

**C**ULTURE

**C**REATIVITY

**C**OMMUNICATION

**A Framework to Support Non-Profit & Social Venture Leaders**

Mike Smith, Former Managing Director  
Special Olympics Europe / Eurasia

A photograph of a person diving into the ocean from a rocky cliff. The person is in mid-air, with their arms and legs spread wide, creating a starburst effect. The water is a deep blue-green color, and the cliff edge is visible in the foreground. The overall scene is dynamic and captures a moment of action.

Starting out as a non-profit leader  
is like diving into a deep sea  
and swimming against the tide.

Here's some things I learned

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# Leadership C's

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Google the word “Leadership” and, for some reason, you get a long list of desirable traits all beginning with the letter C.

C and Leadership seem made for each other!

**Character, Commitment, Confidence** are popular leadership C's and are, without doubt, important traits for any leader. But as you are in or near the position of Executive director, CEO, or Department Head, you are probably already strong in these traits, otherwise you wouldn't have been hired.

So I'll put forward a different 3 Cs from a reflection on my 10-year experience of running a 50-country regional office of a global non profit.



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# MY 3 Cs

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CULTURE

COMMUNICATION

CREATIVITY

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# CULTURE

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- ❖ **Culture Matters**
- ❖ **Beyond Language and Customs**
- ❖ **Understanding**
  - ❖ Power Difference
  - ❖ Individual v Collective Decision Making
  - ❖ Top Line v Detail
  - ❖ Time Frames for Change
  - ❖ Approach to Risk
- ❖ **Being Enriched by Difference**



principles

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# CULTURE

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## my advice

- ❖ Listen First
- ❖ Keep “THE PLAN” Simple
- ❖ Solve One Mutual Challenge
- ❖ Explain Culture “Upstream”



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# COMMUNICATION

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## principles

- ❖ Be Simple. Be Inspirational
- ❖ Make Sure you are Understood
- ❖ Don't be Afraid
  - ❖ 20,000 people in a stadium - now speak!
  - ❖ Preparation = Confidence



"I do say that space can be explored and mastered without feeding the fires of war,"  
Kennedy said.

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# COMMUNICATION

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## my advice

- ❖ **Have a Small Office**
  - ❖ Get out and go, often
  - ❖ Look and listen first
  - ❖ Collect the stories
- ❖ **Empower Staff to Speak**
  - ❖ Invest in their learning
- ❖ **Communication = Fundraising**



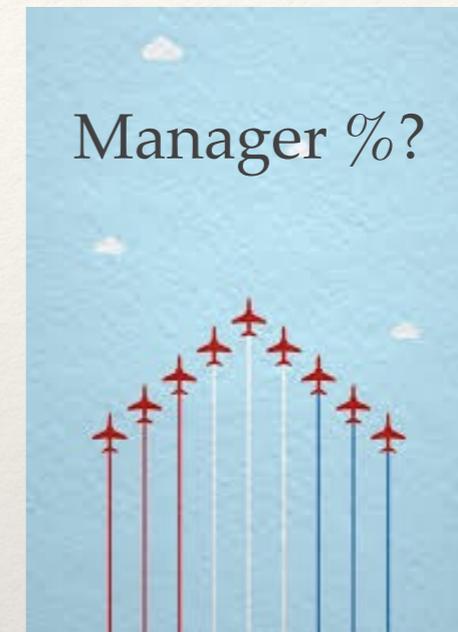
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# CREATIVITY

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## principles

- ❖ You need to be a Solid Manager: **But you must also be A CREATOR**
- ❖ Speak the Language of *Design Thinking*
- ❖ Empathy, Definition, Ideation, Prototyping, Testing



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# CREATIVITY

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## my advice

- ❖ **Creativity is a TEAM GAME**
  - ❖ Encourage your staff to be Creative
- ❖ Surface *Practical Innovations*
- ❖ Support and Fund **Pilots** -  
(1 per Quarter)



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# RESOURCES

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## CULTURE

*Cultures and Organisations: Software of the Mind*, by Geert and Gert Jan Hofstede.

Detailed research with business organisations across illustrating how understanding cultural differences is vital to successfully working in the modern, connected world. A quite dense read, but worth the effort.

## COMMUNICATION

A classic that does not age: *Speak Up with Confidence* by Jack Valenti.

Some great principles and very strong on the importance of preparation, and speaking with emotion.

**resonateworkshops.org**: A real life example showing how learning to communicate with confidence is at the centre of empowering a new generation of female leaders in Africa

## CREATIVITY

**atlasofthefuture.org** a regular update of inspirational projects building a better world.

Or just google “how to learn to be creative” !

CULTURE

CREATIVITY

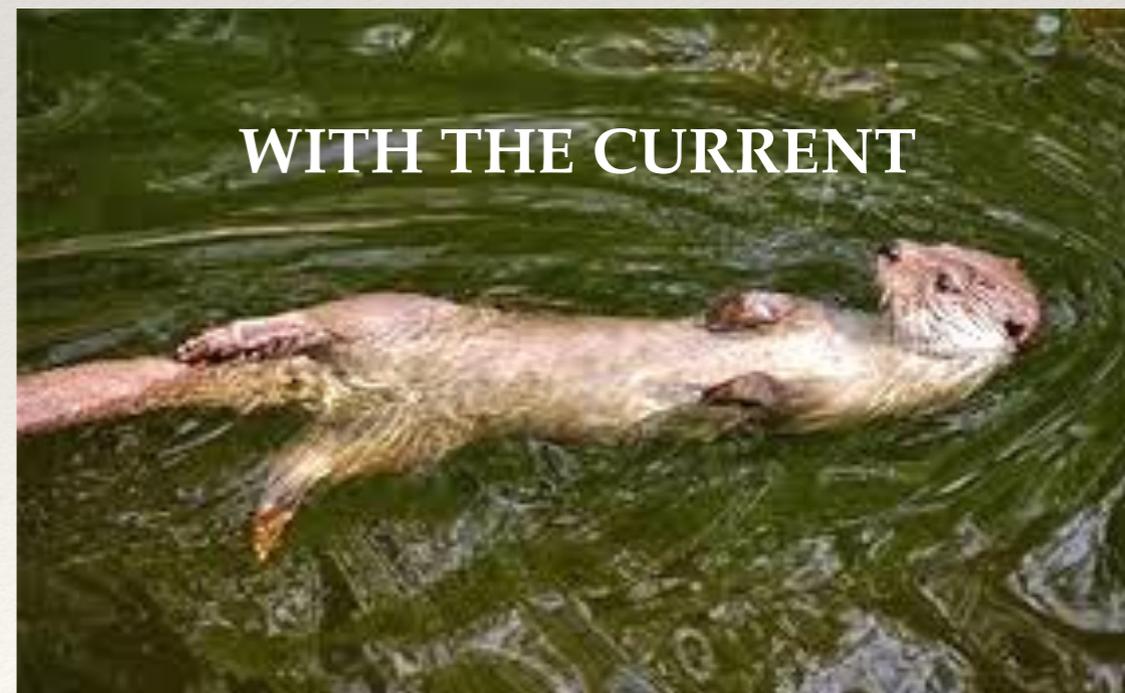
COMMUNICATION

WISHING YOU THE BEST IN YOUR ENDEAVOURS

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**NEXT TOPIC: 3 WORKING MINDSETS**  
**For Non-Profit Leaders**

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