

# After the Baby Boomers: Who's Next

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# The “Crisis”

Examples of Data:

- **75%** of E.D.s report planning to leave in next five years (Daring to Lead 2001, 2006)
- **65%** E.D.s planning to leave next five years (AECF, Teegarden, 2004)
- **82%** Execs in Alberta Canada say will leave in next five years (Calgary Centre on Nonprofit Management, 2005)

# And fear....

(data continued)

- **45%** young nonprofit professionals plan to leave nonprofit groups (YNPN 2007)
- **640,000** new senior managers will be needed in the next decade (Bridgestar 2006)

# Generations

## Our Work

- *Up Next: Generational Change and the Leadership of Nonprofit organizations (2005).*
- *What's Next: Baby Boom-Age Leaders in Social Change Nonprofits (2007)*
- *Next Shift: Beyond the Nonprofit Leadership Crisis (2007)*

# Generations

## What are the generations?

- Traditionals/Veterans (prior to 1946)
- Baby Boomers (1946 – 1964)
- Generation X (1965 – 1979)
- Generation Y (1980 – 2000)

# Baby Boomer+ Leaders

## Looking Back

- Came to the work at a time when they could see how systems worked.
- Believed they would make significant change.
- Proud of what their generation has accomplished, especially the movements of the 1960s and 1970s.

# Baby Boomer+ Leaders Challenges

- Less enthusiastic about their work in the 1980s, 1990s in face of government cutbacks yet ...
- That's when they really built their organizations; kept things going.

# Baby Boomer+ Leaders

## Current Circumstances

- **Top of Influence and Power**
  - Living Longer and healthier
  - Have energy and interest to continue work
- **May not have savings or retirement benefits from their job**

# Baby Boomer + Leaders Views of Next Generation(s)

- **Want to engage younger leaders but..**
  - Have mixed feelings about their commitment
  - Don't know how to transfer skills and knowledge
  - Want to be acknowledged

# Newer Generation of Leaders Who are They?

- Younger directors and staffers not so young
- Came to work after time of collective movement
- Dedicated and committed to their work

# Newer Generation of Leaders

## How They See Their Work

- Came into nonprofit work after their was more professionalization of sector
- Interested in different leadership styles

# Next Generations' Challenges

## Invisibility

- Only technical contributions recognized.

### ➤ Race dynamics

- New leadership may look different

### ➤ Career Ladders

- No where to go within organizations

# Next Generations' Challenges (continued)

- Harder to Live on Nonprofit Salaries
- Work/Personal Life Divide
- Executive Director jobs not always appealing

# The Generations: Different Views

- Culture of work team vs. hierarchical command/control
- Criteria for advancement and compensation
- Recalibration of work to allow for healthy personal/family life.
- Different issues in people of color and immigrant communities
- Pay your dues vs. earning your keep.

# Framing Generational Transitions in Leadership

How we think about the future of nonprofit leadership depends on how we frame the “problem” we are trying to solve.

Here are four different (and not mutually exclusive) ways to frame the issue.

# 1. The Crisis Problem

- Baby Boomers are retiring from nonprofit leadership positions.
- There are not enough people, especially younger leaders, to take their jobs.

# 1. The Crisis Solutions

## ➤ Succession planning

- Executive Transition Services
- Workshops for Boards and EDs
- Preparing organization

## ➤ Build the pipeline

- Leadership Development
- Recruitment to the sector

## 2. We're Not Interested Problem

Younger leaders interested in social sector work are not taking or staying in leadership roles because they

- Do not want work to become their life
- Find the content of the job less interesting than program work
- Have concerns about money

## 2. We're Not Interested Solutions

- Make the job more doable
- Communicate about what is rewarding about being an executive director
- Increase compensation/benefits

# 3. No Room at the Top Problem

- Baby Boom age leaders are living longer and healthier. They
  - cannot (\$\$)
  - choose not (contribution)
  - don't know how to (legacy)leave leadership positions.

# 3. No Room at the Top Solutions

- Pensions, fellowships, new ways to contribute and leave position
- Develop and share leadership with new generations
- Help define legacy/story

# 4. Hard to See (Ahead) Problem

- There are new generations of leaders but they look (and act) differently than current leaders
- Organizations in the future will look (and act) differently than current nonprofits

# 4. Hard to See (Ahead) Solutions

- Recognize younger leaders
  - Age, race, gender, interests
- Identify leadership that will re-conceptualize how organizations can be structured for maximum impact
- Highlight and support new/younger leaders trying new models and learn from their successes and challenges

# Final Thoughts

- There needs to be more creative ways to think about leadership development and leadership change
- We need to be clear about including all generations.
- Transformation can happen throughout the lifespan.