LEADING TRANSFORMATION #38:  
CAPACITY BUILDING-STEWARD LEADERSHIP

Transforming Leadership begins with the building of a Growing Community of Change Leaders. The Community of Change Leaders works together as a leadership unit in exercising Creative Leadership to set the Best Creative Vision and develop the Best Creative Strategies for its implementation. This requires the creating of an environment that enhances creativity. When the direction is clear, it is then necessary to ask the question: “What would it take to implement the strategy toward accomplishing the vision?” The answer to this question clarifies the Capacity needed for implementing the strategies toward the desired outcomes.

CAPACITY BUILDING focuses on the development of the resources needed for implementing strategies that will take leaders and their constituencies to their vision. Capacity is the “enabler” that turns dreams into realities.

All organizations are strong in some areas and weak in others; but the task is to improve and develop existing capacity further, in order to move to the next level of effectiveness. Increasing an organization’s overall capacity contributes to improved strength of internal operations (e.g. board, management, staff, and fund development) and external performance (e.g. customer and product growth). This is not a piecemeal approach that “fixes” only a limited aspect of an organization; but a holistic approach in which the different parts of an organization work constructively together to realize its vision.

One of the reasons capacity building falls through the cracks often is the popular misunderstanding of leadership as “administration.” With this mindset, many leaders expect some other party to develop and allocate to them the resources needed to execute on a vision. However, when we have an appropriate understanding of Transforming Leadership, the development of the leaders, finances, and other resources needed for executing on a vision is part of the leadership task. Leaders who are able to bring great visions into reality are those who embrace and excel in building the needed capacity for executing the strategies that will lead to the accomplishment of visions.

Capacity building is therefore essential to effective Transforming Leadership.

STEWARD LEADERSHIP  
Steward Leadership is one of the models of leadership that relates well to the subject of Capacity of Building.

Steward Leaders develop, manage and grow the resources of organizations. Effective leaders wisely steward the vision, people and other assets of organizations.

Steward Leaders:

1. Are faithful; that is reliable, trustworthy, dependable, responsible, and honest.

2. Grow the people, resources and assets of the organization.

3. Build cultures of excellence in organizations.

The objective of Steward Leadership is not only maintenance. It also promotes growth through the multiplication of the intrinsic and other potential values of people and assets, toward the full realization of an entrusted vision. Steward Leaders add value to the resources of organizations through the principle of multiplication. They therefore focus on increasing the factors by which institutions grow in their capacity and performance. An effective Steward Leader would lead with a key question like: How can we increase our performance by the factor 10?

REFLECTION QUESTIONS:  
1. What are you doing to add value to your personal life and leadership?

2. What vision are you leading toward in your institution or organization?

3. What resources are needed to execute on the best creative strategies toward accomplishing the vision?

4. What shows that you have personally owned your part in the development of these resources?

5. How do you plan to develop your part of the needed resources?