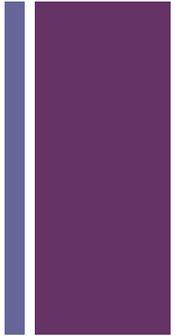
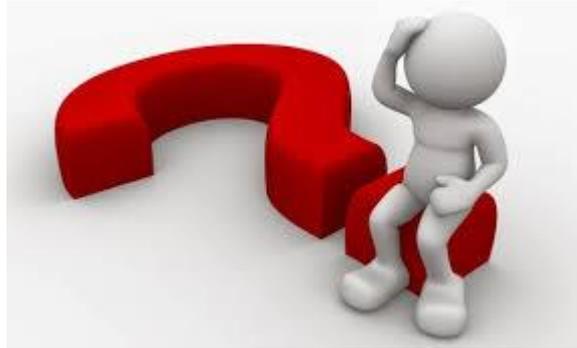


Leadership as Interpreneurship –A Disability Nonprofit Atlantic Canadian Profile

Mario Levesque, Mount Allison University

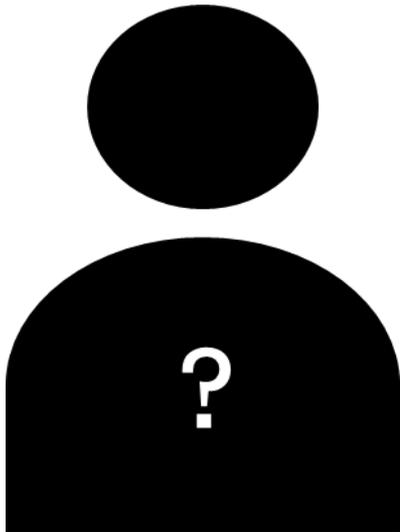
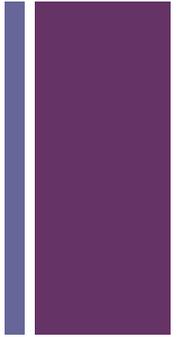
Presentation at Canadian Political Science Association Conference, UBC,
June 06, 2019

Research supported by a Social Sciences & Humanities Research Council Insight
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- How do we characterize disability nonprofit leadership in Atlantic Canada?

+ Executive Directors of Disability Nonprofits



- What they do?
- Skills required?
- Skills gaps?

+ Why?

- ❑ Context important
- ❑ Limited understanding nonprofit leadership
- ❑ Overly determined from *for-profit* sector

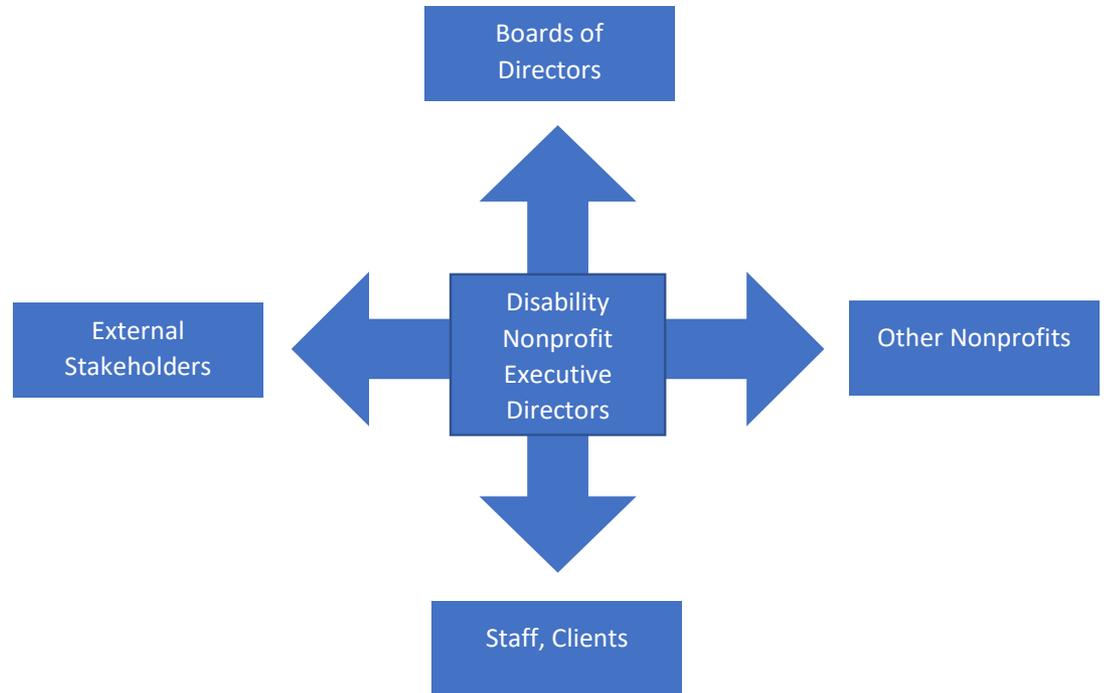
Town Council /
Board of Directors



CAO /
President

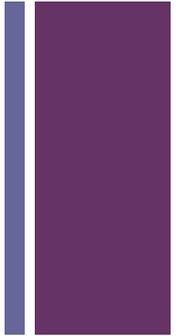
Workers / Staff

for-profit



nonprofit

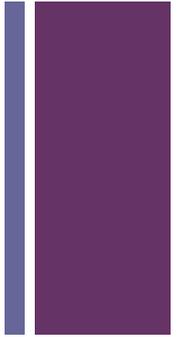
+ Entre / Intra / Inter -preneurs



	Entre	Intra	Inter
Role	New ventures	New ventures w/in existing orgs.	Revitalization; exploit new opportunities for org.
Risk	Owns all risk	Company	Shared w/ network members
Resources	Owns/controls	Company owns; indiv. partial control	Partially owns & controls
Personal attributes	Individual	Team	Network

*Adapted from Szerb 2003

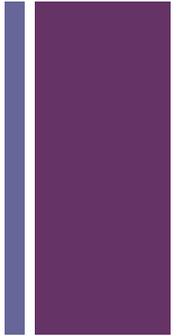
+ Approach



- 58 semi-structured interviews
 - 42 interviews ED of disability organizations (38%)
 - 16 interviews government disability program officials (42%)
 - Invited cross section of disability groups (physical, visual, hearing, mental health, intellectual, learning)
 - Mix of service & advocacy groups



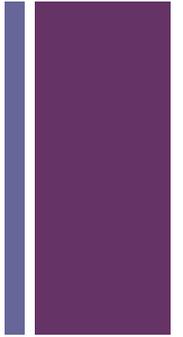
Interpreneurial Leadership - 1



- Move to interpreneurial leadership
 - ...but no familial dynamic
 - ...about vision, continuous learning; “change is constant”
 - ...looking for trends and how to position yourself within new “market”
 - ...evidence-based, data driven (e.g., social enterprise)
 - ...being opportunistic
 - -making your own opportunity
 - -opportunity falls into your lap

- Takeaway: Note consistency with role & goals interpreneurial leadership

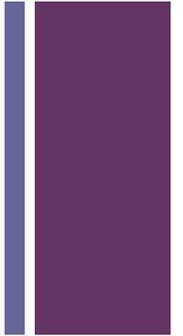
+ *Interpreneural Leadership - 2*



- Networking and collaboration key
 - ...networked services delivery
 - ...constantly cultivating networks
 - ...sharing expertise, financial resources
 - ...formal networks emerging
 - NB Disability Executive's Network; NL Network of Disability Leaders; NS Network of Government Disability Employees
 - ...winners and takers
 - ...question meaning of collaboration

- Takeaway: Consistency with risks/responsibility, control of resources and personal attributes of interpreneural leadership

+ *Interpreneurial Leadership* - 3

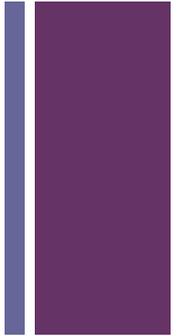


- Communication and relationship building
 - ...need for superior communication skills
 - ...knowing your audience
 - ...about storytelling
 - ...political awareness

- Takeaway: Consistency with skill sets of interpreneurial leadership

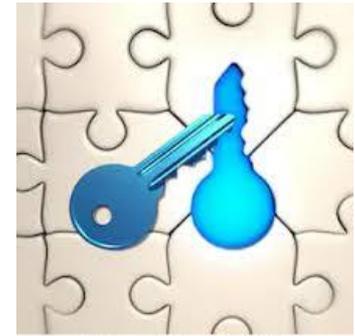


What about the government disability program managers?



- Similar trends but...
 - Halfway between intra and inter preneurship
 - *Intra*: Limits on their roles and resources ownership
 - *Inter*: Significant emphasis on partnerships and networks yet silos remain strong
 - Tentative steps; learn by doing (experimenting)
- Takeaway: Maybe as best as we can get is this halfway position; is a significant move away from managerialism.

+ Key takeaways



- Now have a better understanding of disability leadership in Atlantic Canada
 - In particular, the government-nonprofit contracting relationship
 - Emergence of multi-tiered classification of disability nonprofits
 - Questions re succession planning; ED turnover; effects on persons with disabilities
- More broadly, what does it mean?
 - Negative effects of moving from ‘citizens’ to ‘customers’
 - ‘citizens’: Issues of inclusiveness, equity, democracy
 - ‘customers’: Give / take relationship; corrosive
 - Will get worse as we increasingly move to bring in private sector through social procurement and social impact bonds

+ Thank You!

