

# Cambridge Elements

Elements in Public and Nonprofit Administration

edited by

Andrew Whitford

*University of Georgia*

Robert Christensen

*Brigham Young University*

## LEADERSHIP STANDPOINTS

*A Practical Framework for the Next  
Generation of Nonprofit Leaders*

Don Waisanen

*Baruch College, City University of New York*



CAMBRIDGE  
UNIVERSITY PRESS

Cambridge University Press  
978-1-009-00111-3 — Leadership Standpoints  
Don Waisanen  
Frontmatter  
[More Information](#)

CAMBRIDGE  
UNIVERSITY PRESS

University Printing House, Cambridge CB2 8BS, United Kingdom  
One Liberty Plaza, 20th Floor, New York, NY 10006, USA  
477 Williamstown Road, Port Melbourne, VIC 3207, Australia  
314–321, 3rd Floor, Plot 3, Splendor Forum, Jasola District Centre,  
New Delhi – 110025, India  
103 Penang Road, #05–06/07, Visioncrest Commercial, Singapore 238467

Cambridge University Press is part of the University of Cambridge.

It furthers the University's mission by disseminating knowledge in the pursuit of education, learning, and research at the highest international levels of excellence.

[www.cambridge.org](http://www.cambridge.org)  
Information on this title: [www.cambridge.org/9781009001113](http://www.cambridge.org/9781009001113)  
DOI: 10.1017/9781009000284

© Don Waisanen 2021

This work is in copyright. It is subject to statutory exceptions and to the provisions of relevant licensing agreements; with the exception of the Creative Commons version the link for which is provided below, no reproduction of any part of this work may take place without the written permission of Cambridge University Press.

An online version of this work is published at [doi.org/10.1017/9781009000284](https://doi.org/10.1017/9781009000284) under a Creative Commons Open Access license CC-BY-NC 4.0 which permits re-use, distribution and reproduction in any medium for non-commercial purposes providing appropriate credit to the original work is given and any changes made are indicated. To view a copy of this license visit <https://creativecommons.org/licenses/by-nc/4.0>

All versions of this work may contain content reproduced under license from third parties. Permission to reproduce this third-party content must be obtained from these third-parties directly.

When citing this work, please include a reference to the  
DOI 10.1017/9781009000284

First published 2021

*A catalogue record for this publication is available from the British Library.*

ISBN 978-1-009-00111-3 Paperback  
ISSN 2515-4303 (online)  
ISSN 2515-429X (print)

Cambridge University Press has no responsibility for the persistence or accuracy of URLs for external or third-party internet websites referred to in this publication and does not guarantee that any content on such websites is, or will remain, accurate or appropriate.

## Leadership Standpoints

A Practical Framework for the Next Generation of Nonprofit  
Leaders

Elements in Public and Nonprofit Administration

DOI: 10.1017/9781009000284  
First published online: September 2021

Don Waisanen  
*Baruch College, City University of New York*

**Author for correspondence:** Don Waisanen, [don.waisanen@baruch.cuny.edu](mailto:don.waisanen@baruch.cuny.edu)

**Abstract:** This project offers a new leadership framework for the next generation of nonprofit professionals. Based on five years of data collected from the New York Community Trust Leadership Fellowship – designed to address leadership development gaps in the nonprofit sector – it constructs three dimensions and eleven themes for the theory and practice of *leadership standpoints*. Leadership standpoints are a framework for practicing inclusion, building spaces for performance, and thinking and acting with range. Those using leadership standpoints continuously interact with diverse stakeholders, constantly verify others' views and interests, and remain keenly attentive to power distributions, material constraints, and hidden or unacknowledged voices that need surfaced, while expanding their personal and social outlooks to elevate performance and meet pressing demands best addressed through broadly informed decisions. This title is also available as Open Access on Cambridge Core.

This Element also has a video abstract: [www.cambridge.org/waisanen](http://www.cambridge.org/waisanen)

**Keywords:** leadership, inclusion, diversity, nonprofit, standpoint

© Don Waisanen 2021

ISBNs: 9781009001113 (PB), 9781009000284 (OC)  
ISSNs: 2515-4303 (online), 2515-429X (print)

## Contents

1 Introduction: The Crucible of Nonprofit Leadership	1
2 What Are Leadership Standpoints?	8
3 A Brief Overview of Relevant Ideas about Leadership	19
4 The Primary Dimension: Inclusion	28
5 The Secondary Dimension: Performance	42
6 The Tertiary Dimension: Range	54
7 Conclusion: Toward Leadership Standpoints for Nonprofit Practice	64
References	72