

HEROES, LIARS, FOUNDERS

AND CURMUDGEONS

How Personal Behavior Affects Organizations

Welcome

IT'S ODD THAT WHEN WE PERSONALLY EXPERIENCE PROBLEMS IN OUR ORGANIZATIONS, we often associate it in our own minds with someone's bad behavior . . . but there are few organizational "solutions" (other than firing or the education or coaching of leaders) that recognize the enormous power of personal behavior in the way organizations function. It is as if we expect all of us passionate people to act in emotionally reasonable/neutral kinds of ways. We get outraged or flummoxed when our partners become driven by something that doesn't make perfect sense. And we are often blind to the more destructive effects of our own quirks.

But many of history's heroes have not made perfect sense. They have alienated partners, acted self righteous, insisted on their way above all others, refused to play ball, ignored what doesn't seem important to them . . . hmmm! It sounds eerily familiar.

The truth is we all know that personalities can be powerful organizers in culture and the way that groups function and we are all curious about exactly how that happens and what we should do about the results. Maybe that's why this collection of articles from the *Nonprofit Quarterly* includes some of our readers' favorites.

These articles have appeared periodically from our very first national issue on. They are written by some of the most insightful and thoughtful people we have run across in the sector and they deal with everything from the effect of lying in the workplace to the issues and opportunities posed by conflict. They take on board personalities and the difficulties and benefits associated with our esteemed founders. And they address how history can make culture.

We are sure that these will be just the first of many *NPQ* collections on this topic. But don't wait for the next collection! If you subscribe today to the *Nonprofit Quarterly*, you will get the benefit every three months of the latest on everything from nonprofit financial management and fundraising to how boards really work.

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Ruth McCambridge
Editor in Chief

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