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# conneradvisory

Hello colleagues,

What a year we've all been through! As challenging as it has been, we're so impressed by the extraordinary impact that the civil society sector continues to make on people's lives around the world.



However, with any significant challenge often comes the need for correspondingly significant shifts and adaptations. As advisors to leaders of nonprofits and global NGOs, we've had the opportunity to observe the patterns that propel a change initiative to success or destined it for failure. One of the most significant contributors

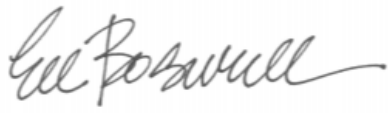
to success or failure is the quality and strength of sponsorship — in other words, the mindsets and behaviors required of leaders who serve as change sponsors.

We delve into how leaders can be powerful sponsors of change within their organization in our latest research paper, "[Characteristics of Effective Sponsorship](#)". We invite you to download the paper to learn more about the predispositions, mindsets, and behaviors needed to successfully fulfill this role and fully achieve your desired outcomes.

The potential to further amplify your impact is what inspires Daryl and me [in our mission](#). As always, Daryl and I welcome your thoughts and questions about our work.

Please enjoy this holiday season with your loved ones.

Habari Gani, Hanukkah Sameach and Merry Christmas!



## New! Conner Advisory Research

Download our latest research paper, [\*"Characteristics of Effective Sponsorship"\*](#) to learn more about the specific mindsets leaders need to lead their organizations through the treacherous waters of change. These mindsets contribute to a set of behaviors that are purposeful, attentive, committed, decisive, and resolute—all of which are essential to realize critically important change.

[Download \*Characteristics of Effective Sponsorship\* here.](#)

And if you missed our last newsletter, check out our paper, [\*"What Comes First - The Mission or Me?"\*](#). Since its publication a few months ago, this article has generated the most reaction of any of our research papers. In it, we share our insights into the host of ways that sponsors of major change unwittingly sabotage their efforts by putting their own need to avoid discomfort first. We also describe four actions sponsors can take to mitigate this ever-present risk.

[Download \*What Comes First - The Mission or Me?\* here.](#)

## Partner Insights from ICSC

For the past three years, we have partnered with the International Civil Society Centre (ICSC) in Berlin on the topic of power shifts and governance reform taking place across the sector.

Through CEO workshops, board-level discussions, and a change execution clinic, we have explored the risks and opportunities confronting leaders who are implementing significant shifts across their organizations and movements.

The ICSC recently hosted a two-week global and online tour discussing power in many historical forms and how to embrace new power structures.

The insights and conclusions of that forum are now available in [\*"Six Takeaways for Action from Global Perspectives 2021"\*](#) with immediate actions NGOs and nonprofits can put into practice today.

[Read more here.](#)



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