




THE (B)ART OF NONPROFIT LEADERSHIP

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BOUNDARY
AUTHORITY
ROLE
TASK

*The BART System of
Organizational Analysis*



BART

■ BOUNDARY



■ AUTHORITY



■ ROLE



■ TASK



BART Organizational Analysis

B—Boundary

- time, task, territory
- roles, resources, responsibility

A—Authority

- “conferred power”
- formal, informal, personal

R—Role

- Position “person-in-role”
- Valence “characteristic response”

T—Task

- explicit/implicit/survival “work”
- “on task” and “task avoidance” behaviors



BOUNDARY

BOUNDARY *CONTAINER FOR THE WORK*



- TIME
- TASK
- TERRITORY

- ROLES
- RESPONSIBILITIES
- RESOURCES

BOUNDARY

TIME
TASK
TERRITORY

Turf
Battles

Budget
Constraints

Deadlines

ROLE
RESPONSIBILITY
RESOURCE

Turnover

Burnout

Mission
Creep

...match these examples

BOUNDARY

Identify key three boundary issues at your organization

EXAMPLE

TIME

- Scheduling regular executive team meetings

TASK

- Number and management of new initiatives

TERRITORY

- Location for fall sessions

...your turn



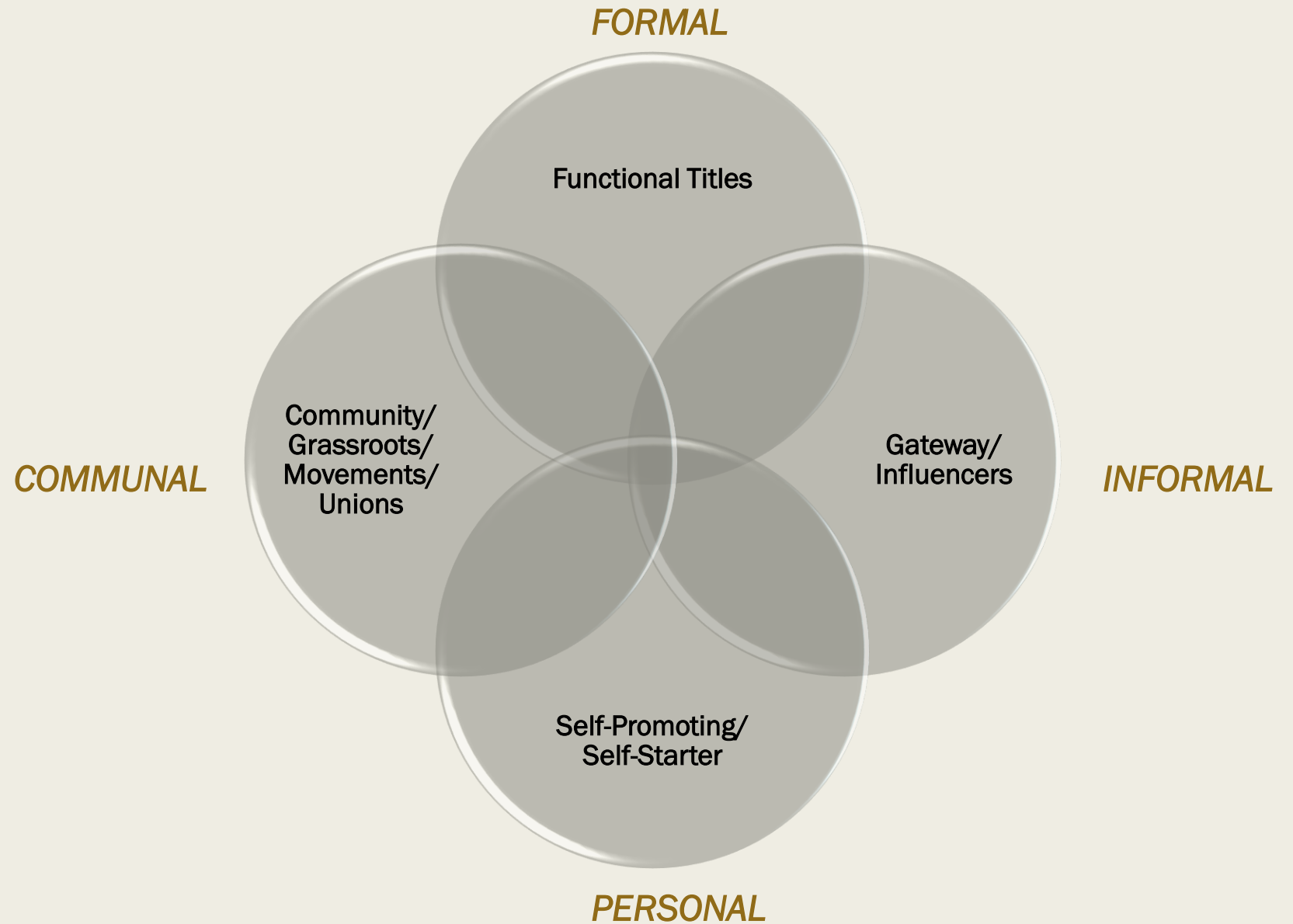
AUTHORITY

AUTHORITY *CONFERRED POWER TO DO WORK*



- FORMAL
- INFORMAL
- PERSONAL
- COLLECTIVE/COMMUNAL

AUTHORITY



AUTHORITY

CONFERRED POWER TO DO WORK

The authority I exercise in my organization is **PRIMARILY**

- *FORMAL*
- *INFORMAL*
- *PERSONAL*
- *COMMUNAL*

The colleague(s) who hold each of these kinds of authority:

- *FORMAL*
- *INFORMAL*
- *PERSONAL*
- *COMMUNAL*

...your turn





ROLE



ROLE *PERSON-IN-ROLE IN SERVICE OF TASK*



- FINDING
- TAKING
- MAKING

- VALENCE
- ASCRIBED
- ACHIEVED

ROLE

FINDING

- DISCERNING PERSON/ROLE BOUNDARY

TAKING

- LEARNING THE BOUNDARIES OF THE ROLE

MAKING

- PRACTICING UNIQUE EXPRESSION OF THE ROLE

ROLE

VALENCE

- **WHAT WE TEND TO DO**
 - *MOSTLY UNCONSCIOUS--REQUIRES HIGH EQ*

ASCRIBED

- **HOW WE ARE SEEN**
 - *WITH OR WITHOUT CONSENT/AWARENESS*

ACHEIVED

- **WHAT WE BRING/EXPERTISE**
 - *WHETHER OR NOT ACKNOWLEDGED/PERECEIVED/USED*

ROLE *PERSON-IN-ROLE IN SERVICE OF TASK*

VALENCE

- *How do I tend to “show up”*

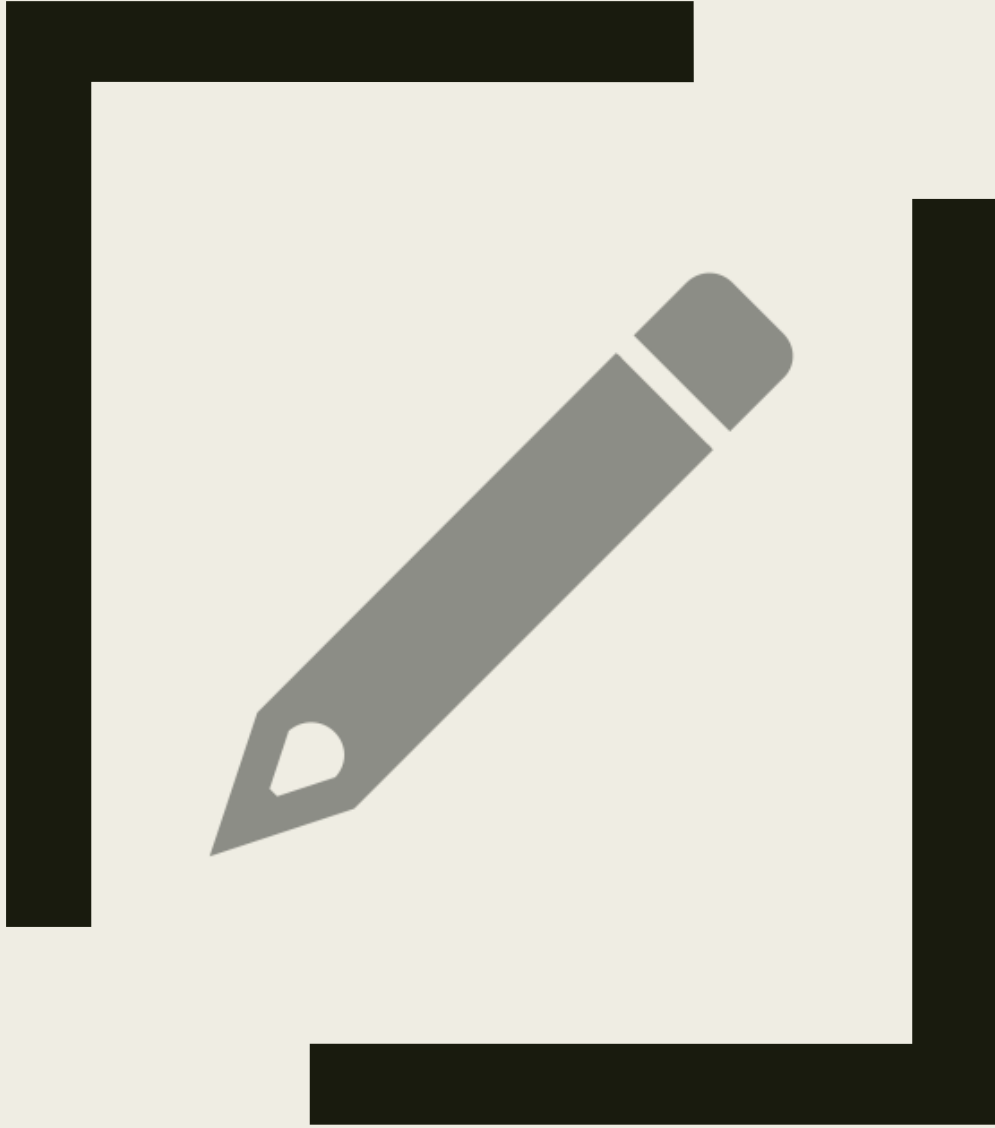
ASCRIBED

- *How do I tend to be seen*

ACHIEVED

- *What do I bring*

...In terms of role



TASK

TASK *THE WORK OF THE GROUP*



- “SURVIVAL”
- EXPLICIT
- IMPLICIT

- AVOIDANCE
- “AS IF”/COLLUSION
 - *Abilene Paradox-Groupthink*
- ENACTMENT
- SENTIENCE

TASK

“SURVIVAL”

FUNDING
CYCLES

RESOURCES/
PERSONNEL

ZERO SUM/
COMPETITION

MEETINGS

EXPLICIT

MISSION

VISION/
VALUES

PROGRAMS/
SERVICES

WEB PRESENCE

IMPLICIT

PRACTICES/
BELIEFS

CULTURE/
CLIMATE

"TONE"
"FIT"

TEXTS/EMAILS

OFF TASK (Looks like “work”)

AVOIDANCE

- *Ritual fights*
- *Conflict avoidance*
- *Patterned behavior*
- *Dependency*
- *Denial/Flight*

“AS IF”/COLLUSION

- *Echo Chamber mentality*
- *Consensus absent Accountability*
 - *Abilene Paradox (undesired compromise)-*
 - *Groupthink (reductionistic conformity)*

ENACTMENT

- *What we resist persists*
- *What we do not Address, we will face as Redress*
- *Unconscious “acting out” of organizational issues*

SENTIENCE

- *Emotional connections that trump deliberative action*
- *Loss of role/person-boundary in communication*
- *Sentiment without development of the argument (data/evidence)*



TASK THE WORK OF THE GROUP

In terms of my organization, identify the tasks...

"SURVIVAL"

- *How do we work to assure we continue to exist*

EXPLICIT

- *What do we communicate as our work to ourselves and others*

IMPLICIT

- *What is the work that we do that is understood but not necessarily stated*

AVOIDANCE

- *What are ritual ways we get in the way of our work*

SENTIENCE

- *How do personal feelings and relationships influence the work*

BART LEVELS

OF ORGANIZATIONAL ANALYSIS—WELLS (1985)

INTRAPERSONAL
INTERPERSONAL
GROUP-AS-A-WHOLE
INTERGROUP
INTERORGANIZATIONAL
--
SYSTEMIC
INTEGRAL
GLOBAL
FIELD



BART Analysis

Your Turn...

BOUNDARY

AUTHORITY

ROLE

TASK

Complete your own organizational BART analysis, identifying one issue to address in each area

BART 2.0

BOUNDARY

BOUNDLESSNESS

THE (KAIROS) "MOMENT"

AUTHORITY

DIFFUSION/FLUIDITY/FLOW

THE (AKASHIC) FIELD

ROLE

MULTIPLICITY/CONCURRENCE

THE SOURCE (PRESENCE)

TASK

MUTUALITY/INTERDEPENDENCE

THE PLANET (ROLE OF HUMANS)

BOUNDARY
AUTHORITY
ROLE
TASK

*The BART System of
Organizational Analysis*



CLOSING LINE

*One thing I learned
that I can take forward...*

**Conscious
Leadership
Unconscious
Planning**



12,000 to 50,000 *Thoughts per Day*

Most thoughts brought to
consciousness are those
that have sufficient
emotional content

When we become aware of
our thoughts, we reduce
anxiety and reactivity in our
leadership...

Source: National Science Foundation



Unconscious Planning

...the way individuals and groups achieve goals through testing beliefs that are consciously held as obstacles for action.

Such plans are NOT fixed. Rather, they are influenced by interactions with those in formal authority and other members of the group.



Adapted from Gustafson and Cooper (1992)

Unconscious Planning

The Tests

IS IT “SAFE”

- Will this situation be the same as my previous experience (trauma)

CAN “THEY”
DO IT

- What is my vicarious learning from the work of others

DOES IT
“WORK”

- Am I ready to test what I “know” against what I am learning