

## **Breakfast Club Notes Feb 2**

The following are the key points mentioned during the Breakfast Club discussion between Sharon Hughes, the Leadership Academy manager, Diarmaid Ó Corrbuí, the CEO of Carmichael Ireland and Elaina Ryan the CEO of Children's Books Ireland.

**Sharon: *What kind of environment is conducive to the development of good leaders?***

**Elaina**

Psychological safety is important.

Everyone on a team needs to feel like their voice is important.

We focus on building rapport on our team.

It's important to develop a culture where people can freely express ideas for the team.

**Sharon: *How do we empower people to be good leaders?***

**Diarmaid**

We need to understand what the vision is, as a leader and as a team.

We create development plans for our staff.

We put a focus on developing leadership skills and supporting people to develop them.

Mentor the staff and encourage them to network.

The need to think about succession planning for people to progress in their career.

**Elaina**

It is important to understand people's motivations to grow and progress in their role.

In the nonprofit sector we can't offer the best salary, so we need to think about what else we can offer to staff.

**Diarmaid**

Staff are working remotely, and you need to trust them to do the work.

It is worth focusing on outputs – ask do they get the work done? And not be overly fussed about when or how they do it. Let them work their own way.

It is important to give equal opportunities to remote staff and in-person staff when opportunities arise – for a promotion, for example.

**Sharon**

We need to find new ways to measure performance and measure a staff member's positive impact.

**Diarmaid**

The next generation of leaders have slightly different values. These values are conducive to work in our sector. We need to help these young people with their development.

**Sharon: *What are the key qualities of a leader?***

**Elaina**

People need to feel they can become a leader on some level.

For their own self-esteem, people need to be set challenges that they can meet.

Communication is a key quality of a leader – the ability to share your ideas.

**Diarmaid**

You see leadership potential when you notice someone has an ambition to advance, develop themselves and the organisation.

When they want challenges and variety in their role.

When they can reach out for help when they need it.

When they can ask the simple questions, for example – why are we doing this?

**Sharon: *What's the best leadership advice you received?***

**Diarmaid**

Don't settle for a job because it's convenient.

Don't settle for a job where you're not upskilling.

Sometimes a job is more important than pay.

**Elaina**

'No' is a complete sentence!

A leader doesn't have to be one thing in particular. You need to understand your own strengths and base your leadership around that. Don't try and adopt a leadership style that is not your own.

**Diarmaid**

It's also important to know your weaknesses.

Once you know this, you can get the right people around you – people that are strong in the areas where you might be weak. This way the team becomes stronger.

**Sharon: *What should people interested in leadership at this webinar focus on?***

**Elaina**

It is important to make connections with others wherever you can. Attend events.

These contacts are the people you can draw upon when you need help or support.

**Diarmaid**

You need to make the effort to develop and build your network.

Go to the people in your network for advice and be open to helping other when you can.

Always look for opportunities to take responsibility and grow.

**Sharon**

It is important to have the freedom to fail.

It's always good to stress test your ideas.