **learnt** about addressing these? (e.g. in your current or previous roles, or in other organisations)

What **benefits** are there in addressing leadership inequalities?



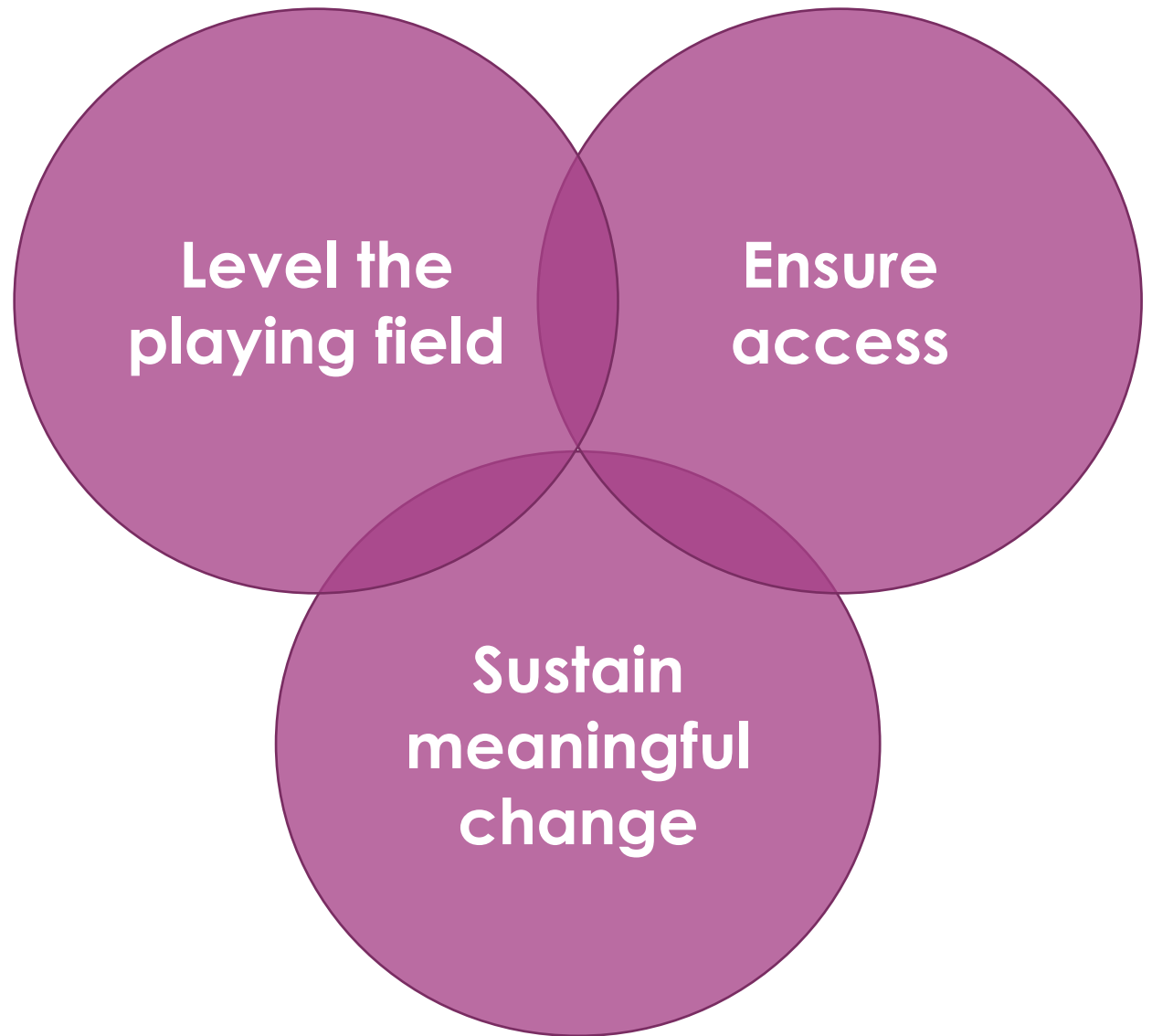
If organisations and their leadership don't reflect the communities they serve, they run the risk of perpetuating the structural barriers they seek to address.

## The value and benefits:

- Improved adaptability and responsiveness
- Improved problem solving, idea generation and decision-making
- Better understanding of the needs of communities
- Increased trust in the organisation and its values
- Better recruitment and retention
- Happier workplaces and teams



**The capability:**  
defining  
action in  
three main  
areas





*We need to get comfortable with the uncomfortable truth.*

- Redefine what a leader looks like
- Develop equality focused policies
- Have open and honest conversations

**Level the playing field**



*Value diversity of thought,  
experience and background.*

- Inclusive recruitment
- Inclusive progression and development
- Inclusive governance





*Move beyond equality and diversity being a tick box.*

- Enable team involvement
- Embed equalities across all developments
- Address structural barriers



## SELF-ASSESSMENT: EQUALITIES

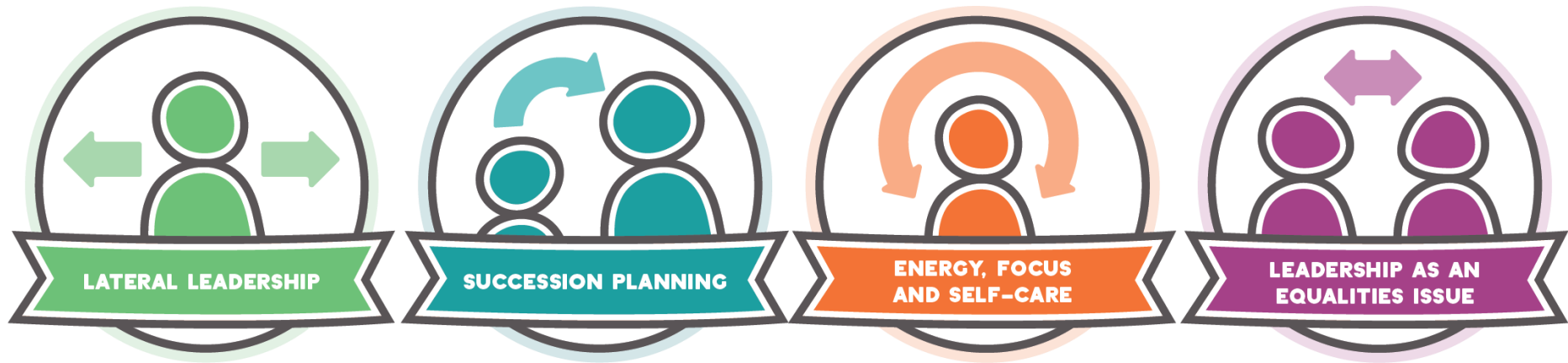
The self-assessment section encourages you to assign a score to each indicator, using this suggested scoring guide:

**2 = We have good consistent evidence** | **1 = Our evidence is mixed or patchy** | **0 = We cannot evidence this**

However, there is also space for you to make notes and comments, for example if you are discussing the indicators with colleagues or reviewing progress over time. These notes will often be more meaningful than just a score.

	EQUALITIES	SCORE	YOUR NOTES
1	Our organisation reflects the communities and issues we serve.		
2	We understand the barriers experienced by people in our team. We take action as a result.		
3	We review our organisational policies and procedures to ensure they proactively support diversity and inclusion.		
4	Our recruitment procedures and processes proactively encourage and support diversity and address barriers to access.		
5	We seek advice and support from others with expertise in equality and diversity to ensure our policies and practices are inclusive and equitable.		
6	Our team (managers, trustees, staff and volunteers) undertake training in diversity and inclusion to keep knowledge and skills up to date.		

# Self- assessment



[www.thelastingdifference.com/](http://www.thelastingdifference.com/)

[graeme@thelastingdifference.com](mailto:graeme@thelastingdifference.com)