



# NEUMA Project

DESIGN AND DELIVERY OF A VET PROGRAMME FOR NEWCOMER EU PROJECT MANAGERS AND ADMINISTRATORS FOR CHARITABLE ORGANISATIONS

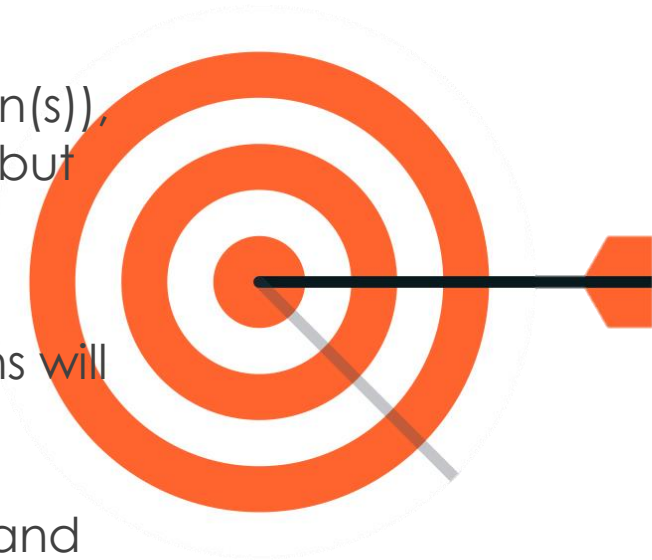
The project has been funded with support from the European Commission. This presentation reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.



**Funded by  
the European Union**

# About the Project

- ▶ The **main aim** of the project is to offer to organisations which are registered as charitable in Cyprus or Greece (charitable organisation(s)), the opportunity to participate in EU funding programmes, including but not limited to: Erasmus+, CERV, AMIF, Creative Europe, Interreg and Horizon Europe.
- ▶ With the project's implementation, the aforementioned organisations will have the opportunity **to maximise their participation in EU funding programmes and essentially increase their outreach to the society beyond national borders** and at the same time offer their expertise and valuable know-how to a project consortium.



## Activity 4

Mapping of Skills for EU Project Managers and Administrators of charitable organisations



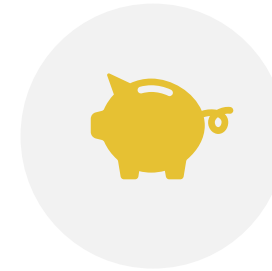
Proposal Writing



Communication, Networking  
and social media



Project Management



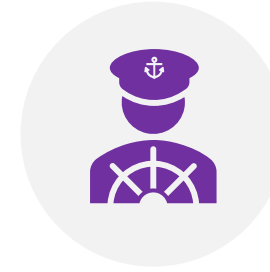
Fundraising

## Activity 4

Mapping of Skills for EU Project Managers and Administrators of charitable organisations



Social Impact Measurement



Leadership and Management



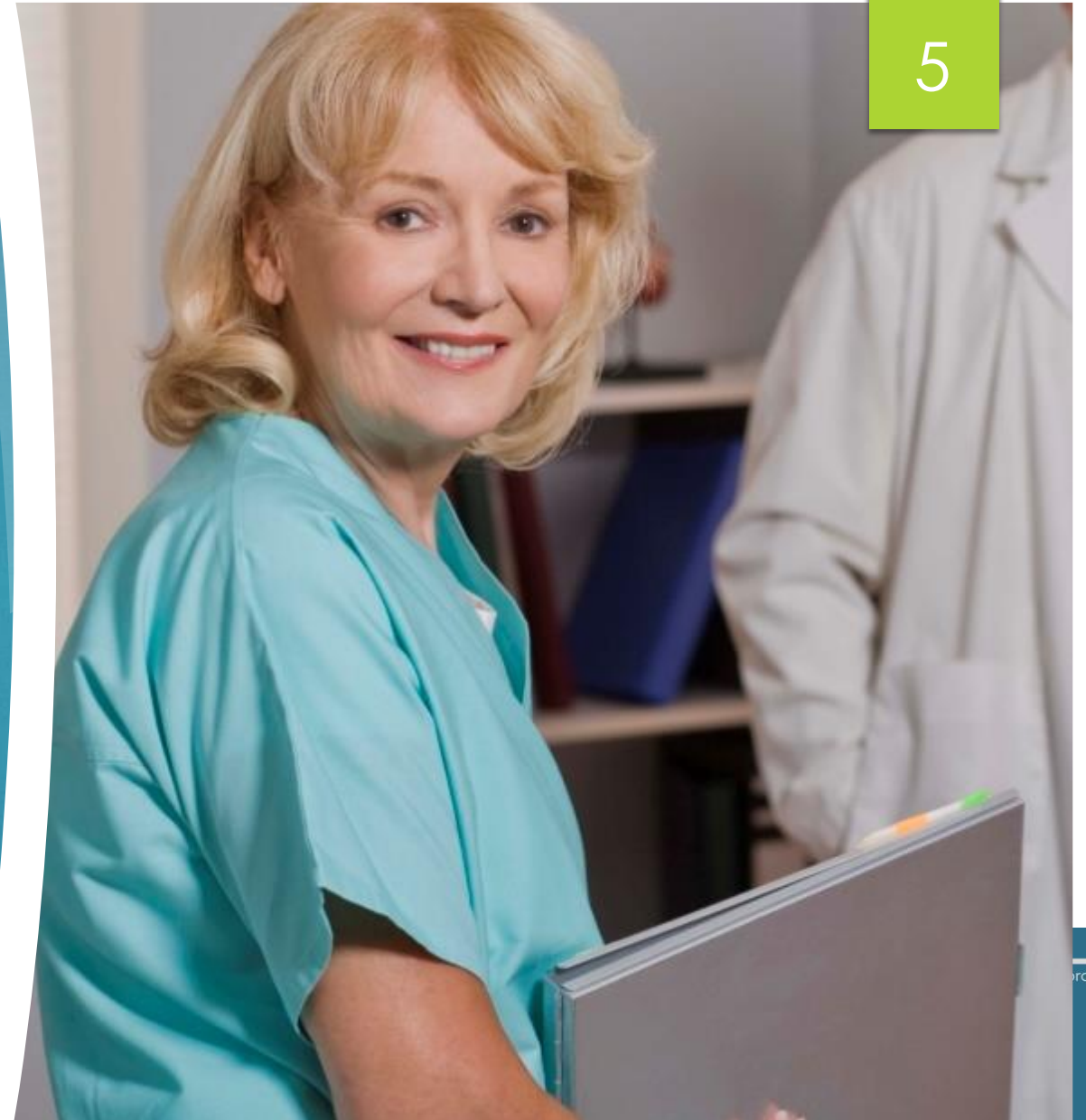
Internal Management Procedures



Knowledge on European Union Topics

# Leadership and Management

Module 7 delves into the critical aspects of leadership and management within charitable organisations, providing participants with the knowledge and skills needed to effectively lead and inspire teams toward achieving their mission-driven goals. Through a series of courses covering foundational concepts of leadership, essential skills, key characteristics of effective leadership, various leadership styles, and strategies for continuous improvement, participants will enhance their leadership abilities and foster a culture of excellence within their organisations. By the conclusion of this module, participants will have developed a deep understanding of leadership fundamentals, essential skills, characteristics of effective leadership, various leadership styles, and strategies for personal development. Armed with this knowledge, participants will be equipped to lead with confidence, inspire their teams, and drive positive change within their charitable organisations.



# Leadership Fundamentals



What is Leadership



Leadership skills



Leadership Characteristics –  
The importance of a Leader



Leadership Styles



Being a better leader and  
signs of poor leadership

# What is Leadership

*Warren Bennis once said, “The most dangerous leadership myth is that leaders are born-that there is a genetic factor to leadership. That’s nonsense; in fact, the opposite is true. Leaders are made rather than born.”*

# What is Leadership

Leadership refers to the capacity of an individual or a collective to **guide and impact** the direction of followers or participants within an **organization, community, or team**. It is a quality that is not exclusive to those in formal leadership roles and **can be cultivated by anyone**. Leadership is a skill that is capable of being honed and enhanced through **continuous development**.

Leaders are essential in various facets of society, encompassing realms such as business, politics, religion, and social or community-based organizations. Leaders are recognized for their ability to make prudent, and at times, **challenging choices**. They communicate a **distinct vision, set attainable objectives**, and **equip followers with the requisite knowledge and resources** to realize those objectives.



# What is Leadership

1

You are **NOT born** a leader. You **LEARN** how to be a leader.

2

Leadership is about **guiding and impacting outcomes**, enabling your group to accomplish what they couldn't do individually.

3

Leaders are defined by their **actions** that bring **trust and energy**, not their “authority” or job position

# Leadership Skills

## Relationship Building

- Increase employee engagement
- Fewer quality defects
- Less absenteeism
- Productivity increase
- Highly engaged and happy team = Respected leader

## Agility and Adaptability

- Ability to adapt to both internal and external changes
- Willingness to get out of comfort zone
- Leaders engage in competitive business environments and challenges e.g. digital transformation, COVID-19, climate change

# Leadership Skills

## Innovation and Creativity

- An innovative leader has the ability to generate fresh concepts and motivate individuals to engage in creativity and groundbreaking thinking. To illustrate, an effective leader consistently acknowledges and offers recognition to staff members for their imaginative contributions.

## Employee Motivation

- Keeping the team motivated increases productivity and positive results
- Lack of appreciation from managers is one of the main complaints
- Showing appreciation leads to engagement increase
- Boosting morale
- Motivated employees leads to self-confidence, managing challenges more effectively and developing innovating ideas

# Leadership Skills

## Decision Making

- A leader makes decisions **all the time**
- Decisions determine **company's success**
- Be able to **support** and **stick** to your decisions
- Expect that your decisions **might not** always bring the expected outcome – **Be able to adapt**
- Be in a position to **accept responsibility** and **consequences** of your decisions

## Effective Communication

- The ability to **share their ideas** with coworkers, employees, and volunteers.
- They must ensure **smooth flow of communication** both within the management team as well as throughout the organization.
- Communications have to be **clear and unambiguous**.
- Leaders **listen more than they speak**. Paying attention to **others' opinions** is a valuable investment that yields great returns.

# Leadership Skills

## Negotiation

- Negotiation has **6 phases**:
  - 1. Preparation**
  - 2. Discussion**
  - 3. Clarification of goals**
  - 4. Negotiation towards a Win-Win outcome**
  - 5. Agreement**
  - 6. Implementation of a course of action**
- Negotiations build better relationships internally and externally



# Leadership Skills

## Critical Thinking

- Is the skill to think clearly while establishing logical links between various ideas.
- Critical thinking involves **3 steps**
  - 1. Frame** – What is my problem?
  - 2. Explore** – How may I solve my problem?
  - 3. Decide** – How should I solve my problem?

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# Leadership Characteristics – The importance of a Leader

## Improves Communication

An environment where everyone is comfortable sharing ideas and concerns

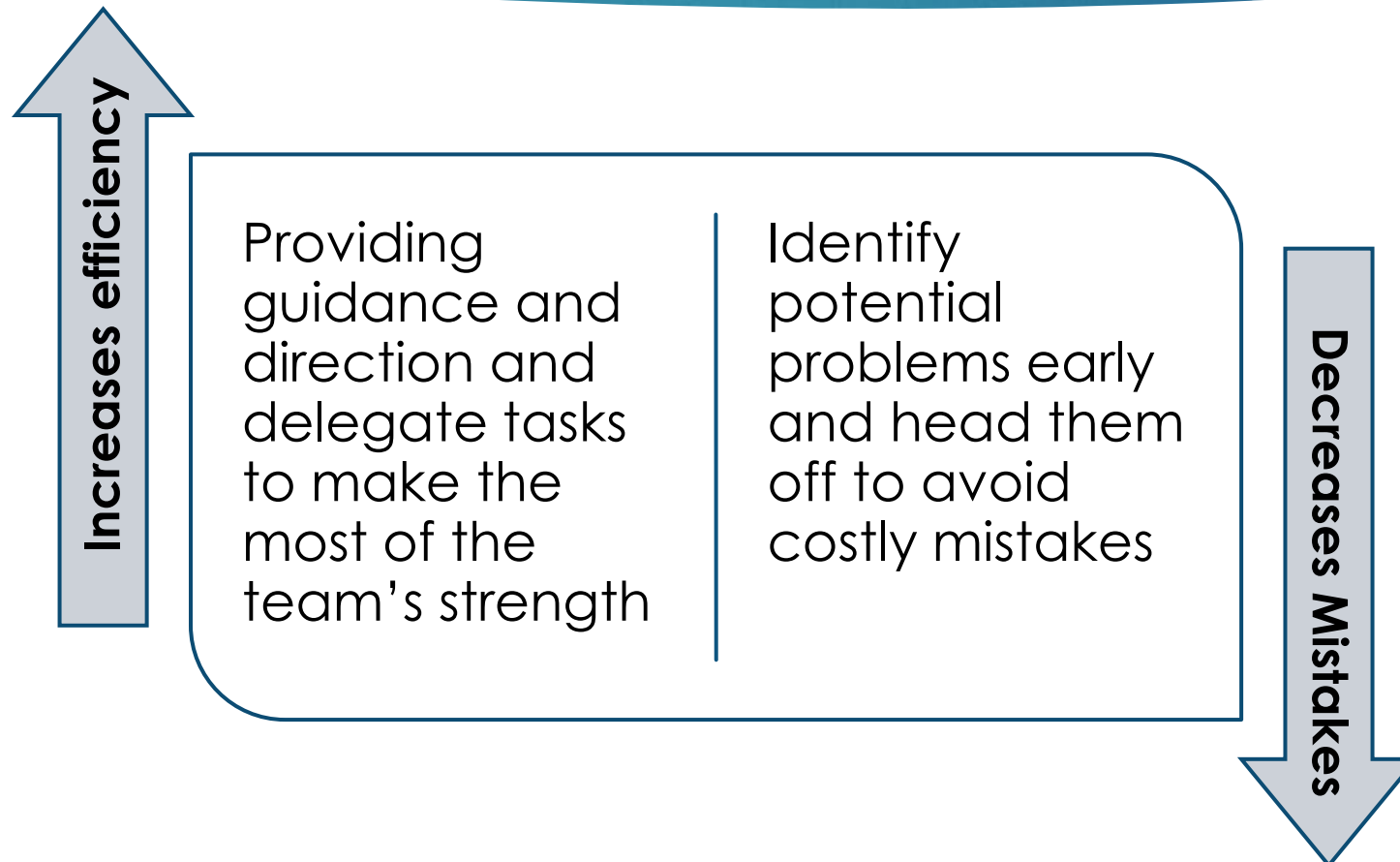
## Creates a better work environment

An atmosphere of trust and respect

## Improves productivity

A valued and motivated team which leads to more productivity

# Leadership Characteristics – The importance of a Leader





# Leadership Characteristics – The importance of a Leader

## Motivates the team

A positive work environment where the team feels valued and appreciated.

## Sets a good example for others

Demonstrating a commitment to the values and objectives of their team or organization, they can serve as a role model for others, illustrating what it takes to be a dedicated and accomplished member.

## Inspires hard work

When individuals believe they are contributing to a greater purpose, they tend to be more motivated to invest the necessary effort to attain it.

# Leadership Characteristics – The importance of a Leader



## Creates a strong vision and direction for the future

- Creates a sense of direction and purposes



## Helps keep employees on track

- Sustaining communication channels during projects, fostering a positive atmosphere, and providing employees with the necessary assistance to accomplish their tasks all contribute to keeping the staff aligned with an organization's overarching vision

# Main Leadership Styles



# Main Leadership Styles

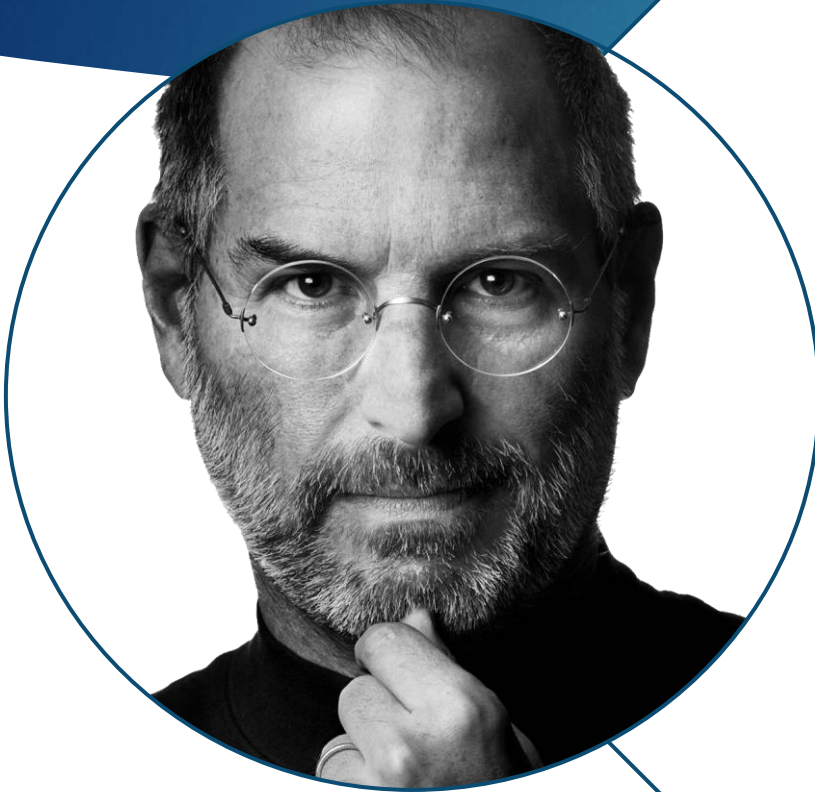
Coercive	“Do what I tell you!” or “Do as I say!”
Pacesetting	Do as I do, now!
Coaching	“Try this”
Democratic	What do you think?
Affiliative	“People come first”
Transformational	“Come with me” or “Follow me”

# Leadership Styles – Coercive/Autocratic Leadership

## Coercive leadership

(also known as Autocratic leadership)

- Best suited in environments where **employees require constant close supervision**
- Leader has **total authority** and makes **all decisions**
- **Demands** immediate compliance
- Useful when in an **emergency and crisis management** (quick decision-making)
- Suitable where an executive director has **strong connections** to the community and prospective donors
- Should be **used in extreme caution**. Leader must be highly self-confident, decisive, responsive, focused and respected
- Employees may feel **micromanaged, dependent** on one person and **incapable of making decision** on their own
- High risk of **internal conflicts**



Steve Jobs was widely recognized for his **dynamic, visionary, and authoritative approach** to leadership. His staff found his **robust character** and reputation as a **perfectionist** to be simultaneously **inspiring and daunting**.

He held a profound dedication to innovation, excellence, and possessed a strategic outlook for Apple's enduring expansion.

He was the **main communicator** and **main business decider** of things.

# Leadership Styles – Pacesetting Leadership

## Pacesetting Leadership

Highly <b>energetic</b> leaders	Leading by example and setting <b>high expectations</b>	Creates a <b>high-pressure</b> environment	High dynamic energy can be <b>engaging for employees</b> who thrive in a fast-paced workplace	Effective when working with <b>motivated employees</b> who also like to move and <b>see results quickly</b> as well as <b>having strict deadlines</b>	<b>Fast-paced</b> and <b>stressed</b> environment can lead to <b>employee burnout, frequent mistakes</b>	<b>Not suitable</b> in a team where members require mentorship and individual feedback
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**Jack Welch** – Former Chairman and CEO of General Electric 1981-2001

**Rewarded his top 20%** performers highly and **let go of the bottom 10%**. This created high intensity across the board at GE. He was also a proponent of getting involved in the job of employees who are capable and competent.

Had high expectations for his employees and a low tolerance for underperformance



# Leadership Styles – Coaching Leadership

## Coaching Leadership

- **Great delegators**
- They are willing to **tolerate short-term failures** if they result in long-term growth
- Suitable for leaders who aim at helping employees **developing their long-term strengths** or improving their performance
- View their teams as a reservoir of **talent to be developed**
- Highlights the **employees' future growth prospects** and how their **personal objectives** align with the company's overarching vision.
- Effective when leaders have **time for their employees** and when **employees are aware of their limitations** and are **open to change and challenges**
- Leader's encouragement **boosts** individual and team **confidence, morale and positive work environment**
- Individualized attention can aid in **skill development**
- Requires **patience** and is **time consuming**
- Leaders need **proper training first** to develop coaching skills



**Satya Nadella** – CEO of Microsoft 2014 - present  
Uses a coaching leadership style to focus on the **employees responsible** for creating and maintaining Microsoft products and projects.

Rather than direct those constituents according to his own vision, he focuses on **building a culture of growth** within the workplace.

**Encouraged employees to embrace a growth mindset.**

**He made himself available** to employees for questions, feedback, and support. In the end, this coaching approach changed the company culture and ushered in a more successful and innovative era in Microsoft's history.

# Leadership Styles – Democratic/Participative Leadership

## **Democratic Leadership** (also known as participative leadership)

- Involves other people making the decisions but **the leader makes the final decision**
- Builds **trust**, as well as **respect** and **commitment**
- Suitable for leaders who want **to receive input** or get employees to “buy-in” or achieve consensus
- Suitable for organizations that seeks **fresh ideas** on how to implement or execute a vision
- Provides **engagement** of all the team, their **opinions are highly considered**, boosts morale and retention
- Attracts donors by **including them in decision-making** and **valuing donors’ opinions**.
- **Highly time consuming** in decision making processes
- If the group is **not properly skilled** their solution might have **negative impact** on decisions
- Some members of the team **might feel left out** for not choosing their ideas



**Dwight D. Eisenhower** – 34<sup>th</sup> President of the US 1953 – 1961

Known as the **‘balancer in chief’**

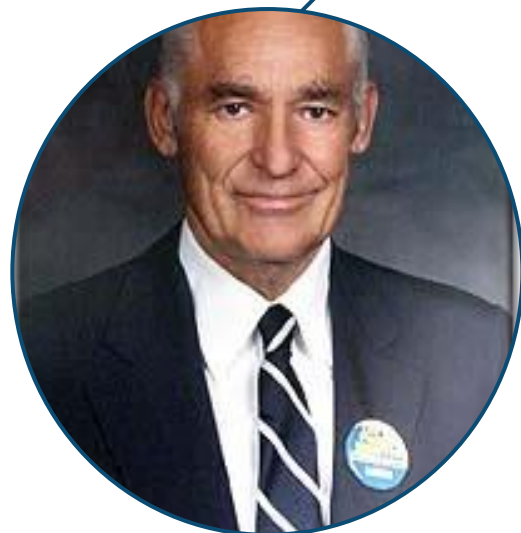
*“leadership consists of nothing but taking responsibility for everything that goes wrong and giving your subordinates credit for everything that goes well.”*

*Eisenhower demonstrated the qualities of democratic leadership by building strategic coalitions and bringing on board knowledgeable experts to help make important decisions.*

# Leadership Styles – Affiliative Leadership

## Affiliative Leadership

- Creates **harmony** and build **emotional bonds** with the team
- Suitable and effective when the primary aim is **team motivation**, improve **communication**, increase **morale** or repair broken **trust**
- Effective in **stressful periods**
- Encouraging the team to engage in discussions and providing them with the space to contribute their **innovative ideas** and suggestions can foster **creativity and innovation**.
- Quicker **response to conflicts**
- Prioritizes **employee well-being** which leads to morale, retention and happiness
- **Lack or proper management** of underperforming team members **can decrease productivity**
- **Providing only positive feedback** can impede employees' ability to learn and develop.
- Without proper monitoring, an **intense emphasis on individual needs** can eclipse the needs of the team as a whole.



**Sam Walton**– Former Founder of Walmart

*“Outstanding leaders go out of their way to boost the self-esteem of their personnel. If people believe in themselves, it's amazing what they can accomplish.”*

By prioritizing the **empowerment of employees** and cultivating a **familial environment** within the company, he achieved remarkable **job satisfaction** among his workforce and exceptional **loyalty**. This played a pivotal role in establishing Walmart as one of America's most beloved retail outlets.

# Leadership Styles – Transformational Leadership

## Transformational Leadership

**Suitable for new nonprofits**, expanding outreach opportunities, or emergency response entities

- Known to be **visionary leaders**, committed to **organizational purpose** and **big-picture goals**
- They usually **set goals** by describing **where the business is headed** and **what they expect** to achieve.
- Enables employees to **have a clear view** of the organization's **vision and objectives**. As a result, employees remain **devoted and effective** as they strive to fulfill the mission.
- Lines of **communication** are always open **between employees and leadership**
- High value on the organization's **long-term goals**
- Helps accelerate **organization's growth**
- **Main qualities of a transformational leader:** **1.** Understanding what needs to change, **2.** Talent for genuine communication, **3.** Loyalty, Personal integrity, **4.** Aspiring presence
- Paying too much attention to the main goals **might make the leader miss** the small but **important details** and **forget to make people responsible**.
- Risk of **losing track of short-term results** while concentrating on long-term goals

**Jeff Bezos**– Executive chairman, and former president and CEO of Amazon



*Many people consider Jeff Bezos a remarkable transformational leader. He continually encourages his employees and staff to explore new products and opportunities. Amazon has achieved groundbreaking success in e-commerce and delivery thanks to his transformational and innovative approach.*



# Characteristics of a bad leader

## A selfish leader

- Not centered around the team
- Efforts, ideas, and goals are always focused on the leader's progress
- Focused on their ego and image
- Team opinions does not matter
- Take all credit for successes and blames the team in failures

## Avoiding changes

- Changes are always met with negativity
- Unwillingness to leave their comfort zone
- "If it isn't broke, no need to fix it"
- Close-mindedness
- Satisfied with the status quo

## Unable to be a leader of themselves

- All talk but not action
- Lack of discipline, focus and drive
- Trying to lead something that they are not willing to work for

## Not open to criticism

- Incapable of handling criticism
- Criticism taken as personal attack and challenge to their authority
- Fear honest feedback
- Avoids problem-solving

## Not behaving in line with organization's core values

- When a leader doesn't follow the company's core values, it has a significant impact on the company's outcomes. Core values are essential for guiding decision-making, but if a leader doesn't adhere to them, it won't be long before their choices harm the company.

# What is your leadership style? A short online quiz



# Management Fundamentals



What is Management and why it is important



Management Roles and Responsibilities



Types of management jobs



The 3 Management Levels



Managers and Leaders: What are the differences?

# What is Management and why it is important



Management is essential in any organization, as it involves coordinating resources to achieve specific goals. Put simply, it's the organized process of planning, organizing, leading, and supervising the efforts of individuals working towards the organization's objectives. This critical role is key to helping organizations operate efficiently and effectively.



The CSO's success relies heavily on the manager. The manager helps staff understand and improve their roles, ensures their work fits the organization's goals, and shapes the organizational culture. They also motivate the team and build a group of people who work together to achieve shared objectives.



# Management Roles and Responsibilities



# Management Roles and Responsibilities



# Types of Management Jobs



# The 3 Levels of Management





# Leader vs Manager and Common Traits

Manager	Leader
Does things right	Does the right things
Has subordinates	Has followers
Tells people what to do	Shows people what to do
Exercises power over people	Develops power with people
Processes – gives directions	People – asks questions
Works with facts	Works with feelings
Reacts to change	Creates change
Intellectual	Emotional
Head	Heart
Position = Power	Encouragement = Motivation
Control	Commitment
Tries to be a hero	Make heroes of those around them
Problem-solving	Possibility Thinking
Reactive	Proactive
Rules	Values
Goals	Vision
Written communications	Verbal communications
Finds fault, focuses on the necessity to improve	Praises success, inspires and drives people to take responsibility
Sees a particular set of skills	Encourages people to think beyond what they do, and to be part of something bigger

## Common traits



Coaching



Developing others



Networking

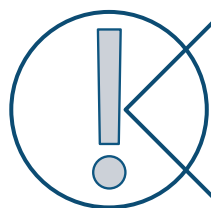
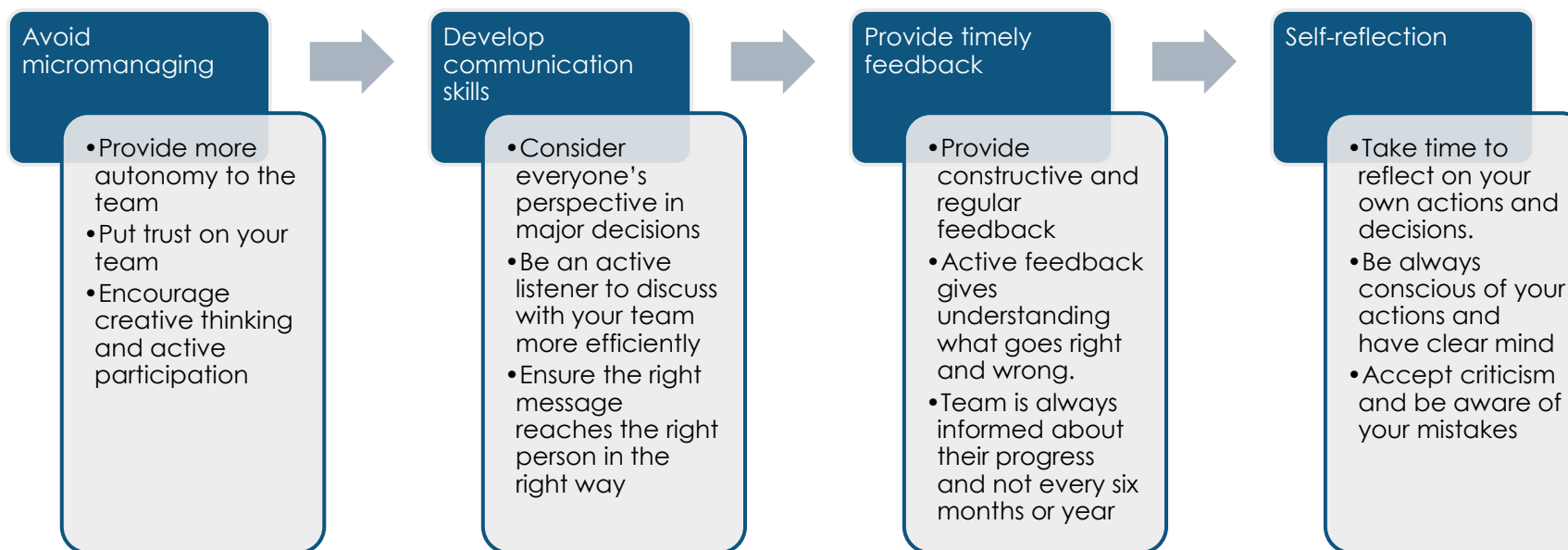


Acting as a Role Model



Creating a Climate

# Can managers become leaders?



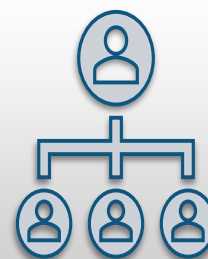
Yes! You are not born a leader, but you learn how to become one!

# Summing-up...



## Leadership

- Involves guiding and influencing others. It means making good decisions, setting clear goals, and providing the tools to achieve them. Leaders are needed in various areas, from communities to businesses and politics. Governance-level leadership is crucial for the Executive Director, while day-to-day leadership is the responsibility of the ED and Senior Management



## Management

- involves organizing and overseeing activities to achieve a CSO's goals and objectives. This includes defining the CSO's strategy, aligning the efforts of its staff, and efficiently utilizing available resources to attain these goals. Management can also refer to the seniority or positions of staff members within the CSO. Effective management at the governance level is essential for overseeing progress, ensuring due diligence, and ensuring compliance with regulations, while the day-to-day management is the responsibility of the ED and Senior Management.

# Partners



University of Cyprus (UCY) is considered the leading university and the most active research institution in Cyprus. UCY implemented a large number of research projects funded by the European Commission, the national Research and Innovation Foundation and several public and private Research Organizations. In 2020, research funding from external sources reached €26 million.



The European Office of Cyprus (EOC) is a non-profit, non-governmental organisation based in Nicosia, with a representation office in Brussels and in Athens. It was co-founded in 2007 by 18 organisations from a wide spectrum of sectors and interests, such as academic institutions, local authorities, banking and legal sector, as well as the cultural, tourism and youth



KMOP Education & Innovation Hub acts as a space that offers access to a wide range of educational programmes, resources and trainings, capitalizing on the knowledge that the organization has gained from its extensive work in the field. These educational programmes involve both the enhancement of traditional skills and the learning of new ones, so that no individual is left behind.

# Contact us



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## Social Media

