

20 YEARS

LEADERSHIP
INNOVATION
DIVERSITY
COLLABORATION

LEADER TO LEADER
INSTITUTE

2010

ANNUAL REPORT

ADVENTURES IN POSITIVITY

Established in 1990 as the Peter F. Drucker Foundation for Nonprofit Management, the Leader to Leader Institute furthers its mission—"to strengthen the leadership of the social sector," by providing social sector leaders with essential leadership wisdom, inspiration and resources to lead for innovation and to build vibrant social sector organizations.

It is our belief that the social sector, in collaboration with its partners in the private and public sectors, will changes lives.

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STRENGTHEN THE
LEADERSHIP OF THE
SOCIAL SECTOR

The mission of the Leader to Leader Institute is to

message from the president

2010 marks the 20th year of the Leader to Leader Institute. In 2001, I wrote an article for our award-winning, quarterly journal *Leader to Leader*, titled, “When the Roll is Called in 2010.”

“To meet the challenges and opportunities of the years to come requires hard work...” I wrote, “not just for survival, but for a successful journey to 2010.” One important call to action was to build on strengths instead of dwelling on weaknesses until the organization has succeeded in, as Peter Drucker says, “making the strengths of our people effective and their weaknesses irrelevant.”

2010 was the year we focused our efforts on programs and initiatives that would serve as an antidote to the cynicism of today. POSITIVITY was our battle cry.

From my experience—spending a third of my time with students—the current generation is the most promising and positive group of future leaders I have ever met. Why? They understand the importance of service: the first thing they want to tell you about is the volunteer work they’re doing.

Throughout 2010, we have worked to provide the inspiration and support needed to strengthen the leadership of the social sector and our partners in business and government. Our hope is to inspire new generations of leaders with the leadership inspiration we provide.

Forty-six ‘next generation’ leaders inspired *us* at the second annual *Hesselbein Academy for Global Leadership* at the University of Pittsburgh. As a whole, the Summit represented a generation of University students for whom, “To serve is to live” is not a foreign language.

An early ancestor of mine, John Adams, second President of the United States had a son, John Quincy Adams, who wrote almost 200 years ago, “If your actions inspire others to dream more, learn more and become more, you are a leader.”

Notably in 2010, we began our first in a series of free, online global webinars in which an integral part of the value and meaning in the dialogue was the real-time interaction and the substantive peer-to-peer knowledge exchange that took place.

We thank our dedicated board of governors, committed staff and generous donors for supporting our work and the creative network of authors, speakers, coaches and educators who share their wisdom with Leader to Leader Institute and all those we serve.

In the pages that follow, may we share with you the highlights of 2010?



Frances Hesselbein
President and CEO



Leadership Dialogues

MY MOTIVATION
IS IN FULL FORCE
TO SHARE ADVICE.

Generous grants from the American Express Foundation, in support of their focus on developing the next generation of nonprofit leaders, and Executive Power Tools LLC enabled Leader to Leader to launch Leadership Dialogues.

Leadership Dialogues are insightful video and audio interviews with the world's most inspiring leaders from the social, public and private sectors. Leadership Dialogues provide free, real-time access to insights from the best thought leaders in every nation around the world. Videos are catalogued by topic and searchable for content, making leadership content accessible 24/7 across the globe.

Leadership Dialogue participants include Richard Brown, Vice President, **American Express Philanthropy**, Charles Schwab, founder and chairman of the **Charles Schwab Corporation**, Norma Hotaling, former prostitute and founder of **SAGE Project**, Marice Guzman, **Hesselbein Global Academy student**, Eddie Gonzalez-Novoa, Executive Director, **Public Allies New York**, Joan Snyder Kuhl, Millennial Expert, Associate Director, Managed Markets Training, **Forest Laboratories**, and The Dalai Lama.



THIS STORY WILL
MAKE AN IMPACT
ON EVERYONE
WHO SEES IT.

in global dialogue

PROVIDE
OPPORTUNITIES
TO LEAD SOONER

Global Pulse

In April, Leader to Leader participated in the 2010 Global Pulse, an online forum which included dialogues from participants in Germany, Azerbaijan, India and Senegal who discussed *Servant Leadership, Empowering a New Generation, Leadership and Innovation, Education and Respect*.

One of the largest forums was *Inspiring a New Generation*. Ideas to promote global citizenship were discussed and Leader to Leader added to the dialogue, suggesting a number of actionable ideas to help inspire a new generation to lead and innovate including:

Provide meaningful work; recognize the importance of teamwork and inclusion; provide opportunities to lead sooner; and find ways for millennials to serve society.

I FELT AN EXCEPTIONAL
CONNECTION,
BRILLIANT USE OF
MEDIA!

Leadership by Example

On August 10, inclusion and diversity led the Institute's first online global webinar, *Leadership By Example*. 750 participants representing 35 countries, and more than 500 companies and organizations around the world contributed in different ways to the online event. During the webinar, we invited participants to engage in interactive conversation: some took the microphone to talk with the group and others made their contributions by writing on the "virtual walls," helping us capture key thoughts as Hesselbein answered the many questions you all submitted.

This webinar marked the first in what would become a series of free, online global events. Recorded Highlights can be viewed from leadertoleader.org.

Some of the comments received following the webinar included:

"This was an extremely dynamic way to interface with the content. Being part of a global session brought with it an uncommon synergy that is quite a phenomenon in itself. Thank you for the effort put into this event."

Dr. Linda B. Caviness, Professor, Dep.t Chair,
Curriculum & Instruction, School of Education
La Sierra University.

"After you untangle all the red ribbon that wrapped you and Frances and your gift to the world, may you sleep well knowing how you have enriched so many lives. Thank you. Still processing."

Diane Schwartz, Founder, Schwartz Associates (Ret.)

Convening Global Student Leaders

Fifty global college students—from the United States, Argentina, Armenia, Bosnia and Herzegovina, Canada, Georgia, India, Ireland, Kosovo, Mexico, Morocco, Nigeria, Pakistan, the Philippines, and The Netherlands—participated in University of Pittsburgh's *Hesselbein Global Academy for Student Leadership and Civic Engagement*.

The students were accompanied by eleven mentors, Academy board members and University of Pittsburgh and Leader to Leader staff members all who gathered in Pittsburgh for the second annual Summit. As a whole, the Summit represented a generation of University students for whom, "To serve is to live" is not a foreign language.

Student workshops included presentations titled "Considerations of Multicultural Leadership," "Creating the Culture of the Organization," "Peter Drucker's Five Most Important Questions," "Philanthropy and Civic Engagement," and "Considerations of Multicultural Leadership from a Global Context."

Under the direction of their mentors, students then applied what they learned to solve a specific organizational problem at participating organizations including Sustainable Pittsburgh, Leadership Pittsburgh, Ladies Hospital Aid Society, Collegiate YMCA, the World Affairs Council of Pittsburgh, PNC Bank, Conservation Consultants, Inc., and United Cerebral Palsy Pittsburgh.

World-renowned leadership expert and the author of the New York Times best seller *What Got You Here Won't Get You There* (Hyperion, 2007) Marshall Goldsmith was the keynote speaker during the closing ceremony.



On the final day of the Summit, students and mentors shared personal reflections including a litany of attributes bestowed to their mentees and peers. Certain words were echoed over and over: *respectful, unstoppable, capable, insightful, courageous, influential, focused, visionary, original, passionate, caring, disciplined, honest, inclusive, challenging, powerful, committed*.

The Summit participants brought commitment, passion, engagement and inspiration, and this energy was sustained throughout the week without one down moment.

You can learn more about what the Academy students are working on via Leadership Dialogues and the Leader to Leader blog.

emerging leaders



Advancing the Study of Leadership

Welcomed as the U.S. Military Academy at West Point *Class of 1951 Chair for the Study of Leadership* in the Department of Behavioral Sciences and Leadership in October 2009, Frances Hesselbein served her appointment through April 2011.

As the *Chair for the Study of Leadership*, Mrs. Hesselbein was responsible for helping to advance the study and practice of leadership at the Academy. Throughout her appointment, Mrs. Hesselbein focused on engaging cadets and faculty with leadership experts, bringing key thought leaders to West Point for Leadership Dialogues with cadets.

Guests accompanying Frances to the hallowed grounds of West Point included:

Lynn Carter, President of Capital One Bank; Jim Collins, Author and Speaker; Dr. Marshall Goldsmith, Executive Coach and Author; LTG Lloyd Austin III, U.S. Army; Chairman Shao Ming Lo, Bright China Holding Ltd.; Rick Miller, founding President and Professor of Mechanical Engineering, Olin College; K.H. Moon, President, New Paradigm Institute; Tom Moran, Chairman, President & CEO, Mutual of America; Alan Mulally, President and CEO of Ford Motor Company; Len Schlesinger, President of Babson College; Ralph "Bud" Sorenson, former President of Babson College; and Margot Tyler, The Bill & Melinda Gates Foundation.



A Day of Civic Engagement

"If every single organization and every leader in all three sectors tomorrow morning began with 'I will treat everyone with respect, even if I don't agree with you, I will speak with respect.' If we did this, there would be the most remarkable change in the community and society. It begins with us." - Frances Hesselbein

Leader to Leader Institute joined Justice Sandra Day O'Connor in Arizona's *A Day of Civil Action*, aimed to discuss ways to create a sustainable democracy through the civic action of individuals. Leader to Leader staff spent time with the Arizona Girl Scouts, the Arizona Fund for Women and the team of New Global Citizens, whose mission is to educate, equip, and mobilize young people to help solve the greatest challenges faced by communities around the world.

View *A Day of Civil Action* on Vimeo.



“SUPPORTING *LEADERSHIP DIALOGUES* IS AN IMPORTANT WAY THAT WE HELP PROVIDE EMERGING NONPROFIT LEADERS WITH ACCESS TO INSIGHTFUL AND INSPIRING CONTENT ABOUT LEADERSHIP ONLINE ANYTIME,” SAID
TIMOTHY J. MCCLIMON
PRESIDENT, AMERICAN EXPRESS FOUNDATION.

NEW YORK, MARCH 29, 2010: The Leader to Leader Institute today announced the launch of *Leadership Dialogues*, an online toolbox featuring a growing library of video interviews with inspiring leaders including Ford President and CEO Alan Mulally, and Tony Hsieh, founder and CEO of Zappos.com...

LEADER TO LEADER INSTITUTE
RECOGNIZES RENOWNED
GLOBAL EXECUTIVE COACH
DR. MARSHALL GOLDSMITH AS THE
LEADER OF THE FUTURE

ACCORDING TO THE APEX 2010 JUDGES
LEADER TO LEADER'S
“PERSUASIVE, IN-DEPTH ARTICLES ARE PROVOCATIVE, WELL WRITTEN AND EDITED, AND DO AN EXCELLENT JOB OF KEEPING THE READER'S ATTENTION. IT'S HARD TO ASK FOR MORE. EACH ISSUE IS A TUTORIAL ON LEADERSHIP.”



NEW YORK, JULY 1, 2010: The Leader to Leader Institute announced today that the *Leader to Leader Journal*, a quarterly publication of the Leader to Leader Institute and Jossey-Bass, received the 2010 APEX Grand Award of Excellence for Magazines & Journals...



NEW YORK, JUNE 15, 2010: ...According to Manfred Altstadt, Chief Operating Officer of Mutual of America Life Insurance Company and the Institute's Chairman, “Marshall is a leader who believes and demonstrates that the people of the organization are the organization's greatest asset...”

Drucker Hailed Hesselbein as THE WORLD'S BEST LEADER THE ECONOMIC TIMES

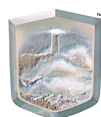
JANUARY 2010

Hesselbein believes "Alliances, partnerships and collaborations are the language of the future. We will come together and ask: What can I do? How can I bring my people together, be a successful organization and build a better world?" In her lifetime, she admits to having seen the highest levels of cynicism towards corporate leaders and the lowest levels of public confidence yet she says a lot of companies are determined to change that. "CEOs are talking about the greater good, they are giving their people time off to volunteer and they're chairing nonprofit boards. It's very important to talk about these CEOs." [Read More.](#)

Nonprofit Pick of the Week: LEADERSHIP DIALOGUES

MAY 2010

The site is packed with leadership wisdom in topics such as diversity, accountability, courage, entrepreneurship, and growth that will help build effective social sector organizations. [View Dialogues.](#)



**LEADERSHIP
Excellence**
2010 Best in Leadership Development

JUNE 2010

Leadership Excellence determined the best programs based on criteria including Vision, Mission, Measurement, Outreach and Value. According to Ken Shelton, "We honor Leader to Leader and encourage them to keep enhancing their leadership programs and practices."

The CEO Show
FEBRUARY 2010

THE HOUSE IS ON FIRE

In their conversation, host Robert G. Reiss, an expert in developing and implementing customer centric strategies, asks Frances about her greatest concern. "The state of public education in our country. The house is on fire. How do you sustain the democracy if you do not educate all of your children?" Listen to their conversation.

Harvard Business Review

LEADERSHIP IN THE AGE OF TRANSPARENCY

Christopher Meyer and Julia Kirby
APRIL 2010

In an open forum, HBR heard from a diverse set of business and thought leaders who debated these questions: Does business need a better way to think about responsibility? And if so, what is that better way? What must our organizations do today to help our country maintain its greatness and to sustain the democracy? What does business owe the world?

"What can a leader do? Ensure that your actions are congruent with your values. Challenge the gospel—there should be no sacred cows as we challenge every policy, practice, procedure and assumption. An organization high in spirit of performance is one that is led by executives who are committed to doing the right thing and to getting the right things done."

-Frances Hesselbein

"It is clear today that there is an ecosystem of responsibility and the interactions and the interconnectedness, if understood and utilized properly, can create a very rich and healthy system. Just like mixed economies create complex and robust systems, so do mixed responsibilities."

-Joel Barker

"We are all interdependent, particularly those of us who operate through organizations. We can't just consume community assets in order to produce our products or services; we share responsibility for ensuring that community assets continue to develop and thrive."

-Irv Katz

[Follow the debate.](#)

The Boston Globe

A lesson in leadership at Olin College

Amanda Black
JUNE 2010

Hesselbein began her talk at Olin with one of her experiences at West Point "One cadet came up to me and asked, 'How are you always so positive?' I responded with a little joke, 'Well, my blood type is B+,' which is true!" [More.](#)

Serving Social Sector Leaders

The Leader to Leader Institute continued our partnership with the American Management Association (AMA) offering 75 scholarships that include one-year AMA and Leader to Leader Institute memberships, a subscription to the award-winning *Leader to Leader* journal and participation in one of more than 140 world-class programs ranging from general management to executive leadership in executive conference centers in Atlanta, Chicago, New York, San Francisco and Washington, D.C. AMA and the Leader to Leader Institute established

"THE SCHOLARSHIP GAVE ME ACCESS TO A LEARNING OPPORTUNITY I WOULD NOT OTHERWISE HAVE BEEN ABLE TO ATTEND."

the AMA Scholarship Program in 2007 to assist social sector organizations in developing strong leaders who will lead their organizations into the future. Providing scholarships and member benefits speaks directly to our mission to strengthen the leadership of the social sector. Practitioners on every level of expertise can benefit from the myriad AMA offerings throughout our country. Combining management training and development opportunities, the scholarship package provides a dynamic but practical gift to leaders in the social sector community.

Assisting Transitioning Leaders

In 2010, the Generals in Transition program, a partnership between Leader to Leader Institute and the Office of the Chief of Staff of the Army, served 48 active duty General Officers and 33 spouses at the quarterly dinner and panel discussion held at Fort Belvoir. During each dinner, participants are introduced to several opportunities including scholarships through Leader to Leader Institute for training with the American Management Association and The Center of Philanthropy at Indiana University. Additionally, guests learn about the opportunities offered by The Broad Superintendents Academy.

Most recently, the Harvard University Advanced Leadership Initiative, chaired by Rosabeth

Moss Kanter, collaborated with the Generals in Transition Program. This one-year program brings together experienced leaders from all sectors who want to apply their talents to solve significant social problems, including those affecting health and welfare, children and the environment, and focus on community and public service in the next phase of their careers. Kanter and Harvard have offered free scholarships to retiring Army Generals participating in our program.

"AN EYE-OPENING EXPERIENCE."

leadership wisdom

Enabling Organizational Excellence

In 1990, our work with Peter Drucker's Self Assessment Tool and *The Five Most Important Questions* began. The demand then was performance, and the same demand exists today and for the future.

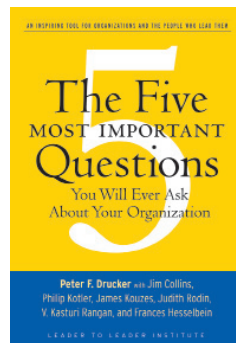
On Friday, February 19, Leader to Leader presented a one-day workshop on *The Five Most Important Questions*, introducing the newly revised third edition of Peter Drucker's Self-Assessment Tool and led by certified



facilitator Cathey Brown, Founder and CEO of Rainbow Days, Inc.

The workshop was free of charge as part of Leader to Leader Institute's 20th Anniversary celebration, and combined strategic planning and performance evaluation with a focus on results.

Attendees included senior-level leadership from 19 social sector organizations including "I Have A Dream" Foundation, American Foundation for the Blind, Girls Incorporated, Reading Excellence and Discovery (READ) Foundation and The YMCA of Greater New York/North Brooklyn.



Ann Sachs
Sachs Morgan Studio
President and CEO

Award-Winning Publications

The 20th anniversary of the Institute marks the 17th anniversary of the *Leader to Leader* Journal. This year, in addition to offering Issues 55–58, providing articles authored by, among others, Gary B. Cohen, Melanie Billings-Yun Rebecca L. Shambaugh, Mark Thompson and Brian Tracey; we also published a special issue of the Journal, honoring Peter Drucker's 100th birthday.



As honorary chairman of the institute, Peter wrote the lead article for the first issue of our new Journal in 1993, which also carried articles by Jim Collins, John W. Gardner, Steve Kerr, and Rosabeth Moss Kanter.

In July, *Leader to Leader* received the 2010 APEX Grand Award of Excellence for *Magazines & Journals*.

According to the APEX judges, *Leader to Leader*'s "persuasive, in-depth articles are provocative, well written and edited, and do an excellent job of keeping the reader's attention. It's hard to ask for more. Each issue is a tutorial on leadership."

Other winners in the *Magazines & Journals* category included MIT Sloan Management Review, T. Rowe Price: *Investor*, and Ford Motor Company's *Ford Frontline*.

Leader to Leader members receive a one-year subscription to the Journal.



Profiling New Dimensions of Performance

What can we do now, to provide a healthy, supportive community for today's children?

Social sector organizations are responding to this call by mobilizing thousands of organizations and millions of volunteers to create change. Our *Innovation of the Week* e-newsletter is filled with examples of community partnerships at work.

Countless organizations around the country have, in Peter Drucker's words, enacted *change that creates a new dimension of performance*.

Biweekly, *Innovation of the Week* celebrates social sector organization's innovative strategies, services, products, partnerships or collaborations employed to make a difference in the lives of the people it serves.

Highlighted organizations in 2010 included Taproot Foundation, 826 National, Acara Institute, Mobilize.org, Common Ground, Acumen Fund, Students Today Leaders Forever and Project H Design

Informing the Social Sector

The Institute's monthly newsletter, *Leading Today*, is used as a vehicle to communicate with members and supporters about social sector programs, events, publications and leadership initiatives.

The daily *Leadership Tip of the Day* e-newsletter is now in its second year, and includes leadership insights culled from the first 20 years of our books, monographs and journals.



"I AM PART OF
A GENERATION
THAT WILL BRING
AN END TO THE
WORLD'S
GREATEST
CHALLENGES."



The Leader of the Future

On October 11, we held our 5th annual, 2010 *Leader of the Future Award* celebration. Dr. Marshall Goldsmith was the 2010 Leader of the Future and gave a moving and extemporaneous speech. Dr. Goldsmith is a leader who believes and demonstrates that the people of the organization are the organization's greatest asset and the evening convened 150 team members to celebrate "Coach Marshall."

Thomas J. Moran, Mutual of America Life Insurance Company CEO served as the Dinner Chairman, and hosted guests on the 35th floor of Mutual of



America Life Insurance Company headquarters in New York. Leaders from corporations, social sector organizations, and government gathered to honor a leader whose work, whose career, and whose example inspire citizens across the sectors, around the world.

Guests included our first Leader of the Future Awardee Alan Mulally, president and CEO of Ford Motor Company.

View 2010 Leader of the Future Award Photo Gallery on our website.

"...A MODEL IN DEFINING
THE FUTURE, IN SERVING
THE COMMON GOOD, AND
IN THE END, SUSTAINING
THE DEMOCRACY."

The Time is Now

Linkage hosted their Annual Women in Leadership Summit in San Francisco, November 8–10, 2010. *The Time Is Now* served as the theme for the two and a half-day summit, aimed at developing high potential women into globally minded business leaders. The Summit attracted more than 600 female leaders and managers.

In 2006, the *Frances Hesselbein Excellence in Leadership Award* was established and has been given to honor women who have ignited real change through their leadership in corporate America and the world.

As the chairman of the Women in Leadership Summit, Frances Hesselbein, via teleconference, presented the 2010 Excellence in Leadership Award to Kavita Ramdas, Global Fund for Women President and CEO.

The award presentation was followed by a panel discussion on the theme of the conference and what it means to lead in today's business world and create a meaningful legacy for the future.



leadership

THE CONFERENCE BOARD



Investment in America

The seventh annual Investment in America Forum, hosted by the United States Army, The Conference Board, Inc. and Leader to Leader Institute, took place on November 9–10, at the Pentagon in Washington, DC. The annual forum gathers a small, select group of leaders from the public, private and social sectors to examine the challenges facing the nation and to establish a network for cross-sector initiatives that strengthen America.

This year's forum, *We're Better Than This*, addressed the state of our nation's education system. The Honorable Arne Duncan, Secretary of Education, United States Department of Education was the featured keynote speaker during a special presentation and Yohance Maqubela, COO & CFO, Howard University School of Mathematics and Science; and Alexandra Pardo, Academic Director, Thurgood Marshall Academy Public Charter High School served as panelists.

Hosts included General George W. Casey, Jr., Chief of Staff, United States Army; The Honorable John M. McHugh, Secretary, United States Army; Frances Hesselbein, President and CEO, Leader to Leader Institute; and Jonathan Spector, Chief Executive Officer, The Conference Board, Inc.

Organizations represented included "I Have a Dream" Foundation, America's Promise, Americans for the Arts, Big Brothers Big Sisters of America, Deloitte & Touche, General Mills, Inc., Girl Scouts of the U.S.A., National 4-H Council, New Balance, PricewaterhouseCoopers International, Raytheon Company, State Farm Insurance Companies, and Thurgood Marshall College Fund.

Innovation in a Legacy Organization

September 30–October 1, The Leader to Leader Institute partnered with the Conference Board in the annual Organizational Design Conference, convening leaders and providing leadership expertise.

Frances Hesselbein, accompanied by Colonel Thomas A. Kolditz, PhD, Professor and Head of the Department of Behavioral Sciences and Leadership at the U.S. Military Academy, gave the keynote address, "West Point—Bringing Innovative Leadership to a Legacy Organization."

Colonel Kolditz expressed the importance of "envisioning the innovation," and presented cases of "Teaching Leadership in Dangerous Contexts" determining that "lessons derived from leading in dangerous contexts will inform leadership development in our world." Through collected data, a single theory proves true: If you want to learn about leadership, the follower becomes really important. It's all about follower's trust. In addition, two other characteristics must be expressed by a leader in all types of organizations and management structures to successfully manage in a crisis: competence and loyalty.

GRANTS (\$100,000 AND ABOVE)

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Frances Hesselbein
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Conseco Services
The Dial Corporation
Thomas Moran
Manfred Altstadt
Joel Barker

(\$1,000 AND ABOVE)

Darlyne Bailey
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Janice Bryant Howroyd
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GIFT BAG CONTRIBUTORS

Ghirardelli Chocolate Company
Dr. Marshall Goldsmith
Harvard Business Review Press
The Human Spirit Initiative

& financials

Years Ended December 31, 2010

Revenue and Support

Contributions	1,000,442
Contributed facilities	150,000
Contributed professional services	53,068
Special events, net of direct costs of \$15,135	252,915
Publication royalties	182,020
Membership fees	15,352
Workshop fees and books	0
Interest and dividend income	263
Other Income	255
Total Revenue and Support	<u>1,654,315</u>

Expenses

Program activity	1,256,259
Fundraising	68,416
General and Administrative	245,627

Total Expenses 1,570,302

Change in net Assets	84,013
Net Assets, Beginning of Year	<u>54,924</u>
Net Assets, End of Year	138,937

The Leader to Leader Institute has always prided itself on doing an enormous amount of work with limited resources. We are working to build on our assets and accomplishments to secure our ability to further our mission to strengthen the leadership of the social sector. Contributions are necessary for our organization to thrive and achieve long-term impact. Your gift, in any amount best suited to your personal circumstances, will be deeply appreciated and carefully stewarded by the Institute. As you consider your annual, capital and planned giving, we hope you will remember us. To make a donation, please visit us online at www.leadertoleader.org/donate.



Our work “to strengthen the leadership of the social sector” is made possible by your individual, corporate and foundation gifts. As we serve those who serve, gifts to the Leader to Leader Institute benefit diverse nonprofit organizations working to build healthy children, strong families and inclusive, caring communities.

The Leader to Leader Institute, formerly the Peter F. Drucker Foundation for Nonprofit Management, is a 501(c) 3 nonprofit organization.

The Leader to Leader Institute welcomes gifts of cash and securities for program support and general operations and is pleased to explore with you special opportunities such as tribute and memorial gifts, bequests, and gifts designated for specific projects. Multi-year partnerships and endowment gifts help sustain and ensure the future of the Institute.

Your commitment to the Leader to Leader Institute will play a critical role in the Institute’s efforts to serve countless nonprofit organizations by bringing together great thought leaders from all three sectors to inspire, educate and prepare the leaders of today and tomorrow through the publication of books, the Leader to Leader Journal and online resources.

For more information about the work of the Leader to Leader Institute—both how you can benefit, and how you can help—please call or email us. We welcome your inquiries, feedback and involvement. You can contact the Institute to make a credit card gift by telephone or to request a donation envelope. You can also make a contribution on our website, leadertoleader.org.

Leader to Leader Institute
320 Park Avenue
Phone: 212-224-1177
Email: contact@leadertoleader.org

CORE MEMBERSHIP BENEFITS

- * 1 year subscription to *Leader to Leader* Journal
- * Subscription to e-newsletters, *Innovation of the Week*, *Leading Today* and *Leadership Tip of the Day*
- * 20% off Jossey-Bass/John Wiley publications
- * Invitations to events and learning opportunities
- * 10% off Leader to Leader training programs

Individuals joining at the Builder and Premium membership levels receive additional benefits.

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Manfred Altstadt, CPA
Chairman
Chief Operating Officer
Mutual of America Life Insurance

Frances Hesselbein
President and CEO
Leader to Leader Institute

Christopher D. Fralic
Vice Chairman
Managing Partner
First Round Capital

Geneva Johnson
Secretary
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Family Service America

Darlyne Bailey, Ph.D.
Dean & Assistant to the President
The College of Education and
Human Development
University of Minnesota

Joel Barker
President
Infinity Limited Inc.

Thomas D. Christopoul
President
Somerset Shore Associates, Inc.

Mark L. Goldsmith
President and CEO
Getting Out and Staying Out

Marshall Goldsmith, Ph.D.
Author and Executive Coach
Marshall Goldsmith Inc.

Irv Katz
President and CEO
National Human Services Assembly

Dennis J. Manning, CLU, ChFC
President and CEO
The Guardian Life Insurance Company of America

Jeanette Mitchell, Ed.D
Program Director
Cardinal Stritch University
Leadership Center

Charles J. O'Connor III
Former Financial Services Executive
United States Air Force
Colonel, Retired

Robin M. Roeder
Vice President
Supply Chain Planning NA UK/UW Henkel
Consumer Goods, Inc.

Richard F. Schubert
Chairman Emeritus
International Youth Foundation

Joan K. Snyder
Senior Manager
Segment Marketing
Forest Laboratories

Mark Thompson
Chairman
Executive PowerTools

Board Members Emeritus

Robert Buford
Chairman
Buford Foundation
Leadership Network

John A. McNeice, Jr.
Former Chairman and CEO
The Colonial Group, Inc.

Management Team

Susan Phillips Bari
President and CEO
(until Feb. 2010)

Frances Hesselbein
President and CEO
Feb. 2010-present

Theresa Berenato
Director
Communications

Bill Berger
Accountant

Risa Cohn
Director
Board Affairs and Business Operations

Gloria Fahlikman
Executive Assistant to the President and Archivist

Justine Elyse Green
Director
Events and Programs

Doug Schallau
Vice President

Claire Walden
Vice President
Investment in America Program
(until Sept. 2010)

Professional Advisors

Kenneth Kirschner, Esq.
Heller Ehrman LLP

Murray Dropkin
Certified Public Accountant
Dropkin & Co.

POSITIVE

THE HUMBLE HOUND

by David Brooks, The New York Times

The humble hound leader thinks less about her mental strengths than about her weaknesses. She knows her performance slips when she has to handle more than one problem at a time, so she turns off her phone and e-mail while making decisions. She knows she is bad at prediction, so she follows Peter Drucker's old advice: After each decision, she writes a memo about what she expects to happen. Nine months later, she'll read it to discover how far off she was.

—Jim Collins

FRESH FACES

The Leader of the Future 2

Underestimating young talent is a danger.

— Jan Masaoka

WISDOM

BEYOND CATEGORY

Focus on Task, not Gender

Diversity of gender, race, culture, and background in our leadership teams strengthens and enriches our organizations. But that is not the reason we, as leaders who are women, do what we do. The mission that defines why we do what we do has no gender.

— Frances Hesselbein