

2017

Exploring the Impact of Shared Leadership Styles and Nonprofit Performance

Will Brown
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Walden University

College of Management and Technology

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Will Brown, Jr.

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Walden University

2017

Abstract

Exploring the Impact of Shared Leadership Styles and Nonprofit Performance

by

Will Brown, Jr.

MBA, Marylhurst University, 2013

BBA, Pace University, 1977

Dissertation Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Philosophy

Management

Walden University

December 2017

Abstract

Empirical data have not adequately revealed current methods of nonprofit leadership in a way that reflects shared leadership in the nonprofit sector leaving nonprofit organizations (NPOs) at a disadvantage in relation to understanding and describing leadership effectiveness. Using a conceptual framework that incorporated organizational theory, shared leadership theory, path goal theory, transformational theory, leader member exchange, and fund development theory, this mini ethnographic study was conducted to explore the effect of leadership styles in shared leadership situations and the impact of matched and unmatched leadership styles on NPO funding performance. With the use of purposeful sampling to conduct the study, the participants represented 5 community partner NPOs in the New York City area with 20 or fewer employees and average annual funding of \$600,000 or more during the previous 3 years. The data analysis of interviews, observation, journaling, member checking, and document review and analysis were performed through hand coding using an inductive analytical method to identify patterns and themes. The study results indicate that matching leadership styles of executive and senior leaders such as leader member exchange and path-goal development are directly related to a team-oriented culture that is essential for the longevity and effective performance of non-profit organizations. Based on the findings, shared leadership promotes a culture of positive social change through building honesty and integrity, which in turn can help nonprofit organizational leaders improve funding programs and stakeholder interest. Ultimately shared leadership benefits the social needs of society by enhancing the services to the beneficiaries who receive the NPO programs.

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Dedication

The doctoral program is challenging work. God's blessings allowed me to complete this journey. My motivation for this endeavor came from the sacrifices of my family. I could never express in words or by any gesture what my wife's support has meant to me! I would not be a doctoral scholar if not for you, so I dedicate this PhD to you, Renny. You are equally Dr. Brown and deserve the accolade. My late mother continues to be my soul. During one of my last conversations with Mom, she said, "Baby, I will not be there for your next graduation." Mom was proud and joyful of whatever I attempted; her belief in me heartened me to do even more. Mom passed away about three months before I completed my MBA, and once again, Mom inspired me! I dedicate this PhD in honor of you, Mom, for believing that I could accomplish as much as I desired.

My grandparents, William and Sally Brown, provided the love and spiritual foundation for our existence. During times of uncertainty, and there were many, my late grandmother reassured me that "God would make a way." Grandma, you were always right. I dedicate this PhD to you and William Brown for the sacrifices you made to advance a better life for your family. To my children, Rodney, Kia, Tai, Darius, and Troy, and my grandchildren, thank you for your enduring love and understanding. I dedicate this PhD to each of you. To my brothers and sisters, for your love and support, I dedicate this PhD to each of you. Finally, to my family of nieces, nephews, in-laws, and cousins, I dedicate this PhD to each of you. At times, my late cousin, Davis, seemed more excited about this journey than I was!

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I thank my content expert, committee member, Dr. Karla Phlypo, for your help with guiding the substances of my study such as how I should use general lenses to develop my conceptual framework. Your assistance with feedback, and the early advice you offered concerning the use of theory to describe my research topic was a turning point that guided me throughout the dissertation process.

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Table of Contents

List of Tables	ix
List of Figures	xi
Chapter 1: Introduction to the Study.....	1
Background of the Study	3
Problem Statement	7
Purpose of the Study	9
Research Questions	9
Conceptual Framework.....	11
Social Constructive View	12
Hermeneutics and Symbolic Inquiry	14
Nature of the Study	16
The Case Study Inquiry	18
The Ethnographic Inquiry	18
How Data is Collected and Analyzed	22
Definitions.....	23
Assumptions.....	26
Scope and Delimitations	27
Limitations	27
Significance of the Study	30
Significance to Practice.....	32
Significance to Theory	32

Significance to Social Change	33
Summary and Transition.....	35
Chapter 2: Literature Review	36
Literature Review Structure	36
Literature Search Strategy.....	37
Databases Searched.....	38
Development of Conceptual Framework	39
Conceptual Framework.....	41
Organizational Theory and the Nonprofit Sector.....	41
Shared Leadership Theory and the Nonprofit Sector	43
Leadership Theories and the Nonprofit Sector	46
Fund Development Theory and Nonprofit Sector	49
Social Constructivism and Conceptual Framework.....	50
Literature Review.....	51
Leadership and Management within Nonprofit Sector.....	52
Shared Leadership Styles	53
Shared Leadership and Knowledge Management.....	55
Relation of Nonprofit Sector and Private Sector Leadership.....	56
Matched and Unmatched Nonprofit Leader Styles.....	61
Nonprofit Organization Practice	63
Non-Government Organization Function	68
Community-Based Organization Function	70

Fundraising Performance and Organizational Effectiveness	71
Nonprofit Sector Funding Strategy	73
Transformational Leadership	80
Path-Goal Theory	81
Leader-Member Exchange Theory	84
Exploration of Nonprofit Sector Effectiveness	86
Qualitative Methodology to Explore Nonprofit Sector Performance	87
Summary and Conclusions	94
Chapter 3: Research Method.....	97
Research Design and Rationale	98
Research Designs Considerations	99
Role of the Researcher	106
Credibility and Trustworthiness.....	106
Methodology	110
Participant Selection Logic	110
Instrumentation	115
Procedures for Recruitment, Participation, and Data Collection	126
Data Analysis Plan	130
Issues of Trustworthiness.....	138
Transparency.....	139
Credibility	140
Transferability.....	143

Dependability	144
Confirmability.....	144
Ethical Procedures	145
Summary.....	147
Chapter 4: Results.....	149
The Research Approach.....	149
The Research Questions.....	150
Research Setting.....	150
Participant Conditions.....	150
Researcher’s Experiences	151
Demographics	152
Number of Participants and Location	152
Invitation to Participate.....	153
Variations in Data Collection.....	154
Data Collection	155
Data Collection Period.....	156
Instrumentation	156
Community Partner Structure	161
Interviewee Participant Structure.....	162
Data Type.....	166
Situations Confronted	169
Data Analysis	170

Analysis Strategy	170
Computer Software for Coding.....	172
Coding Process.....	172
Specific Codes, Categories, and Emergent Themes	181
Discrepant Cases.....	183
Evidence of Trustworthiness.....	187
Transparency.....	188
Credibility	188
Transferability.....	189
Dependability	189
Confirmability.....	190
Ethical Procedures	191
Study Results	191
The Interview Questions: First Wave Emergent Major Themes	193
Community Partner’s and Emerging Themes: Document Review Analysis.....	198
Direct Observation and Analysis	199
Document Review and Analysis.....	206
Interview Response and Analysis	211
Emergent Themes from Direct Field Observation.....	245
Emergent Themes from Document Review and Analysis.....	251
Third Wave of Emergent Themes from Semistructured Interview Questions.....	256

Research Subquestion	286
Type Leadership Styles Recognized.....	287
Matched and Unmatched Leadership Identified	294
Overview: Observation, Document Analysis, Interview Response.....	298
Crystallization and Triangulation of Data and Themes	301
Themes Derived from Combining Data Analysis.....	302
Major Themes	306
Emergent Theme One: Leadership Styles (Table 20).....	306
Emergent Theme Two: Balance Between Board Chair and Board of Directors (Table 21).....	310
Emergent Theme Three: Organization Services (Table 22)	314
Emergent Theme Four: Nonprofit Organization Activities (Table 23)	317
Intermediate Themes.....	321
Emergent Theme Five: Leadership Impact on Funding Performance (Table 24).....	322
Emergent Theme Six: Understanding Nonprofit Organizations (Table 24).....	325
Minor Themes.....	328
Emergent Theme Seven: Trust Factor (Table 25).....	329
Emergent Theme Eight: Voice of Leadership (Table 25).....	330
Emergent Theme Nine: Behavior Impact (Table 25)	331
Unexpected Results.....	335
Collective Data Analysis and Research Questions	335

Discrepant Cases and Nonconfirming Data	336
Summary	339
Chapter 5: Discussion, Conclusions, and Recommendations	344
Interpretation of Findings	347
Findings One: Inconsistent Definition	348
Findings Two: Difference Leadership Perspectives	350
Findings Three: Specific Styles, Shared Leadership	352
Findings Four: Organizational Effectiveness.....	354
Findings Five: Perspectives	356
Interpreting the Conceptual Framework	357
Limitations of the Study.....	359
Recommendations.....	362
Recommendation for Practice.....	364
Strengths and Limitations of the Current Study	368
Strengths and Limitations of the Literature Review	370
Further Research	373
Implications.....	374
Implications for Leadership and Leadership Styles.....	375
Implications for Funding Performance	376
Significance for Positive Social Change Impact.....	377
Significance for Theory and Empirical Implications.....	380
Conclusions.....	382

References	388
Appendix A: Semistructured Open-Ended Questions	451
Appendix B: Additional Key Terms Searched	453
Appendix C: Invitation to Participate in a Doctoral Study	455
Appendix D: Site Proposal and Request	458
Appendix E: Letter of Cooperation from Research Partner	460
Appendix F: Data Use Agreement	462
Appendix G: Thank-You Letter with Transcript	465
Appendix H: Member Checking	466
Appendix I: Acknowledgment and Recognition	467
Appendix J: IRS 990 Reporting by Community Partner Participants	468
Appendix K: Conventional Organizational Chart for Nonprofit Entity	469
Appendix L: Community Partner Organizational Chart	470
Appendix M: Mission Program	471
Appendix N: Mission Program	472
Appendix O: Mission Program	473
Appendix P: Mission Program	474
Appendix Q: Mission Program	475
Appendix R: Financial Audit for Organization	476
Appendix S: Final Follow-Up for Interview and Focus Group	477
Appendix T: Data Comparison between Participants' KK and BB	478

List of Tables

Table 1. Community Partner Nonprofit Organizations.....	162
Table 2. Demographics of Interviewees	164
Table 3. Demographics of Executive Directors and Board Chairs.....	165
Table 4. Nonprofit Organization Mission Program Overview	168
Table 5. A Priori Codes Used to Create Initial Categories	173
Table 6. New Themes and Subthemes From a Priori Codes	180
Table 7. Summarized Themes and Nodes Related to the Nine Research Questions.....	182
Table 8. Basic Description of Three Leadership Styles.....	184
Table 9. First-Wave Major Themes: Categorization of Data Analysis	195
Table 10. Themes and Codes Deriving From Condensing Data Analysis of Interview Responses.....	197
Table 11. Themes and Codes Derived From Direct Field Observation.....	201
Table 12. Themes and Codes Derived From Documentary Review	209
Table 13. Codes for Themes Category: Nonprofit Sector	264
Table 14. Codes for Themes Category: Different Leadership.....	269
Table 15. Codes for Themes Category: Executive Director	278
Table 16. Codes for Themes Category: Understanding Relationships	285
Table 17. Nonprofit Organization Executive Officers’ Leadership Style	289
Table 18. Comparison Demonstration of Different Data Sources to Support Codes Categories	293
Table 19. Themes and Categories/Nodes Derived From Collective Data Sources	305

Table 20. Second Wave Themes and Nodes Used to Categorize Nodes Derived From Leadership Styles	309
Table 21. Second Wave Themes and Nodes Used to Categorize Nodes Derived From Board Chair and Board of Directors	314
Table 22. Second Wave Themes and Nodes Used to Categorize Nodes Derived From Organization Services	316
Table 23. Second Wave Themes and Nodes Used to Categorize Nodes Derived From Nonprofit Organization	318
Table 24. Intermediate Themes and Categories Derived From Collective Data Analysis.....	323
Table 25. Minor Themes and Categories Derived from Collective Data Analysis	330

List of Figures

Figure 1. Node from a priori coding	176
Figure 2. Word cloud to show word use frequency	177
Figure 3. IRS 990 filing information	468
Figure 4. Nonprofit organizational chart	469
Figure 5. Tiger organizational chart - 2015	470
Figure 6. Financial statement for rex organization	476
Figure 7. Data comparison between participants KK and BB	478

Chapter 1: Introduction to the Study

The nonprofit sector performs a conventional function as a producer of social change (Mendel & Brudney, 2014). There is increasing focus on nonprofit leaders to show evidence of effectiveness (Buteau, Chaffin, & Gopal, 2014). The nonprofit sector or *nonprofit organizations* (NPOs), have traditionally focused on efforts that involve the needs of people and directing greater attention toward the common good for the benefit of society (Los-Tomiak & Dalecka, 2013). Theorists such as McKeever (2015) have estimated that as of the year 2013, in the United States there were 1.41 million registered nonprofit organizations. Other theorists have placed the estimate, just in the United States alone, at 1.6 million groups comprising the nonprofit sector (Vogelsang et al., 2015).

The nonprofit entities that are the focus of this study include Internal Revenue Service (IRS) Code 501 (c) (3) type groups that consist of nonprofits engaged in activities that involve serving the public (Vogelsang et al., 2015). Other forms of nonprofit entities include IRS Code 501 (c) (4) type nonprofit organizations that comprise of social welfare and lobbying groups (Vogelsang et al., 2015). More than 66% of nonprofit entities fall into the 501 (c) (3) category (Friesenhahn, 2016).

The nonprofit sector accounts for 10% of the United States workforce and is the *third largest employer* (Vogelsang et al., 2015). Nonprofits contributed an estimated \$905.9 billion to the U.S. economy in 2013, which represented 5.4% of the U.S. gross domestic product or GDP (McKeever, 2015; Shier & Handy, 2014). These type statistics coupled with the role of nonprofit organizations in society has attracted some attention

regarding the effectiveness of nonprofit leaders (Harrison & Murray, 2012). At the same time, pressure from stakeholders to produce more effective funding outcome has generated a push for *third space* initiatives that engage partnership arrangements between private sector entities and the nonprofit sector (Mendel & Brudney, 2014).

Most reviews of nonprofit leaders have concentrated on competency, which describes the skills and knowledge involving nonprofit organization leaders within organizations (Harrison & Murray, 2012). Miltenberger (2013) suggested competency is a needed tool for collaboration between leaders. The concept of collaboration is universal in leadership, and in the nonprofit sector where the leadership missions mostly focus on social programs and stakeholder interest, the notion of universal collaboration is even more pervasive (Miltenberger, 2013).

There are many assumptions offered concerning nonprofit sector leadership and the way nonprofit leaders react to organizational change that produces effective leaders, and yet theoretical assessments that could offer explanations regarding nonprofit leadership is not yet clearly defined (Jaskyte, 2012; Tompson & Tompson, 2013). The lack of effective leadership is amongst the reasons cited as one of the issues causing some donors, supporters, and followers to be less than enthusiastic about the nonprofit sector (Berry, 2005). Current theoretical perspectives do not explain nonprofit organization leader styles involving matched and unmatched leader styles in shared leadership situations that affect funding performance (Ali, Jangga, Ismail, Kamal, & Ali, 2015; Kaiser & Wallace, 2016). The purpose of this mini-ethnographic case study design was

to explore the effect of leadership styles in shared leadership situations and the impact of matched and unmatched leader styles on nonprofit organization funding performance.

Finally, Chapter 1 of the study includes the following major sections: background of the study, problem statement, purpose of the study, qualitative research questions, conceptual framework, nature of the study, definitions, assumptions, scope and delimitations, limitations, the significance of the study, and summary.

Background of the Study

With additional pressure coming from nonprofit rating agencies, nonprofit practitioners advocate that nonprofit organizations ought to be held to greater standards of proof to demonstrate the leader's effectiveness regarding the leader's work (Buteau et al., 2014). Even with some agreement regarding functioning, governance, and leadership involving nonprofit innovation, theoretical and empirical data seem to acknowledge that leadership theories have not sufficiently focused on understanding nonprofit leadership (Bish & Becker, 2016; Jaskyte, 2012; McMurray, Islam, Sarros, & Pirola-Merlo, 2013). There is also agreement amongst theorists regarding limited data concerning leadership connection with funding performance within the nonprofit sector (Bish & Becker, 2016; Jaskyte, 2012; McMurray et al., 2013).

Theorists have a long history of interest in explaining leadership, and yet the answer to what is an effective leader was difficult to describe until the 20th century (Malik, 2013). Researchers have suggested the significance of leadership style is in understanding how leadership style in organizational settings can affect organizational performance (Ozer & Tinaztepe, 2014). At the same time, others have addressed

performance within organizations regarding the relationships as having an association with motivation agents such as leadership styles and behavior (Ep Chedli, 2016).

The meaning of matched and unmatched leaders styles as used in this study might suggest that matched leadership styles represent complementary behavior and unmatched leadership styles that might represent substantively different leader behavior (Kaiser & Wallace, 2016). For this study, I employed Kaiser and Wallace's (2016) description of matched and unmatched leadership styles to address shared leadership involving Executive Directors and Board Chairs. The authors described this notion as complementary leadership styles.

Largely, amongst current scholars and practitioners, the explanation of an effective leader varies, which suggests no one leadership style fits all situations (Morgan, 2013). When considering the many different challenges confronting organizational performance such as hiring criteria, board composition, and the nature of the mission, there is the possibility that one specific leadership style will produce a better result as opposed to a different leadership style involving the same situation (Morgan, 2013). For the nonprofit sector, the difference regarding effective leadership style application must do with the performance by the board of directors, the responsibilities involving Executive Directors, and capacity of nonprofit organization leadership as innovators (Jaskyte, 2012).

After more than two decades of research involving the nonprofit sector, and despite advocacy for a change regarding the power relationship between the Executive Director and Board chair, there remains a lack of clarity concerning their shared

leadership (Peter & Rehli, 2012). The concept of shared leadership has received many descriptions. For this study, I perceived shared leadership as the union between Executive Director and Board Chair roles in connection with delineating the meaning of information and occurrences mutually; and where both the Executive Director and Board Chair work together to produce an enhanced result (Harrison & Murray, 2012).

Current literature review suggests that more research is required to assess how individual investments in Executive Director leadership talent, and Board Chair leadership talent, contribute to nonprofit sector performance outcome (Morgen Stahl, 2013). There is a lack of focus by many researchers on the significance of nonprofit organization performance in connection with dependency on components such as Executive Director, the Board of Directors, and Board Chair (Anheier, 2000; Jaskyte, 2012). Researchers have also ignored what the differences and similarities, if any, in the components such as Executive Director, the Board of Directors, and Board Chair might mean for nonprofit performance (Anheier, 2000; Jaskyte, 2012). The Executive Director and Board Chair are core components of nonprofit leadership, and each component produces and brings to the organization their culture, standards, and ways of performing that influence implementation of effective decision-making within the nonprofit organizations (Fusch, Fusch, Booker, & Fusch, 2016; Jaskyte, 2012).

Through the year 2001, researchers described concern regarding the noticeable lack of investigation involving theory associated with nonprofit leadership and nonprofit performance (Van Wart, 2013). The notion of shared leadership began to emerge in organizational context and environment around the year of 2005 and has since been

assigned many different definitions including being defined as leadership that derives from the *members of teams* and not just from the presumptive leader (Fransen et al., 2015; Routhieaux, 2015). Sources such as Fransen et al. (2015) have viewed leadership that represents a high degree of competence as a conclusive factor in the effective performance of organizations.

Most empirical data on *team leadership* or *shared leadership* has concentrated closely on the influence and behavior of one individual leader in the team or shared leadership situation, and thus, extensively ignoring the significance of team leadership (Fransen et al., 2015). Other definitions of shared leadership include Harrison and Murray's (2012) argument that shared leadership is sharing something put forth as objectively real; sharing an opinion, conviction, or principle; sharing comprehension acquired by experience or study and *give and take* between the Executive Director and Board Chair.

According to Gabris, Golembiewski, and Ihrke (2001), there is an absence of theorists who have taken up the call that challenge investigators to improve research involving the public sector and nonprofit sector leadership theory. Although current studies do not offer complete efforts to synthesize resource data on organizational performance measures concerning nonprofit, some researchers have acknowledged that case studies involving certain types of shared leadership have not offered applicability to some team situations and organizations (Winand, Vos, Claessens, Thibaut, & Scheerder, 2014). I used the conceptual applications of this study to offer the potential of transferability to conditions and circumstances of similar nonprofit organization structure

distinctions as shown in some qualitative case studies (Kerwin & Bopp, 2014).

Leadership theorists such as Haigh and Hoffman (2013), Jing and Gong (2012) and Osterwalder and Pigneur (2010) have suggested that nonprofit organization survival depends on the organization's leadership capacity to produce effective social change and funding program performance that attract donor sustainability and satisfy beneficiary interest. Survival of the nonprofit sector and its performance output are important for the critical role these entities serve in the U.S. economy and society's dependency on these organizations as a bridge to servicing the disadvantaged (Dizhang & Swanson, 2013; Sinuany-Stern & Sherman, 2014). In response to this consequential need of society, stakeholder reaction as a whole has turned to an increasing demand for improvement of organizational leadership and funding performance by the nonprofit sector (Dizhang & Swanson, 2013; Sinuany-Stern & Sherman, 2014).

Problem Statement

Nonprofit leadership and nonprofit organizational practice are inherently more complicated than for-profit entities (Anheier, 2000, Hatzfeld, 2014). Despite findings of positive implication by some investigators concerning *practices of nonprofit management*, understanding regarding leadership within the nonprofit sector is not favorable and is assumed (Anheier, 2002, 2014; Leroux & Feeney, 2013). Theorists such as Anheier (2002, 2014) and Leroux and Feeney (2013) have typically not explained nonprofit leadership in connection with how matched and unmatched leadership styles operate in shared leadership situations that impact funding performance. Harrison and Murray (2012) argued that theorists have accepted the working arrangement between

Executive Director, and Board Chair as essential to nonprofit organization performance. At the same time, to a certain extent theorists have argued that poor comprehension and management of relationship exist between the Executive Director and Board Chair (Harrison & Murray, 2012).

Most research concerning organization leadership has focused on private sector leadership performance (Haigh, Kennedy, & Walker, 2015; Hoch, 2013; Peter & Rehli, 2012). The literature shows research that focuses on nonprofit leadership styles and leader style impact on nonprofit organization performance in limited (Winand et al., 2014). Empirical data have not adequately revealed the current methods of nonprofit leadership in a way that reflects shared-leadership in the nonprofit sector (Kroger & Weber, 2014; Preston, Moon, Simon, Allen, & Kossi, 2015). Empirical data has specifically not addressed the interpretation of leadership styles between Executive Director and Board Chair in connection with nonprofit organization fundraising effectiveness (Kroger & Weber, 2014; Preston et al., 2015). The lack of focus in connection with leadership styles and leadership practices within the nonprofit sector has placed nonprofit organizations at a disadvantage regarding understanding and describing leadership effectiveness (Harrison, Murray, & Cornfort, 2013).

The general problem is that nonprofit organization Boards of Directors, Executive Directors, and Board Chairs under the shared leadership approach are losing funding support for important social and economic programs aimed at serving the needs of the society (Dizhang & Swanson, 2013; Morgen Stahl, 2013; Smith, 2015). The specific problem is that there is limited understanding of how nonprofit organization leaders in

shared leadership situations are affected by the leadership styles of matched and unmatched leader style that impacts nonprofit organization funding performance.

Purpose of the Study

The purpose of this mini-ethnographic case study design is to explore the effect of leadership styles in shared leadership situations and the impact of matched and unmatched leader styles on nonprofit organization funding performance. I used the study to explore the cultural concepts involving matched leadership styles between the Executive Director and Board Chair, and unmatched leadership styles between the Executive Director and Board Chair to understand the meaning of shared leadership relating to leadership styles' impact on fundraising performance.

I focused on nonprofit organizations comprised of 20 employees or fewer, and an average annual funding of \$600,000 or more raised during the immediate past three years. The participants I reached out to exceeded the minimum of six 501 (c) (3) nonprofit organizations, and all participants were in business for more than ten years. The participants interviewed included Executive Directors, Board Chairs, and Board of Directors of each nonprofit organization.

Research Questions

The overarching research question for this study was: how are nonprofit organization leaders in shared leadership situations affected by the leadership styles of matched and unmatched leader style that impacts nonprofit organization funding performance. To address the research question, I employed a mini-ethnographic case study inquiry. I sought to understand the experiences of being part of the culture

involving matched and unmatched leadership situations in shared leadership and what happens to fund performance. I explored the ways that leadership styles involving the Executive Director and Board Chair are reflective of nonprofit organization funding performance. With the use of social constructive inquiry, I allowed perception and how one constructs realities to guide the research (Garneau & Pepin, 2015; Visconti, 2010).

The case study component of the research followed a mini-ethnographic approach by providing the researcher with a detailed observation concerning the reality of the culture group while not necessarily committing to a theory (Suryani, 2008). I acknowledged that a mini-ethnography is not necessarily a product of case study, a case study does not necessarily provide direct and detailed observation; rather, case study offers a foundation of either quantitative or qualitative data (Suryani, 2008). I used a mini-ethnographic case study as an inquiry to understand the human phenomenon in the culture of nonprofit groups as articulated by Storesund and McMurray (2009).

I used the mini-ethnographic component to explore and understand the shared leadership structure relationship between Executive Director and Board Chair within the nonprofit group. For the research questions, I followed a format used for ethnographic inquiry (Storesund & McMurray, 2009). The blending of the case study component helped to address the status of current empirical data involving the topic. Thus, I embedded the mini-ethnographic approach in the case study to allow exploration of the research topic, to examine the questions of interest fully, and to portray and explain causal relations to real-life situations in complete context as expressed by Storesund and McMurray (2009).

Interview Questions and Sub-questions

The semistructured interview question types included both basic and descriptive questions (Appendix A). Also, I used subquestions to address the overarching research question further. The four subquestions further guided the mini-ethnographic case study research were:

1. How does matching of transformational styles impact funding performance?
2. How does matching of leader-member exchange styles impact funding performance?
3. How does matching of path-goal styles impact funding performance?
4. How is a matching of Executive Director and Board Chair styles different from a long-standing shared leadership for fund development performance?

Conceptual Framework

I grounded the study by drawing from Anheier's (2000) theory of nonprofit management. Anheier's (2000) asserted that frequently involving an understanding of the nonprofit sector, nonprofit organizations receive inadequate understanding based on incorrect assumptions regarding how nonprofits function. Anheier (2000) argued that achievement of effective nonprofit organization management requires many different management practices and many different leadership styles. Although nonprofit research activity has experienced significant expansion during recent years, understanding of the role of nonprofit organizations remains limited, and empirical data often is minimal and uneven in quality or performance (Anheier, 2014; Jaskyte, 2012).

Within traditional management and leadership, managers and leaders of nonprofit organizations have viewed the nonprofit sector as intended for or understood only by specific groups (Anheier, 2014). The notion by industry and market leaders that nonprofit organizations have no general application within the market structure has prompted the view that the nonprofit organization structure is relatively insignificant (Anheier, 2014). Despite this notion, there is a significant increase in the focus on understanding aspects of management and leadership approaches within nonprofit organizations (Anheier, 2014). The interest in understanding the nonprofit sector comes with growing questions regarding the suitability of leadership styles involving nonprofit organizations (Anheier, 2014). Albeit limited in comparison to private sector focus, stakeholders within the nonprofit sector have reached a different conclusion regarding the general application of nonprofit organization within the market structure (Anheier, 2014; Harrison & Murray, 2012; Mendel & Brudney, 2014). Stakeholders within the nonprofit sector are directing greater attention toward interest in nonprofit management practices, manager and leader responsibility, and funding performance (Anheier, 2014; Harrison & Murray, 2012; Mendel & Brudney, 2014).

Social Constructive View

For the conceptual framework, I used a social constructivist worldview to frame the research inquiry. The social constructive lens was suitable due to the inquiry into how people involved with nonprofit organization leadership and performance construct their reality (Garneau & Pepin, 2015; Visconti, 2010). I focused on what nonprofit organization Executive Directors and Board Chairs perceive as real based on different

experiences and perceptions of leadership styles and organizational performance (Visconti, 2010). Also, through social constructive perspective, I potentially helped to build knowledge along with other aids to learning about leadership, which offers leaders the capacity to discern the true nature of leadership situations for improving leadership understanding (Jackson & Klobas, 2008).

Consistent with Alfirevic, Pavicic, and Cacija's (2014) notion of social constructivist approach to nonprofit organization performance, the exposures of nonprofit organizations are different from exposures of the nonprofit organization donors, which cause contrasting perspectives. Empirical data showed that the origin of funding influences fundraising outcome, which has moved some theorists to apply this empirical data generically to the evaluation of the effective performance of nonprofit organizations (Alfirevic et al., 2014).

The social constructivist view was appropriate for the theory involving leadership to discern the different styles of leadership when matched that may be important to nonprofit organizations (Wallis, 2011). One such difference can surface from similar leadership styles, and another can surface from dissimilar leadership styles (Ozer & Tinaztepe, 2014; Wallis, 2011). Researchers have shown that one leader's interpretation of the way another leader interprets a problem might be significant enough to produce a conflict about authority and shared leadership involving funding performance solutions (Ali et al., 2015; Wallis, 2011).

Finally, other theorists such as Sant'Anna, Lotfi, Nelson, Campos, and Leonel (2011) argued the constructivist view of leadership represent a complex system of social

interactions involving strategy development, cultural capital, and physical and constitutional characteristics that make up the field of practice. Sant'Anna et al. (2011) offered constructivist implications regarding views of leadership theories that include the three leadership styles that are the focus of the proposed study: path-goal theory, transformational leadership, and leader-member-exchange theory.

Hermeneutics and Symbolic Inquiry

I used hermeneutics and symbolic inquiry to help further frame the study. Hermeneutics allows review of circumstances under which a particular event occurred in which an individual act (Verganti & Oberg, 2013; Wagner, Lukassen, & Mahlendorf, 2012;). The symbolic interaction approach questions the meaning of an act (Dvoretckaia, Melekhina, & Sotnikova, 2015; Forte, 2008). The use of hermeneutics and symbolic interaction allowed one to form the beliefs, assumptions, theories, and so on to support a study of leadership impact in the nonprofit sector (Gallant, 2014; Jackson & Klobas 2008; Visconti, 2010; Walsh & Anderson, 2013).

I considered Harrison's et al. (2013) theoretical perspective on nonprofit organization leadership to help frame the mini-ethnographic case study. Although Harrison et al. (2013) based the research on the grounded study, whereas this study is a mini-ethnographic case study, the researchers' findings offer implications for other qualitative methodological pursuits for researchers seeking to understand nonprofit leadership. Harrison et al. (2013) argued that nonprofit organization leaders' effectiveness tends to be best implied and comprehended as representing several dimensions of leadership styles building on two or more leadership theories.

To construct the shared leadership framework, I explored Routhieaux's (2015) theory involving shared leadership within nonprofit organizations. Shared leadership often forms around several familiar themes, which includes broad distribution of leadership, decentralized decision-making, recognition of the existence of various special skills, and the need for collective input to address complex problems (Routhieaux, 2015). Sant'Anna et al. (2011) described the three leadership styles regarding framework linked to organizational culture and acknowledged that the above leadership styles lack distinction between culture significance and the impact on the social development of the business sector.

In Chapter 2, I advanced the framework offered by other theorists such as MacPhee, Li-Lu, Havaei, and Wen-Shan (2014) that shared leadership does not necessarily contribute to effective organizational performance. MacPhee et al. (2014) suggested there is a perception that shared leadership arrangement is only indicative of an assignment of leadership duties and not a true collaboration between leaders (MacPhee et al., 2014). Further, in Chapter 2, I expanded on Anheier's (2014) assertions concerning management and leadership and the significance of these elements to nonprofit organization funding performance. Finally, in Chapter 2, I built on concepts such as Hatzfeld's (2014) framework involving the complexity of nonprofit organization performance by examining path-goal leadership, transformational leadership, and leader-member exchange styles about shared leadership.

Nature of the Study

The mini-ethnographic case study form of research allows the researcher to conduct a *shorter, and less involved or narrative approach* to the research project (Baarnhielm, berg Wistedt, & Rosso, 2015; Bensaid, 2015). By selecting mini-ethnographic case study to explore the meaning of shared leadership in the nonprofit sector, I was able to conduct both the explorative phase of the study and also use the understanding for transferability of the specific explanation (Baarnhielm et al., 2015; Storesund & McMurray, 2009). Using a mini-ethnographic form, I explored groups of executive leaders such as Executive Director and Board Chair in shared leadership situations within nonprofit organizations to understand how leadership qualities in the culture of nonprofit funding performance were enclosed (Jacoby et al., 2008).

The perspective from a constructivist worldview allows for review of philosophical assumptions involving business leadership and management decision-making to help nonprofit leaders to create an understanding of the circumstances and conditions that influence their organization funding performance, such as leadership styles and shared leadership decisions (Lacerda, Ensslin, Ensslin, & Dutra, 2014). In the study, I focused on specific leadership styles of the participants in connection with shared leadership. I attempted in the study to understand the meaning of matched and unmatched leader styles between the Executive Director and Board Chairs in the nonprofit sector (Baarnhielm et al., 2015; Bensaid, 2015; Jacoby et al., 2008; Storesund & McMurray, 2009).

To explore the concept and phenomenon under study, shared leadership and

impact on nonprofit performance, I applied an inductive approach to address the research problem (Imenda, 2014). The use of a single theory to address the research problem or application of ideas and concepts is not meaningful enough to address the research problem of the study (Imenda, 2014). Use of an inductive methodology allowed the emergence of a framework that advanced the case study aspect of the research (Imenda, 2014). With the conceptual framework, I brought together many different but related theoretical perspectives, which synthesized both empirical and theoretical results (Imenda, 2014; Kroeger, 2014). Through employing conceptual framework, the researcher can then use representation from the conceptual framework instead of a theoretical framework (Imenda, 2014; Kroeger, 2014). I sought use of the conceptual framework to potentially help close the research gap regarding funding performance in shared leadership involving matched and unmatched leadership styles relating to Executive Directors and Board Chairs in nonprofit organizations.

I did not select other major research design methods such as a quantitative and mixed method for several reasons. I did not seek to test a hypothesis, isolate variables, or investigate a large sample. Instead, I focused on understanding specific meaning involving smaller sample, and I was involved in the study to reach as much breadth and depth to understand the meaning. A mixed method, which is typically quantitative and qualitative approach, is a viable option because I am exploring both leadership styles and performance. However, the cost and time involved with the traditional mixed method do not make this approach a viable option. Instead, a mini-ethnographic case study will allow for accomplishing the intended purpose without the cost and time involved with the

use of traditional mixed method approach.

To accomplish the goal for the research questions fully, I determined that a nontraditional combining or the mixing of qualitative methods would be needed (Brown, 2014; Meth & McClymont, 2009; Morse, 2009; Nepal, 2010; Phillips, Dwan, Hepworth, Pearce, & Hall, 2014). The mixing of qualitative methods, described by theorists as *method slurring or Qual-qual*, allows the researcher to combine mini-ethnographic and case study approach (Kahlke, 2014; Nepal, 2010). With the use of a mini-ethnographic case study, I explored the participant's perspective concerning the meaning of shared leadership behavior and explores specific leadership styles involving Executive Director and Board Chair performance phenomena as described by Bamkin, Maynard, and Goulding (2016) and Storesund and McMurray (2009).

The Case Study Inquiry

With the use of a case study, I used each case as a single case to explore situations involving *interactions among participants* of the case, and I used the performance of the study or progress as a specific explanation (Starman, 2013). I used the case study to conduct semistructured interviews regarding leadership styles for both Executive Director and Board Chair to explore if matching and unmatching leader styles illustrate different challenges that impact nonprofit organization funding performance.

The Ethnographic Inquiry

Using ethnographic research allowed for the identification of patterns involving leadership activities of nonprofit leaders, such as leadership approach expressed by participants' ideas and beliefs of leadership (Hoey, 2014). To describe what makes a

study ethnographic, Wolcott (2010) argued that challenges exist regarding identifying the *essence of ethnography* that would entitle a study to this distinction. Many specific attributes define ethnographic study, which includes being *holistic, cross-cultural, and comparative* (Wolcott, 2010). With ethnographic research, I identified patterns involving leader decision-making, such as how the participants behave within nonprofit organizations as demonstrated by their leadership performance as observed by the researcher (Hoey, 2014).

Mini-Ethnography

Although theorists are in accord regarding what ethnography study means, which is to write about individuals with a focus on patterns and characteristics that when grouped comprises a person's culture, researchers have used the term in various ways (Christer Olsson, 2013; Hodkinson & Macleod, 2010). For this study, I used the term mini-ethnographic to a certain extent to avert misunderstanding involving the researcher's focus of the research, which I aimed at social life within nonprofit organizations (Hodkinson & Macleod, 2010; Wolcott, 2010). Also, I used the term mini-ethnographic since empirical data shows limited support for perceiving nonprofit sector leadership as ethnographic in a bona fide capacity (Hodkinson & Macleod, 2010; Wolcott, 2010).

I selected a mini-ethnographic inquiry of nonprofit organizations to assist with exploring the complex challenges of working relationship between Executive Director, Board Chair, Board of Directors, and leadership factors that might impact funding performance of the nonprofit organization. The complex challenges included matched

and unmatched leadership styles, shared leadership arrangement, actions of the Board of Directors, actions of the Board Chair, and actions of the Executive Director. Further challenges involved donor strategies, issues of management strategy and governance procedures, social and cultural values and practices, turnover and longevity history, and opportunities for mission programs (Hodkinson & Macleod, 2010).

Combining Mini-Ethnography and Case Study

From an early consideration of the goal and the specific intent for conducting the study, I determined that a single qualitative study approach could not accomplish the research objective. The research questions involving this qualitative study cannot receive complete attention until or without employing two different qualitative approaches as described by Brown (2014), Christer (2013), and Meth and McClymont (2009). There is acknowledgment amongst theorists that reference to mixed methods commonly suggests mixing of qualitative and quantitative methods (Meth & McClymont, 2009). Despite the common recognition of mixed method as meaning qualitative and quantitative, mixed methods might also suggest mixing of study approaches within a qualitative inquiry (Meth & McClymont, 2009). Here, I made the distinction between the use of mixed methods and multiple methods whereby the former involves the same paradigm, and the latter represents two complete methods as expressed by Morse (2009).

A mixed method within qualitative approaches can augment the credibility and dependability concerning assertions of different results (Brown, 2014; Meth & McClymont, 2009). In their study of *Quality of Practice in intensive care unit*, Storesund and McMurray (2009) used a mini-ethnographic case study to explore the way that

quality entrenches within the culture group (Storesund & McMurray, 2009). By comparison, this study explored the way that leadership styles in shared leadership produces within the culture group. Nepal (2010) posited that mixed methods of *QUAL-qual* are feasible and achievable in situations where the investigator has determined from the beginning outline of the study that the research questions cannot receive entire answers without two different qualitative approaches. *QUAL-qual* symbolizes a basic undertaking and a supplementary undertaking of which the latter cannot exist as a stand-alone undertaking (Phillips et al., 2014).

One of the weaknesses of using two different qualitative methods, as articulated by Khankeh, Ranjbar, Khorasani-Zavareh, Zargham-Boroujeni, and Johansson (2015), is the potential for *method slurring*. Method slurring or *slurring* describes an undertaking that blurs differences between qualitative methods (Khankeh et al., 2015). Kahlke (2014) argued that *methodological mixology* such as method slurring might not reflect good science products due to the combining of incompatible philosophical views (Kahlke, 2014). Despite the suggested weaknesses above, with the mixed method of *QUAL-qual* approach, diversification is achievable (Onatkocabiyik & Kulaksizoglu, 2014). The diversification can assist the researcher's interpretation of the two different approaches such as understanding both the ethnographic meaning of cultural group in nonprofits and explore the case study meaning of leadership styles and organizational performance within nonprofits (Onatkocabiyik & Kulaksizoglu, 2014).

Finally, as a demonstration of other successful qualitative mixed methods, in a study conducted by Bamkin et al., (2016), which combined grounded theory and

ethnography, the researchers concluded that combining or blending qualitative methodology can offer the best possible mixture for producing a strong research tool. In this case, the success derived from the researchers' use of ethnographic components to enter the participant's world, and grounded theory components offered the framework for exploration into the topic and made certain the researcher derived a valid conclusion (Bamkin et al., 2016).

How Data is Collected and Analyzed

The data collection strategy consisted of interviews, member checking, observation, field notes, journaling, and document analysis (Stewart & Gapp, 2014). The participants of the study included nonprofit organizations in New York City and Executive Directors, Board Chairs, and Board of Directors of the culture group. I gained access by writing to the Board Chair and Executive Directors of each culture group and through direct outreach by way of contacts within the discipline. I selected the sites based on access, location, funding, years in business, and the number of employees.

I conducted the interviews using recording devices, and interview protocol over three months. The interview protocol involved a data analysis process such as transcribing recordings and field notes and then organizing the research information into themes through a coding process. I used the codes produced to identify final data represented by figures, tables, and discussion. I used the qualitative software program, NVivo 11, to assist with management and organization of the data collected.

Definitions

This section identifies the operational definitions of terms used in the study.

Community-based organization (CBO): Community-based organization concept relates to community participation in the development and implementation of policy intervention that aims to produce improvement in providing social services. Community-based organizations address group activity solutions when essential organizations are insufficient, such as government's inability or unwillingness to provide social services to poor communities (Barr, Dekker, & Fafchamps, 2015).

Donor priority strategy: Donor priority strategy describes the customer relations strategy of prioritizing donors based on different contribution levels with increasing benefits offered, and the possibility of future contribution volume (Boenigk & Scherhag, 2014).

Fundraising performance: Fundraising performance is a leadership activity specific to nonprofit organizations, which nonprofit leadership view as a critical component of nonprofit leadership within a creative and extremely professional sector (Erwin, 2013). Fundraising performance is a process of employing organizational effectiveness and measures that identify groups, contributions of time, money, and material for classification as means of evaluation and reference that can inform regarding organizational characteristics (Erwin, 2013). The above evaluation and reference represent the types of characteristics used to validate claims and for evaluation of matched, and unmatched leaders styles influence on performance.

Leadership styles: Leadership style is the method of culture and social power that

one can use to carry out or impose the assistance of others in the achievement of a mutual objective such as transformational leadership (Ali et al., 2015).

Matched leadership style: Matched leadership style represents complimentary leadership behavior or style between organization leaders (Kaiser & Wallace, 2016).

Non-government organization (NGO): Non-government organizations, also known as civil society organizations, generally are described as distinctive quasigovernment entities of the third sector (Amagoh, 2015). NGOs typically appeal to social and environmental ideas, and donations are typically received from the marketing of goods or services to earn money, which is then put back into the functions of the non-government organization (Amagoh, 2015).

Nonprofit organization (NPO): Nonprofit organizations represent entities that appeal to givers of public and private program money and donor charitable contributions, which are typical, tax-deductible (Karl III, 2015).

Organizational effectiveness: Organizational effectiveness demonstrates the degree to which an entity's resource amount put in and the resource amount that go out are balanced using a process of combining internal and external procedures for solving a problem to attain pre-established goals (Willems, Jegers, & Faulk, 2016).

Shared leadership: Shared leadership represents shared accountability among group participants working within an agreed assembly or casual team arrangement (Serban & Roberts, 2016). Shared leadership is viewed as remarkably similar to hierarchical leadership and directs attention to leaders working together within a work team (Drescher & Garbers, 2016). Shared leadership's main focus is the group as a

whole as opposed to focusing on the individual within the group, which causes greater interaction among members of the team (Drescher & Garbers, 2016).

Strategic leadership: Strategic leadership has represented the manner by which a leader performs the general duties of an organization that ultimately influence organizational results. Strategic leadership represents the focus on essential decisions concerning organizational functions from a comprehensive perspective of the person at the head of the organization (Ozer & Tinaztepe, 2014). Strategic leadership focuses on leadership of an organization instead of leadership within the bounds of an organization (Ozer & Tinaztepe, 2014).

The third sector: The third sector describes the entities such as non-government organizations (NGOs), nonprofit organizations (NPOs), and community-based organizations (CBOs). These organizations came into existence to respond to social, environmental, and economic challenges as equal partners with the public/government and the private sector (Filip, 2015).

Unmatched leadership style: Unmatched leadership style has represents the substantive difference between leadership behavior or style within an organization (Kaiser & Wallace, 2016).

Vertical leadership. Vertical leadership represents conventional hierarchical higher to lower position leadership that functions outside the team leaders structure of the organization (Hoch, 2013).

Assumptions

To conduct the study, I accepted as true several important assumptions. Each group had both an Executive Director and Board Chair position. All participants would offer a real and honest response to the interview questions. Each participant would not base their participation on whether the co-leader will participate in the study. The interview method and field observation would produce data collection needed to explore feeling, attitude, perception, and behavior in connection with shared leadership. The group would provide document information concerning financials for the study period under review. Finally, I would observe and note any form of biases such as the researcher's relationship with the participants and the researcher's experiences or exposure in connection with the participants and the topic under study.

The assumptions were necessary because qualitative research inquiry requires that in the role of researcher, I recognize and acknowledge the position that I serve as research participants in the study. The participants in the mini-ethnographic case study offered more than one reality, which reflected several different perspectives involving the reality of nonprofit organizations, performance, shared-leadership, leadership styles, and the nature of skills and knowledge. Finally, I made the assumption that shared leadership styles if matched a certain way potentially lead to effective fundraising performance. To the extent, assumptions directed attention to qualitative research perspective that offered a more widely accepted understanding of nonprofit organization performance, I needed the assumptions within the context of the research project (Rauch, Doorn, & Hulsink, 2014).

Scope and Delimitations

The scope of the research consisted of Executive Directors, Board Chairs, and Board of Directors of nonprofit organizations in the New York City area that comprised no more than 20 employees and average funding amounts greater than \$600,000 during the immediate past 3 years. A major limitation of the sampling approach was that the participants were limited to Executive Directors, Board Chairs, and Board of Directors. I had planned to engage the Board of Directors in focus groups. I selected nonprofit organizations in the New York City location since a large number of different type nonprofit exists in New York City such as non-government organizations, the common IRS 501 (c) (3) nonprofit organization, and community-based organization.

A theoretical framework offered some degree of suitability; however, the research factors that can impact the extent to which performance of the shared leadership between Executive Director and Board Chair affect funding performance goes beyond what researchers have offered from the single antecedent theoretical study (Ozcelik & Uyargil, 2015). I incorporated hermeneutic and symbolic inquiry into the mini-ethnographic case study to explore the boundaries of the circumstances in which participants are willing to share realization of what the participant knows and what can be interpreted from the participants thinking that represents consistency with shared leadership.

Limitations

I used purposeful sampling to conduct the study on a small number of sites, which is consistent with the purpose of the research. The limited number of sites produced a smaller number of participants for the study. To avoid generalizing too much,

I needed to ensure that I gather extensive information about each participant during the data collection process. The objective of using mini-ethnographic case study inquiry is to understand the real life's shared leadership experiences between the Executive Director and Board Chair and meaning of matched and unmatched leadership styles that impact fundraising performance.

With the above objective at the center of the research, the validity of the qualitative documentation data collection potentially required quantitative research to evaluate the study's fundraising performance. To address this limitation, I verified the fundraising numbers from the past year's fundraising performance and searched for meaning in connection with leadership styles. To help ensure that fundraising performance and indicators are exact conformity to facts and are meaningful, I carefully journal how the data were collected and controlled for the analysis process through member checking.

The business and personal experiences that I had garnered in connection with the nonprofit sector over past years potentially threatened the validity, reliability, truth, and objectivity of the study for reason biases that I might have had in connection with these experiences. The potential biases included experiences such as volunteer work with nonprofit organizations, Chair of boards of directors, and serving on the Board of Directors for nonprofits. Specific experiences sometimes involved public awareness campaigns, where I directed fundraising initiatives for community-based organizations.

I had a working history with community leaders, elected officials, and other nonprofit organizations as shown in Shoemaker's (2010) Harlem Heritage Tours video

regarding the Adam Clayton Powell Jr. Memorial Committee, Inc. Many of the nonprofit activities that I previously engaged involved fundraising initiatives in the community. It was not completely unexpected that I encountered some of these individuals in connection with the search for nonprofit organization participants for the study. I attempted to mitigate potential biases associated with the above personal experiences through the use of *methodological triangulation* as I conducted the study.

I avoided using participants in the study if I had any prior or existing personal experiences with the group. In addition to the limitations I highlighted above, a lack of competency that involved the Executive Director and Board Chair's knowledge regarding the nonprofit sector as a whole potentially produced insufficient information for the study. I had planned to use focus groups for the study consisting of Board of Directors to focus on the perception of nonprofit sector leadership in general. The focus group would have helped to explore potential bias regarding the Executive Director's and Board Chair's attitude and perceptions concerning the workplace environment. I had planned to use the focus group interview questions to focus on the perception of leadership styles within the culture group. In the group setting, the participants might have offered less than complete or honest response due to intimidation of the group's responses.

Finally, the time required to conduct the study was a limitation. The process that I used to gain access to nonprofit organizations and the participants involved ethical issues associated with Institutional Review Board (IRB) requirements regarding permission and access to the participants. I addressed this limitation through adherence with the IRB approval process before I made contact with study participants.

Significance of the Study

Nonprofit theorists who have focused on *explanatory powers*, and *mainly the why* questions that primarily have articulated the development of nonprofit organizations (Anheier, 2000; Anheier, 2014). This focus has led to anticipation regarding behavior and influence, and perception of nonprofit function in general and not concepts such as matched and unmatched leadership styles (Anheier, 2000; Anheier, 2014). To close the research gap, I used a conceptual framework for examining the meaning of different leadership styles when matched and unmatched between the Executive Director and Board Chair and the impact that different styles have on nonprofit organization funding performance (Kroger & Weber, 2014).

Nonprofit sector leaders serve the critical role as an advocate for the poor (Holtshausen, 2014; Zoe, 2013). The importance of the nonprofit sector includes the role as facilitators of U.S. economic resources, highlighted by the expanding number of nonprofits that have gained outstanding importance in the beneficiary segment (Holtshausen, 2014; Zoe, 2013). With this study, I offer the potential of assisting the nonprofit board of directors with addressing their problem involving complex challenges such as issues related to limited or reduced funding that obstructs achievement of missions.

The empirical information produced from the study potentially allow the nonprofit board of directors a measure to interpret the meaning of shared leadership situations, and to understand how to adjust for the pairing of leadership styles involving Executive Directors and Board Chairs. I used the study to expand beyond the boundaries

of simply recognizing the nonprofit sector's expansion as agents of social change (Lan & Galaskiewicz, 2012; Peter & Rehli, 2012).

As in the case with market-driven organizations in addressing societal needs, nonprofit leaders must prepare to ensure effective organization performance to cope with increasing demands from stakeholders and donors to meet their critical function within the U.S. economy (Johansen & Zhu, 2014). Illustrated by McKeever and Pettijohn's (2014) findings concerning nonprofit sector performance in 2012, nonprofit organizations represented 887.3 billion dollars in contributions to U.S. resources, controlled 2.99 trillion dollars in assets, and 1.65 trillion dollars in funding. The National Center for Charitable Statistics (2015) reported that in 2013, total nonprofit assets and funding increased to 3 trillion dollars and 1.74 trillion dollars respectively.

Through the understanding and implementation of organizational leadership relationship changes, nonprofit leaders potentially produce a more positive organizational culture that facilitates improved funding performance (The Minnesota Council of Nonprofits, 2014). Understanding nonprofit organization shared leadership meaning regarding organizational effectiveness can potentially provide an authentic foundation for decision-making involving hiring, which might associate with decisions regarding leadership styles such as with leader-member exchange (LMX) leadership (Routhieaux, 2015). Although LMX is not with followers as in the case with the private sector, with the nonprofit sector LMX potentially involves the relationship between the Executive Director and the Board Chair (Routhieaux, 2015).

Significance to Practice

Stakeholders are increasing their demand for organizational development (OD) skills and directing attention to decision-making involving the requirement of professional knowledge to ensure nonprofit organization survival (Kuna & Nativ, 2013). Professional skills offered by Executive Directors and Board Chairs that suggest an understanding of shared leadership pairing and proper interpretation of the relevance of leadership styles potentially will produce a positive impact on fundraising performance (Bailey & Peck, 2013).

Nonprofit organization leaders, as with conditions involving the private sector, must contend with the challenge of performing as fiduciary on behalf of stakeholders (Brown, 2013). Consistent with the notion of donor priority strategy, strategic leadership methods applied to shared leadership can potentially lead to organizational effectiveness (Scherhag & Boenigk, 2013). Finally, overall, this study potentially helps nonprofit organization leaders by offering guidance for creating an understanding of the conditions and leadership challenges that impact funding performance (Lacerda et al., 2014).

Significance to Theory

Literature discussions of change within organizations and change leadership have focused more on the general application (Kenagy, Fox, & Vollrath, 2013; Tucker & Parker, 2013). Within nonprofit sector literature, the discussions of change are beginning to focus on the tendency and relative value of nonprofit organizations adopting the private sector approach to leadership (Kenagy et al., 2013; Tucker & Parker, 2013). The demand and doubt from stakeholders regarding the leadership of both the private sector

and nonprofit organizations are increasingly forcing leaders to review more closely their organization's strategic plan, leader styles, and leader competency (Nwagbara & Reid, 2013). Even though many similarities exist between the private sector and nonprofit sector such as social responsibility, they also differ in many ways such as donors segment, volunteer/participants, and beneficiaries segment (Los-Tomiak, & Dalecka, 2013).

The noticeable lack of investigation involving theory associated with leadership in connection with nonprofit sector organizational performance has caused concern amongst researchers (Van Wart, 2013). I used the study findings to potentially advance the theory of leadership in connection with organizational performance and the capacity of shared leadership to produce a positive organizational outcome (Lan & Galaskiewicz, 2012; Peter & Rehli, 2012). I defined each nonprofit organization participant interviewee as fitting either leader-member exchange, path-goal, or transformational styles of leadership; and I explore how matched and unmatched styles impact funding performance.

Significance to Social Change

Positive social change (PSC) is a system of converting patterns of ideas, activities, behavior, social interactions, organizations, thinking and social structure to produce favorable results for individuals, communities, entities, society (Stephan, Patterson, Kelly, & Mair, 2016). Also, positive social changes might involve circumstances or conditions beyond the advantage gained by the fomenter of the above transformations (Stephan et al., 2016). Aligned with the definition above, the focus on producing positive

social change is no longer just a concept among the private sector and nonprofit sector organization leadership (Sharma & Good, 2013). Rather, many corporate and not-for-profit entities are increasingly assuming an obligation of helping to bring about improvements in the areas of social and economic services to needed communities in the United States and around the globe (Sharma & Good, 2013).

Against the background used by some theorists to define positive social change, the potential implications of the study include identifying a display of virtues such as character, disposition, or basis value peculiar to shared leadership and culture within the nonprofit sector (Sharma & Good, 2013; Stephan et al., 2016). Ultimately, the *ethos of virtuousness* helps the nonprofit organization to improve the social service's mission of positive human impact involving organizational programs and funding program efficiency for stakeholder interest (Sharma & Good, 2013). Some theorists have suggested that the growth associated with positive social change has predominantly derived from private sector initiatives (Sharma & Good, 2013).

The overriding goal of nonprofit organizations under market competition is to compete for funding and efficient management of funds (Johansen & Zhu, 2014). Nonprofit organizations represent more than just a special form of corporate entity for tax consequences: nonprofit organizations represent the worth in usefulness and importance for the social needs of society (Gilpion & Miller, 2013). The capacity of nonprofit organizations to create positive social change depends on leadership's ability to produce effective funding performance and sustainable beneficiary and donor segments (Haigh & Hoffman, 2012; Jing & Gong, 2012; Osterwalder & Pigneur, 2010).

Summary and Transition

Despite challenges inherent in the demand for increased performance highlighted in this paper, some information that I used for the study pointed to the notion that since the early 2000s, the nonprofit sector has been steadily expanding its considerable importance while growing its presence in society and program size (Sinuany-Stern & Sherman, 2014). Donors and stakeholders are increasingly focusing on the way that leaders of nonprofit organizations respond to a growing insistence that funding raising performance should represent the measure of organizational effectiveness, and not just guide *programmatic services* (Morgan Stahl, 2013).

There is limited information available that explores nonprofit organization leadership styles in a way that creates a meaning of matched and unmatched leader styles in a shared leadership situation and understanding the impact of different leader styles on fundraising performance (Calvin, 2014; Jaskyte, 2012; Peter & Rehli, 2012). Some investigators have articulated that shared leadership offers the capacity of being used more advantageously, which investigators argued is an indication of team performance (Fransen et al., 2015). Theorists have offered different interpretations regarding shared leadership, which includes describing a way of sharing power rather than to assign *hierarchically* (Litchinsky & Ford, 2011).

Chapter 2 will review social constructivism to develop a conceptual framework and the meaning of matched and unmatched leader styles involving Executive Director and Board Chair. I will explore shared leadership relating to three specific leadership theories and their impact on nonprofit funding performance.

Chapter 2: Literature Review

In this chapter, I explored the literature on nonprofit organization leadership, funding performance, and the role of shared leadership situations within the nonprofit sector. The review and conceptual framework for this chapter demonstrate there is a current gap in the literature regarding research that explores the effectiveness of shared leadership styles impact on funding performance. The review aimed to present a methodology for exploring the meaning of matched and unmatched leadership styles regarding their respective impact on performance within the nonprofit sector. The lack of research focus regarding leadership styles and leadership practices within the nonprofit sector has placed nonprofit organizations at a disadvantage regarding means for understanding and describing nonprofit leadership effectiveness (Harrison et al., 2013).

The general problem is that many nonprofit organization boards of directors, Executive Directors, and Board Chairs under the nonprofit organization shared leadership approach, are losing funding support for important social and economic programs aimed at serving societies needed (Dizhang & Swanson, 2013; Morgen Stahl, 2013). The specific problem is that there is limited understanding of how the affect of leadership styles in shared leadership situations and matched and unmatched leader styles impact nonprofit organization performance.

Literature Review Structure

For this mini-ethnographic case study design, I explored literature related to the effect of leadership styles in shared leadership and the impact of matched and unmatched leader styles on nonprofit organization performance. Second, using the qualitative

method, I explored the cultural concepts involving matched leadership styles between the Executive Director and Board Chair to understand the meaning of shared leadership regarding leadership styles impact on nonprofit performance. Next, I reviewed specific theories on leadership and the meaning of different leadership methods as a way of understanding different leader styles for predicting performance outcome. The subtext of the review is that sharing among the three specific leadership approaches, transformational leadership, path-goal theory, and leader-member exchange [LMX] leadership will offer different implications for nonprofit organizational performance.

Finally, some theorists have articulated that shared leadership, as a strategic leadership approach, can potentially be an effective response to the tumultuous and doubtful conditions involving fundraising performance and potentially assist nonprofit organizations with rebranding (Routhieaux, 2015). In this chapter, I briefly discussed theorists' perspectives concerning shared leadership differences involving the private sector and nonprofit sector leadership to understanding any significant meaning for nonprofit organizations (Bielefeld, 2006; Krell, 2015).

Literature Search Strategy

I used a conceptual framework to inform the study. In this chapter, I proposed information about the gap in existing literature concerning the impact of shared leadership styles relating to nonprofit organizational performance. In addition to specific information about matched and unmatched leadership styles involving shared leadership between the Executive Director and Board Chair, in this Chapter, I offered information

about transformational, leader-member exchange, and path-goal leadership theories as factors in decision-making that impact nonprofit performance.

Databases Searched

I conducted the literature search routinely during the period from April 2016 through August 2016 primarily using the Walden University Library databases. searching *article by topic*, I searched the Business and Management Databases: Business Source Complete, SAGE Premier, SAGE Stats, and ABI/Inform Complete, Emerald Management, and Science Direct. Other Walden University searches included multidisciplinary databases: ProQuest Central, and Academic Search Complete; and Multiple Databases that include Thoreau Multi-Database search. Finally, I am including searches of Dissertations and Theses at Walden University, and all Dissertation and Theses/ProQuest Dissertation and Theses Global.

I used the Walden University Library advanced search of all Dissertation source and produced a total 9,262 journal results related to the topic of the study. Other databases produced different results. The search parameters included full text, doctoral dissertations manuscript type, sorted by relevancy, and publication during the last 3 years. After modifying the search key term, the search resulted in 1,169 journal articles and five journal results were included in the literature review. The total included in the literature review does not include books and research methodology.

I have included in the search a total number of six books about research methods. I have excluded a total number of more than 1,016 journals from the search because the information did not align with the topic, problem, and purpose of the study. I expanded

the search parameter by including documents of seminal work to help define the conceptual framework. I searched more than 20 seminal works and excluded nine documents.

Development of Conceptual Framework

To develop the conceptual framework, I searched key terms that included *social constructivist, hermeneutics approach, symbolic approach, nonprofit management, nonprofit organization theory, shared leadership theory, shared leadership, nonprofit performance, nonprofit funding performance, shared leadership styles, and nonprofit leadership styles*. The search for key terms has included eight books of which six I included in the review spanning the period 1938 to 2016. I have searched more than 548 peer-reviewed journals at this point and included 22 in the review spanning the period 2013 to 2016 with one from the period 1971.

To research nonprofit organization funding performance, and the impact on funding relating to leadership styles involving Executive Director and Board Chair, I included the key search terms *nonprofit shared leadership, matched and unmatched leadership, nonprofit leadership styles, and nonprofit management*. The search included additional key terms for the topic under study (see Appendix B for additional key terms). I searched a collective total of more than 1,000 peer-reviewed journals and books spanning the period 2013 to 2016. I applied the key search terms to identify journals and books in the described databases.

To search for leadership theories about the nonprofit sector, I focused on three specific leadership styles involving nonprofit organization leaders using the key search

terms *nonprofit case study*, *transformational leaders*, *leader-member exchange leader*, *path-goal theory*, and *nonprofit management and leadership*, *nonprofit leadership*, and *nonprofit leaders*. I searched a collective total of more than 718 peer-reviewed journals and books spanning the period 2013 to 2016. I applied the key search terms to identify journals and books in the described databases.

To research the nonprofit sector about funding performance and nonprofit organizational effectiveness, I used the key search terms *board's successful nonprofit organization leadership*, *executive director strategy*, *nonprofit organization effectiveness theory*, *a nonprofit organization*, *non-government organization*, and *community-based organization*. I searched a collective total of more than 1,336 peer-reviewed journals and books spanning the period 2013 to 2016. I applied the key search terms to identify journals and books in the described databases.

Some search results of key terms produced extensive information, which in many cases exceeded tens of thousands of results. For instance, the database ProQuest Dissertation and Theses Global basic search, full text, using the key term *nonprofit shared leadership*, produced 42,179 results. To address this wide array of search results, I refined the literature review to consist of peer-reviewed journal articles that involves a more specific focus such as the key term *nonprofit leadership case study* searched in *Academic Search Complete*, which produced seven results.

Conceptual Framework

Leadership theory, organizational theory, shared leadership theory, and fund development theory inform significant aspects of this qualitative study. The conceptual framework for the study appropriately allows for the integration of various theories and addresses why the study is significant. The conceptual framework allows a platform for the introduction of the particular research questions, in addition to incorporating the researcher's knowledge in connection with importance to the problem under study (Green, 2014; Ravitch & Riggan, 2016; Reupert, Maybery, Nicholson, Gopfert, & Seeman, 2015). As articulated by Jabareen (2015), with the use of the conceptual framework, I can identify the events, individuals, and real or concrete substance as a group of the same or similar elements closely related to shared leadership.

Organizational Theory and the Nonprofit Sector

Anheier (2000) argued that theorists have practiced limited comprehension of the nonprofit sector and nonprofit organization performance. Researchers lack evidence to assist with explaining antecedents concerning the exchange of ideas and behavior activities relating to nonprofit performance (McKeever, Pressgrove, McKeever, & Zheng, 2016). The above limitation has formed due to the way nonprofit organizations conduct organizational affairs, which primarily involves the use of incorrect assumptions concerning how nonprofits perform their activities (Anheier, 2000).

Barnard (1938) cautioned that although factors such as inadequate leadership are amongst structural deficiencies of organizations, the foundation that produces a lack of stability and limited sustainability of firms is dependent on external powers. The external

forces provide both the resources used by entities and can limit the organization's activities (Barnard, 1938). Actions and reactions or behavior under certain circumstances are representative of negligible differences involving internal processes such as leadership styles necessary for nonprofit organizations performance and the leadership style necessary for private sector organizations performance (Rowe, 2014). For this mini-ethnographic case study, I focused on exploring the internal processes of the nonprofit organization. External processes are beyond the scope of the research.

Nonprofit organizations have a different function in American society (Anheier, 2005). For leadership guidance and for models used in the performance of an operation, including the expectation of identifying solutions to funding challenges, nonprofit organizations turn mostly to the for-profit sector (Anheier, 2014). Nonprofit organization management is frequently about *cost controlling* and *cost-cutting*, which becomes more complicated for nonprofit leaders (Anheier, 2000).

The financial management of controlling costs within nonprofit organizations involves multiple bottom lines that are difficult to evaluate as to the rationale of management practices (Anheier, 2000; 2005; 2014). For example, an organizational theory associated with shared management involves the Executive Director's primary duty of handling the organization's operating course of action, and the Board Chair's overall duty of heading the organization's policymaking (Anheier, 2000; 2005; 2014). The intersecting and primary responsibilities of nonprofit organization leaders such as Executive Director and Board Chair ought not to be a representative indication that one rational is more significant than the other (Anheier, 2000; 2005; 2014).

Barnard (1938) acknowledged that failure and dysfunctions within organizations represent evidence of the behavior involving *human history*. Defects within the organizational structure, such as ineffective leadership, explain organization failure (Barnard, 1938). Some theorists who have written about ineffective performance have not directly addressed distinctions regarding failure and dysfunctions within nonprofit organizations in their work regarding the failure and dysfunctions within private sector organizations (Anheier, 2000). Frequently, due to the lack of knowledge concerning nonprofit organizations, management of nonprofit organizations is poorly understood (Anheier, 2000). Amongst the poorly understood regarding nonprofit organization lack of understanding, is the role of shared leadership involving the nonprofit sector (Mathras, Cohen, Mandel, & Mick, 2016).

Shared Leadership Theory and the Nonprofit Sector

The concept of shared leadership evolved in 1924 by Follett (1924). It was not until the 1990s that shared leadership began to gain the attention of researchers (Sunaguchi, 2015). The creation of shared leadership has derived primarily from connection with the density, or overall degree of leadership demonstrated by two or more individuals (Javidan, Bullough, & Dibble, 2016).

Shared leadership involving the private sector has demonstrated the potential for positive influence in different and diverse environments (Ramthum, 2013). Using quantitative approach to investigate shared leadership, some investigators have involved the use of simulated dangerous situations to show results (Ramthum, 2013). In a simulation of military combat teams, Ramthum (2013) concluded the leadership density

measure related to shared leadership was meaningful and positively connected to team effectiveness (Ramthum, 2013).

Leadership density is a measure in a quantitative study that represents the percentage of participants in a specific work location or organization considered as active leaders (Patel, 2013). The leadership density measure could be meaningful for the study by providing organization decision-makers a more in-depth understanding of the entity's ability to develop a foundation and specific strategic campaigns over a sustained period (Patel, 2013). Those above could also represent a strategy to develop shared leadership as a strategic campaign by exploring the meaning of leadership density in a nonprofit organization and understanding the foundation of the quantitative study (Patel, 2013).

The position of the leader and others such as followers has become increasingly obscure and marked by continuous change (Chrobot-Mason, Gerbasi, & Cullen-Lester, 2016). Against this backdrop of evolving view of leadership, it is necessary to alter one's response and interpretation concerning the method used to form a concept of leadership and to measure leadership (Chrobot-Mason et al., 2016). The evolving view of leadership is associated with the new paradigm of leadership approaches that include shared leadership, amongst others such as collective leadership (Chrobot-Mason et al., 2016).

Shared leadership dimension. Shared leadership can produce positive results involving complex situations and allows situations such as nonprofit organization Executive Director and Board Chair to work together for problem-solving (Redmon, 2014). Complex situations such as global environment achieve a more positive outcome

with shared leadership (Javidan et al., 2016). The global environment often will involve a more extensive level of complexity as opposed to domestic circumstances due to a broader variety of diversity amongst organizational activities (Javidan et al., 2016).

Organizations fair better in shared leadership situations where leaders possess complementary leadership styles (Javidan et al., 2016). In organizations where both shared leadership and *vertical* leadership are present within the structure, shared leadership more frequently represents the greater variance of the organization's effectiveness than vertical leadership (Mendez & Busenbark, 2015). Shared leadership offers nonprofit organizations a way to establish a *check and balance* process where the sharing of power and influence amongst individuals can help guard against organization failure (Shaefer, 2015).

How to describe shared leadership. There are many descriptions of shared leadership. One could describe shared leadership, or *collective leadership*, as a leadership method that acknowledges a powerful system of relating to others with a form of influence in which participants share power and different leadership manner to accomplish collective objectives (Shaefer, 2015). Shared leadership represents fully developed theories concerning the direct benefit of sharing responsibilities and power, along with other values such as organizational culture, and effective team and organizational performance (Foster, 2014). Researchers have repeatedly shown that shared leadership responsibilities offer a connection to effective organizational performance (Dresher & Garbers, 2016).

Despite the showing of the positive organizational outcome among empirical data,

there is a need for consideration of a more thorough situation that allows shared leadership to function more effectively (Dresher & Garbers, 2016). There is a growing focus on shared leadership and the demonstration of a comprehensive and positive association between shared leadership and organizational effectiveness, and parameters that have shaped this positive relationship (Nicolaidis et al., 2014). Most of the empirical data have not investigated this association between leadership and organizational effectiveness (Nicolaidis et al., 2014).

Leadership Theories and the Nonprofit Sector

Different leadership theories have shown leadership style to be very important towards accomplishing business organizations' ongoing change (Ghasabeh, Reaiche, & Soosay, 2015). Ultimately, leadership style offers a greater level of organizational effectiveness, particularly involving leadership in global segments. Regarding other market segments such as nonprofit organizations, there is a need for a conceptual framework that puts forward an approach for an additional study about the relationship between leadership styles and performance engagement (Blomme, Kodden, & Beasley-Syffolk, 2015). Other theorists have offered a comprehensive view of several viewpoints regarding leadership (Blomme et al., 2015; Graham, Ziegert, & Capitano, 2015; Nicolaidis et al., 2014; Yukl, 2012; Gilstrap, White, & Spradlin, 2015). Leadership characteristics involving personal and work associated resources such as social collaboration of colleagues and leaders, and training and development opportunities have shown positive influence regarding follower engagement (Blomme et al., 2015). The above characteristics are promising as positive features, which have provided assurances

that followers will continue active involvement, and the organizations will achieve a satisfactory outcome (Blomme et al., 2015).

Leadership approaches such as transformational style offer distinctive features to influence ideas, creation or *envision as ideal, rational rather than emotional stimulation*, and inspirational incentives that provide meanings for greater leadership performance in new situations (Ghasabeh et al. (2015). The manner that leaders would use as effective leadership strategies and differences' concerning the above three effects is the subject of studies involving market orientation, leadership, and organizational effectiveness (Lo, Mohamed, Ramayah, & Wang, 2015). For instance, theorists have offered that use of market orientation and leader-member exchange (LMX) improves organizational outcome (Chow, Lai, & Loi, 2015; Lo et al., 2015; Menguc, Auh, Katsikeas, & Yeon, 2016). Further, in situations involving financial activities such as sales performance and overall organizational performance, Hohenberg and Homburg (2016) and Lo et al. (2015) evaluated LMX on organizational effectiveness. The influence of transformational and transactional leadership styles relating to market orientation has shown positive findings for organizational performance (Hohenberg & Homburg, 2016; Lo et al., 2015).

Research is lacking concerning a combined review of leadership styles such as transformational, transactional, and market orientation LMX and the effect on organizational effectiveness (Lo et al., 2015). Yang (2014) and Zacher, Pearce, Rooney, and McKenna (2014), offered various descriptions of leadership styles including ethical association with transformational and transactional leadership and suggested that LMX involves *leaders' wisdom*; or superior cognitive, perceptive, and influential personality

attributes. In modern times, business practitioners have advocated that moral excellence and righteousness of *personal wisdom* may forecast leadership manner and the essential character of leader-follower interaction (Zacher et al., 2014).

Theorists such as Martin, Liao, and Campbell (2013) demonstrated field experiments that described directive leadership as connected with path-goal theory. Directive and path-goal leadership refer to leader actions or reactions under specific circumstances that offer followers specific directions concerning goals, the manner of accomplishing goals, and performance criterion (Martin et al., 2013). Leadership approaches such as directive leadership and *empowering leadership* together improve workers main task effectiveness, and empowering leadership alone improved *proactive behavior* (Martin et al., 2013).

House (1971) sees path-goal theory as describing the *effects of leader behavior* on follower gratification, incentive, and performance. Leaders extensively regard leaders who implement guidance for followers as extremely important (House, 1971). Leaders who implement structure have a greater amount of effective work teams than leaders who are lacking on implementing guidance. Leaders regarded as thoughtful of followers have a greater number of gratified workers (House, 1971).

Managers have approached research traditions involving nonprofit sector performance by engaging evaluations and comparisons of management practices, and leadership approaches between the nonprofit sector and private sector organizations (Ayoubi & Klalifa, 2015; Chen & Bozeman, 2013; Kelley & Bisel, 2014; Malik, 2013; Swanson, 2013). Researchers have traditionally used research approaches consisting

primarily of quantitative, qualitative, and mixed-method design to study the nonprofit sector (Ayoubi & Klalifa, 2015; Chen & Bozeman, 2013; Kelley & Bisel, 2014; Malik, 2013; Swanson, 2013).

Fund Development Theory and Nonprofit Sector

Fundraising performance is a consequential exposure of nonprofit organization performance and the organization's manner of functioning (Erwin & Landry, 2015). Nonprofit organizational effectiveness and the organization's manner of functioning are the most important part of strategic management, such as the internal process involving shared leadership strategy revealed in organizational theory (Barnard, 1938; Barnard, 1968; Erwin & Landry, 2015). The results of exploring fundraising activities as a process could help support nonprofit organizations development of refinement in the exchange of ideas (McKeever et al., 2016). The exchange of ideas could improve fundraising and offer a basis for a theoretical framework to advance fundraising scenarios for different tasks (McKeever et al., 2016).

Nonprofit organizations typically establish donor priority strategies to address fundraising needs and yet there is limited research that has examined the impact of relationships involving donor priority strategy (Boenigk & Scherhag, 2014). Nonprofit organizations receive an advantage by creating a robust interaction with donor segments of every level (Boenigk & Scherhag, 2014). The situation of having different knowledgeable persons offering different views is the key to evaluating organizational performance (Erwin & Landry, 2015).

Social Constructivism and Conceptual Framework

Social constructivism perspective offered the conceptual framework for the study and allowed the construction of meanings for engagement with the nonprofit sector, which as the researcher, I will interpret as described by Alfirevic et al. (2014), Lounsbury and Beckman (2015), and Ramolou and Tsang (2016). A significant argument for the constructivist approach is the acknowledgment that the reality, in due course, is condensed social environment or circumstances and subjective understanding of the situation's effect on behavior (Ramolou & Tsang, 2016). The nonprofit sector as social groups, construct their realities from the varied and multiple meanings from the complexities related to the conceptual framework that informs the study (Alfirevic et al., 2014; Lounsbury & Beckman, 2015; Ramolou & Tsang, 2016).

Amongst the diversity of nonprofit organizations is that NPOs essentially lean towards multiple public and community supporters (Alfirevic et al., 2014). To explain nonprofit performance through the lens of social constructivism; that is, from the perspectives of diverse organizational stakeholders and their views of reality, theorists have argued the existence of an unconstructive relationship concerning the focus of funding sources (Alfirevic et al., 2014). This unconstructive association with a concentration of funding resource derives from a decrease of stakeholder participation (Alfirevic et al., 2014). Social constructivist perspectives that stand out in the existing studies have offered collaboration regarding the notion that inequitable stakeholder association leads to reduce nonprofit organization funding performance (Alfirevic et al., 2014). Considering that funding supporters' views and priorities varied considerably, the

overall organizational performance and shared leadership of nonprofit organizations are nearly always *socially constructive* (Alfirevic et al., 2014).

I used a social constructivist view for engaging the study without the introduction of any findings involving a theoretical frame. Rather, I collected a progression of empirical data and theories in the absence of understanding how the empirical observations could relate and build on the other as expressed by Lounsbury and Beckman (2015). Existing theoretical spheres benefits from fresh and different perspectives derived from constructivists views (Lounsbury & Beckman, 2015). With the use of social constructivist worldview, I can apply interview questions that help to build the theory of shared leadership in nonprofit organizations and extend the understanding or constructivist views of the theories present (Lounsbury & Beckman, 2015).

Finally, employing different views can lead to establishing measures that focus on such criteria as fundraising performance (Erwin & Landry, 2015). In articulating the significance of different view within organizations, recent theories about organizations essentially describe the organization as a process of subjectively known equally important functions (Barnard, 1968).

Literature Review

Yukl (2012) proposed that the researcher's methodological choice, and definition regarding leadership could offer a confined way in which to consider leadership. Despite the argument involving management and leadership capabilities in connection with public institutions and the private sector, there is limited empirical data concerning management and leadership in the nonprofit sector (Bish & Becker, 2016; Solomon, Costea, & Nita,

2016; Taylor, Cornelius, & Colvin, 2014). The literature review is used to focus on shared leadership within the nonprofit sector. Regarding the comparison and relationship with shared leadership, there is not much known concerning antecedents and results of shared leadership (Hoch, 2013). To measure organizational performance, one examines organizational structure regarding components involving *efficacy*, *efficiency*, and *effectiveness* (Ep Chedli, 2016).

Leadership and Management within Nonprofit Sector

Despite the lack of interpretation of studies involving entrepreneurship, Bryman (1992) and Solomon et al. (2016) argued that remarkable empirical information concerning the differences between management and leadership and that information has defined management and leadership. The two concepts of management and leadership have and continue to generate debate regarding differential in true meaning (Ali et al., 2015; Bish & Becker, 2016; Bryman, 1992; Hu & Kapucu, 2015; Solomon et al., 2016; Yukl, 2006). The debate concerning the significance of management and leadership comparison regarding effectiveness in the private, public, and nonprofit sector in ongoing (Ali et al., 2015; Bish & Becker, 2016; Bryman, 1992; Hu & Kapucu, 2015; Solomon et al., 2016; Yukl, 2006).

Kotter (2001) argued that leadership is different from management in that leadership has no connection with charisma or other type personality traits. It is also the case that leadership is not superior to management or a substitute for management (Kotter, 2001). Rather, leadership and management are two idiosyncratic and balancing systems of actions (Kotter, 2001).

Despite the debate over the private sector and the third sector, it would not be prudent to attribute too much meaning to a definite terminology use to distinguish between a leader and manager (Bryman, 1992). Rather, sometimes the application of the term manager and leader suggests a specific set of skills (Bryman, 1992). Discussions involving the terms leader and leadership do not experience the burdened of different implications (Bryman, 1992). One focus of this study aims to explore leadership and leader styles relating to shared leadership and organization performance.

Shared Leadership Styles

To explore the meaning of shared leadership styles and nonprofit performance, I used a qualitative research approach designed to elicit data concerning matched and unmatched leader style that affect nonprofit funding performance (Bailey & Peck, 2013; Brewer, 2001). Empirical information concerning leadership styles emphasize the prevalence of certain leadership styles in specific nonprofit organizations but is limited when describing leadership styles meaning regarding nonprofit organization performance (Cray, Inglis, & Freeman, 2007). Strengths and weaknesses of each leadership style offer appropriateness in some circumstance but are inappropriate or even injurious in other circumstances (Cray et al., 2007).

The emergence of shared leadership. The emergence of shared leadership has helped to produce related new leadership paradigm such as collective leadership (Mendez, Howell, & Bishop, 2015). Collective leadership is another way of explaining shared leadership, which amongst other definitions, describes a vibrant system that involves many individuals acting as a team in leadership at accomplishing their common

objective (Mendez et al., 2015). Shared leadership challenges the theory that leadership positions and responsibility must be executed by a single individual (Mendez et al., 2015). Frequently one will view different types of shared leadership as the same (Mendez et al., 2015).

Theorists have traditionally viewed shared leadership from the perspective of different task and social leaders and not the different styles matched together for effectiveness (Mendez et al., 2015). Understanding differences can help to address the importance of various forms of shared leadership patterns (Mendez et al., 2015). Understanding shared leadership patterns are crucial to obtaining desired team results at the leader and team level. Understanding shared leadership patterns can help with the selection of team participants who offer the required abilities to produce the dynamics of many collaborative activities in leadership (Mendez et al., 2015).

Understanding shared leadership. Theorists have produced much less research concerning that way that leaders cause effective organizations and much more research concerning the perception of leaders (Dinh et al., 2014). In line with the notion of research concerning cause involving effective organizations, understanding shared leadership patterns can help create skills development initiatives that promote effective self-motivated shared leadership (Mendez et al., 2015). Leaders could benefit from understanding the manner of one's leadership styles and behavior involving interacting with workers and other leaders (Bailey & Peck, 2013; Brewer, 2001; Cray et al., 2007; Javidan et al., 2016; Lo et al., 2015; Ozer & Tinaztepe, 2014; Woerrlein & Scheck, 2016). Through the avoidance of personality conflicts, and other potential qualities that

could contribute to misinterpretation, leaders might benefit from the outcome (Bailey & Peck, 2013; Brewer, 2001; Cray et al., 2007; Javidan et al., 2016; Lo et al., 2015; Ozer & Tinaztepe, 2014; Woerrlein & Scheck, 2016).

The more positive performing leaders are leaders that have a relatively great elevation of professional and managerial competencies (Solomon et al., 2016). Positive performance leadership includes the sound acquisition of familiarity, awareness, or comprehension combined with management qualities and skills that allow promoting and maintaining of suitable relations with others (Solomon et al., 2016). Based on purpose principle, some aspects of leadership are oriented towards the public sector and the third sector, that is, organizations other than the private sector, whereas management orientation is toward the private sector (Solomon et al., 2016). Bryman (1992) and Solomon et al. (2016) postulated the manager's function in the third sector be that of a leader, while also articulating the need for a caution approach involving the distinction between the terms leader and the team manager.

Shared Leadership and Knowledge Management

Shared leadership factors to consider include power, exploitation, and broadening of values created by a knowledge sharing culture (Taylor, 2013). The process of knowledge management (KM) can help produce value for organizations (Gonzalez-Rojas, Pedraza-Garcia, Correal, & Beltran, 2016). One can view the factors of power and exploitation as implying a degree of knowledge management interference in shared leadership situations (Taylor (2013). Gonzalez-Rojas et al. (2016) and Taylor (2013) considered knowledge management as a well-thought-out implantation of a system

designed to produce information by individuals that help the decision-making processes while working as a team. Taylor (2013) offered support for the need to develop and promote knowledge involving shared leadership, and the producing of knowledge management teams to enhance organizational strategy that includes shared leadership.

Follett (1924) argued that shared leadership offer the potential for productive differences between leaders and amongst team members. In line with Javidan's (2016) notion of collective influence within organizations, there is favorable potential regarding shared leadership and meaningful implication for nonprofit performance. Empirical data falls short of exposing the concept of shared leadership to any specific leadership styles (Nicolaidis et al., 2014; Taylor, 2013).

The terms, shared leadership, and knowledge management require a framework to produce a readily persuasive formation and manner of functioning consistent with the doctrine of shared leadership (Taylor, 2013). The needed framework must also show the capacity to provide a concrete connection with the research undertakings of the complexities involving knowledge management (Gonzalez-Rojas et al., 2016; Taylor, 2013). Knowledge management often uses shared leadership values, to bring about the culture and achieve the knowledge management goals and objectives (Taylor, 2013). Contemporary information lacks a model that permits the willful consideration of the magnitudes above by the organization in a way that employs a purposeful plan and activity within a conceptual framework (Taylor, 2013).

Relation of Nonprofit Sector and Private Sector Leadership

The transformation of the nonprofit sector has challenged historical separations

regarding profit oriented and nonprofit organizations, which has produced stakeholder expectation that nonprofits produce a measurable benefit for donors and funders (Stull, 2009). Stakeholders are demonstrating increasing demand for nonprofit organizations to function. Stakeholders are in favor of a manner more closely associated with social entrepreneurship (SE) or entrepreneurial leadership (Ahneier, 2000; Dizhang & Swanson, 2013; Haigh & Hoffman, 2013; Hatzfeld, 2014; Jing & Gong, 2012; Sinuany-Stern & Sherman, 2014; Stull, 2009). The above is consistent with finding by other theorists that nonprofit organizations leaders are confronting pressure to change their managing style (Stull, 2009).

Change becomes necessary to sustain the nonprofit sector's significance position in society, and the change includes adopting entrepreneurial type business practices (Stull, 2009). Mission direction, customary nonprofit leadership approach, and more private sectors business-like leadership could emerge through a succession of practices (Stull, 2009). Adaptation is possible by merging of continuous practice with the strain produced from uniting a positive agent that will maintain a sound balance between two possible dissimilar leadership approaches (Stull, 2009).

Evaluating the relation of empirical data in entrepreneurship on contribution to other studies such as nonprofit organization performance requires careful balancing (Rauch et al., 2014). Anheier (2000) described the unique challenges associated with nonprofit sector organizations as *the law of non-profit complexity*, which I discuss in Chapter 2. The many elaborate arranged elements of managing nonprofit organizations typically are more complex than private sector organizations of comparable configuration

(Anheier, 2000). One such complexity when comparing private sector and nonprofit sector has to do with the relationship between the Executive Director and the Board Chair (Harrison & Murray, 2012).

Nonprofit leader style and for-profit leader style. Leadership performance differences concerning leader style are negligible regarding the leadership styles necessary for nonprofit organizations, and the leadership styles necessary for private sector organizations (Rowe, 2014). Nonprofit organizations do not function as a private sector organization regarding leadership and stakeholders (Holtshausen, 2014). While there is the probability that some degree of differences exists involving the nonprofit sector and private sector, the commonalities are far too many to overlook (Rowe, 2014).

In a study involving *nonprofit leadership differences*, Rowe (2014) highlighted three leadership styles suited for both the nonprofit sector and the private sector and articulated of a fourth style: managerial leadership, visionary leadership, strategic leadership, and style that does not fit into either of the other three. Both the nonprofit sector and private sector should select strategic leadership as the first option for Executive Directors and corporate chief executive officers (Rowe, 2014). In the absence of a strategic leader, for a robust organizational climate, the nonprofit and private sector should employ a visionary leader assisted by a managerial leader (Bish & Becker, 2016; Rowe, 2014).

Nonprofit sector image and performance expectation. The nonprofit sector is having a branding problem (Chapleo, 2015). To address nonprofit sector branding, leaders must renovate and reinvent nonprofit organizations to ensure the protection of

their stakeholders and to improve services delivery (Chapleo, 2015; Holtshausen, 2014). The notion by Holtshausen (2014) that nonprofit organizations must perform in a way that produces profit is a way of suggesting that nonprofit organization can support program missions through effective organizational performance. When considering efforts relating to how executive leaders accomplish effective performance, nonprofit organizations might consider practices typically associated with the private sector such as the influence of an organization's culture (Ozcelik & Uyargil, 2015).

Nonprofit leaders should consider the significance of the nonprofit organization's cultural aspects or psychological conduct of interpersonal relationships when considering effective staff performance (Ozcelik & Uyargil, 2015). Theories that apply to the private sector are also applicable to interpreting performance involving the nonprofit sector (Anheier, 2014; Grandy, 2013; Ozcelik & Uyargil, 2015). There is agreement that similarities exist between nonprofit and for-profit organizations regarding challenges such as cultural dynamics, and leadership theories (Grandy, 2013; LeRoux & Feeney, 2013). Noted are many similarities in the perception of nonprofit sector leadership when compared with the perception of private sector leaders such as expectation for delivery of value (LeRoux & Feeney, 2013; Murphy, 2016).

Despite similarities involving the private sector and nonprofit sector, to understand the transferability of leadership theories as applied to the private sector and the relevance to leadership styles performance within nonprofit organizations, more empirical data is required (Grandy, 2013). For instance, there are distinct differences regarding underlying assumptions about nonprofit organizations such as concepts

involving funding objectives, and factors involved in the nonprofit organization decision-making process (Mueller, Chambers, & Neck, 2013).

Decision making and organizational performance. Regarding organization effectiveness, the argument associated with management and leadership in the nonprofit sector has offered limited debate concerning the relationship between leadership styles and nonprofit performance (Bish & Becker, 2016; Solomon et al., 2016; Taylor et al., 2014). Researchers have conducted studies of strategic leadership involving small, medium-sized enterprises (SMEs), which have shown that employing many leadership styles is meaningful (Ozer & Tinaztepe, 2014). Strategic leadership that focuses on leader behavior and the understanding these different leadership styles will assist with improving organization performance (Ozer & Tinaztepe, 2014).

There is a need for a more effective use of methodologies used in entrepreneurship study such as expanding the range of evidence-based entrepreneurship (Rauch et al., 2014). Evidence-based Entrepreneurship recognizes the process used for decision-making process involving activities, management and leadership practices, and relevant circumstances in which a specific event occurs (Rauch et al., 2014). The benefit of evidence-based entrepreneurship to meanings for nonprofit organization leadership lacks known review concerning functions of entrepreneurship (Rauch et al., 2014). There is limited information regarding attempts to synthesize qualitative case studies of entrepreneurship systematically, and, there are few examples of controlled experiments involving Evidence-based Entrepreneurship (Frese, Rousseau, & Wiklund, 2014; Rauch et al., 2014).

Rauch et al. (2014) articulated there is noticeable bias for a quantitative study concerning the synthesis of methodical data antecedent involving entrepreneurship (Rauch et al., 2014). The aim of the *systematic synthesis* of a qualitative case study is to build up knowledge that has developed from case study research on entrepreneurship (Rauch et al., 2014). In line with the limited qualitative study, evidence-based management derived from the view that experience embodies the only source of knowledge (Morrell, Learmonth, & Heracleous, 2015).

Morrell et al. (2015) posited the evidence-based notion that understanding of how certain things work rather than by observation derived from two significant perspectives. First, evidence-based management within structure presupposes by experience, that is, the focus is on evidence based on experience. Second, is the perception of evidence as being measurable and systematized based on an already standardization of collected experiments, which associates with a quantitative study (Morrell et al., 2015). Rauch et al. (2014) argued the objective of the systematic synthesis of a qualitative case study on entrepreneurship is to interpret the research with the goal of attaining a point of understanding that transcends individual study findings to potential applicability involving nonprofit performance.

Matched and Unmatched Nonprofit Leader Styles

As part of the nonprofit performance, the task of a manager or leader is to expand the efficiency of organizational functions (Solomon et al., 2016). The tasks include decision-making system to meet social needs, expanding the efficiency of the executive leadership, and exhibiting sound judgment regarding the use of staffing (Solomon et al.,

2016). Further, nonprofit leaders and managers should minimize organizational staffing to essential needs (Solomon et al., 2016). For effective nonprofit organization performance, the situation and narrative guiding leadership and management decision-making process in the public sector might also be transferable to the third sector (Woerrlein & Scheck, 2016). Consistent with notions concerning appropriate approach for achieving effective leadership, factors that offer the most influence on individuals includes, culture, leadership styles, and potentially the shared leadership structure (Ali et al., 2015).

Leaders involvement with specific situations of leadership styles such as transformational and transaction leadership, for effectiveness, can match their leadership style to the organization's culture and circumstance or surrounding conditions (Cray et al., 2007; Solomon et al., 2016). While not completely inconsistent regarding the idea of matching leadership style to the organization's environment, nonprofit ideology requires a combination of various behaviors and factors for effective organizational performance, (Ahneier, 2014; Harrison et al., 2013). Despite consideration for the style of leadership or the leadership practice, different styles can aid each other to accomplish the objectives of the organization (Dimitrios, Sakas, & Vlachos, 2013).

Ethical and abusive leadership. In similarity to the idea of investigating matching of leadership styles, Palanski, Avey, and Jiraporn (2014) have offered study concerning the sharing concept involving *ethical* leadership and *abusive* leadership relating to staffing retention. Graham et al. (2015), and Palanski et al. (2014) have linked ethical leadership with positive leadership and linked abusive leadership with negative

leadership.

Ethical and abusive leadership styles offered as opposite leadership styles have shown that individuals more often provided greater preponderance to negative events than to positive events (Palanski et al., 2014). In situations involving the effect of leader style relating to unethical pro-organizational behavior, followers focus on a leadership style and the manner employed by leaders to construct problems as a significant influence on how the follower will react (Graham et al. (2015).

Nonprofit Organization Practice

There is a lack of exposure to certain questions involving the relation and practice within the nonprofit sector (Anheier, 2000). The missing questions include whether nonprofit organizations represent such qualifying differences from private sector organizations and public-sector institutions that nonprofit organizations need distinct management and leadership models and functions (Anheier, 2000). Theorists have not answered the question of whether nonprofit organizations should require different management and leadership (Anheier, 2000; Herman & Renz, 1999, 2000; Maier, Meyer, & Steinbereithner, 2016). At the same time, due to the moderately new awareness of the nonprofit sector, understanding of the nonprofit organization is evolving (Anheier, 2000). The expectation is that over time, the knowledge of nonprofit organizations and management practices should improve (Anheier, 2000; Herman & Renz, 1999; 2008).

Anheier (2000) offered the anticipation that during future periods between the improving of knowledge within the nonprofit sector and accomplishing effective management and leadership practices, nonprofit organizations will rely mainly on private

sector organizations for management and leadership measures. Along with the anticipation of contemporary periods of improvement in nonprofit sector leadership, Anheier (2000) posited that nonprofit organizations would identify effective responses to actual organizational funding performance challenges and improve the observance of issues that challenge fundraising performance. For nonprofit organizations, the idea of effective management often suggests a measure of financial management, which means an adaptation of effective fundraising strategy and other practices to produce funding (Anheier, 2000). Organizational theory and nonprofit theories such as public good theory, economic theory, trust-related theory, and entrepreneurship theory all provide an important elucidating glimpse into the functioning of nonprofit organizations, their structure, and their leadership (Anheier, 2000; 2014; Barnard, 1968). Organizational theory and nonprofit theories have not adequately addressed leadership theories within the nonprofit sector (Anheier, 2014).

While nonprofit organization theories described leadership meaning and behavioral processes concerning leadership performance, the theories do not directly address the concept of shared leadership (Anheier (2014). Rather, Anheier (2014) asserted that organization theory exposed the idea that directing the internal functions of organizations requires that power within organizations not reside solely with managerial ability. Internal functions of nonprofit organizations should depend primarily on the volition of followers to receive directives (Anheier, 2014).

Despite the limited emphasis on shared leadership relating to nonprofit organizational theory, leaders should represent a democratic process in decision-making

(Anheier, 2014). Leadership depends on group inclusion in decision-making where the team has commonly shared objective and shared delegation of power (Anheier, 2014). The non-profit concept, *the law of nonprofit complexity*, reflects the unique challenges of leadership responsibility and accountability, including unclear boundaries within the nonprofit sector (Anheier, 2000; Gelles, 2016; Young, 2002).

The law of nonprofit complexity. There are many elaborate arranged elements of managing nonprofit organizations that typically are more complex than private sector organizations of comparable configuration Anheier (2000). One such complexity has to do with the relationship between the Executive Director and the Board Chair (Harrison & Murray, 2012). Anheier (2000) proposed that in addition to practical challenges that threaten private sector leadership, nonprofit leader situations mandates the overseeing of various constituencies and stakeholders, including managing other professional executives, governing of professionals, interacting with community advocates and much more.

Amongst the complex nature of nonprofit organizations is the expectation that leaders must contend with seemingly clear and yet complications of accomplishing a standard of accountability within nonprofit organizations (Young, 2002). Nonprofit organizations leaders achieve the complex societal mission that represents the reason for the creation of the nonprofit organization (Young, 2000). The special accountability to society and the legal responsibility to trustees place a burden on nonprofit Executive Directors and Board Chairs (Young, 2002). Gelles (2016) argued that nonprofit organization leaders have the responsibility of understanding the gravity and extent of

unclear boundaries between nonprofit, the private sector, and public-sector leadership role (Gelles, 2016). In contrast to the law of nonprofit complexities, one tends to view nonprofit organization leaders mostly as representing separate specializations or focuses as oppose executives decision-making processes typically associated with the private sector (Anheier, 2000; Gelles, 2016).

Social and economic function of nonprofit organizations. The nonprofit sector represents the most rapidly developing sector of the United States economy, and these entities continue to assume a larger responsibility for positive social change by meeting the service delivery needs for society (Leroux & Feeney, 2013). Nonprofit donor segments from around the globe increasingly require a more effective accountability and transparency process from leaders of nonprofit organizations (Wiggill, 2014). Empirical data shows that limited funding in addition to limited awareness regarding the value of strategic information and leader relationship compels nonprofit organizations (Wiggill, 2014). Despite these considerations, in 2013, the nonprofit sector contributed approximately 905.9 billion dollars to the U.S. economy (McKeever, 2015).

The Urban Institute's National Center for Charitable Statistics Report described by McKeever (2015), presented information that approximately 2.3 million nonprofit organizations exist in the United States, and in 2013 there were an estimated 1.41 million registered IRS nonprofit organizations in the U.S. with 91,758 located in the State of New York. The 2016 report by TaxExemptWorld (2016), a database for nonprofit organizations, showed that the State of New York accounted for 149,347 nonprofit organizations with 64,001 located in New York City's five boroughs, which includes

34,957 in New York County (Manhattan) where I conducted this study.

The nonprofit sector, sometimes known as the third sector, represents the total social initiatives next to government, followed by corporate social responsibility (CSR) engaged by certain private sector entities (Anheier (2014). Command of the third sector involves followership from the private sector, from volunteers, from nonprofit organizations, and non-government organizations and associates (Anheier, 2014). The broad array of commands demonstrates the inherent complication involving leadership within the third sector (Anheier, 2014).

Leader performance within nonprofit organizations. The profound concentration on private sector leadership has placed nonprofit organizations at a disadvantage regarding how one should describe nonprofit sector leadership performance (Harrison et al., 2013). Researchers can study shared leadership by exploring the leader's perceptions of leadership and the culture within nonprofit organizations (Mills, 2014). Mills (2014) suggested that exploring how leaders think that shared leadership impacts funding performance can benefit organizational performance (Mills, 2014). While there may be agreement about leader performance regarding shared leadership, there is limited agreement concerning how one should characterize and measure the performance involving nonprofit organizations (Winand et al., 2014). Kerwin and Bopp (2014) asserted that results involving shared leadership are not yet generalizable or transferable in some organizational and team situations (Kerwin & Bopp, 2014).

Amongst the nonprofit sector, significant challenges to organizational performance include turnovers of Executive Directors and Board Chairs (Morgen Stahl,

2013). Also, Boards of Directors' face demand by stakeholders for improved leadership performance (Dizhang & Swanson, 2013; Morgen Stahl, 2013). To address the turnover and stakeholder challenges, nonprofit leaders might focus on the impact of leadership and fundraising performance strategy (Berry, 2005; Scherhag & Boenigk, 2013).

Non-Government Organization Function

Non-government organizations (NGOs) represent part of the third sector, and as in the case with other third sector organizations, NGOs must confront challenges associated with accountability and trust (Amagoh, 2015; Porumbescu, 2016). There is growing interest concerning how one might improve NGO accountability involving funding and ways to improve organizational effectiveness and funding performance (Amagoh, 2015). While NGOs typically are distinguished by their multilevel involvements such as global, national, and local level, NGOs tend to function based on a shared leadership structure (Amagoh, 2015; Milliman & Grosskopf, 2013; Moskovich & Binhas, 2014). For NGOs, the shared leadership structure decision-making process often involves an Executive Director or Chief Executive Officer, Board Chairperson, and Board of Directors (Amagoh, 2015).

To accomplish effective non-government organizational performance involving diverse individuals from different parts of society; Executive Directors, Board Chair, and Board of Directors must have vital elements of mutual leadership competencies (Milliman & Grosskopf, 2013). While there is a need for strong NGO leadership, the decision-making process remains a democratic accord. (Milliman & Grosskopf, 2013). Shared leadership has empowered others with responsibility, which has helped to produce

more effective organizational performance (Milliman & Grosskopf, 2013). Although there is much concentration on organizational performance by researchers, performance management (PM) has received unpopular review leaders and followers (Martinez & Gray, 2013; Pulakos, Hanson, Arad, & Moye, 2015). As expressed by Martinez and Gray (2013), and Pulakos et al. (2015), performance management has provided organizations with minimal quality and benefit about effective organizational performance.

Effective performance within the nongovernmental organization. Non-government organizations leaders have often measured effective performance in one global region or nation by the response to certain attributes and leadership characteristics within the non-government organization (Amagoh, 2015). Stakeholders view effective performance as based on the reaction of the local community, local environment and more such as program performance (Amagoh, 2015). A leader's understanding of the interconnection of global and national leadership situations and application of that understanding to performance strategies can help organizations address performance outcome (Amagoh, 2015). Leaders might potentially improve the effectiveness of non-government organization performance by concentrating on areas such as performance management, which includes creative leadership as a necessary component (Amagoh, 2015).

As suggested by Amogoh (2015) and Martinez and Gray (2013) there are different ideas offered regarding performance measures and performance management in connection with funding and fundraising effectiveness. For instance, creative leadership

can involve a performance management practice of engaging followers and staff in what leaders might view as a large conversation amongst participants, as opposed to a formal meeting with a signal power leader (Martinez & Gray, 2013; Milliman & Grosskopf, 2013). From the non-government organization leader's perspective, performance management refers to the use of performance measurement to achieve accounting and effective outcome (Amogoh, 2015; Martinex & Gray, 2013). At the same time, performance measure refers to indicator used to assess organizational decision-making (Amogoh, 2015; Martinez & Gray, 2013). Most non-government organizations do not operate with a transparent performance management criterion, including performance measurement conditions (Amogoh, 2015).

Community-Based Organization Function

Community-based organizations (CBOs) are of particular importance to emerging nations (Grossman & Hanlow, 2014). In the 1990s, the World Bank devoted more than \$7 billion U.S. dollars to community-based projects (Grossman & Hanlow, 2014). The view of community-based organizations has sometimes encountered conflicting results concerning a leader's ability and outcome (Grossman & Hanlow, 2014). Regarding funding, CBOs have mostly depended on resident focused community relations, which traditionally build upon volunteers contributions and foundation mission programs (Kubisch, Auspos, Taylor, & Dewar, 2013).

Community-based organization funding is helped by both formal and informal leadership enhancement initiatives (Kubisch et al., 2013). Representatives of the community will typically comprise community-based organization leaders (Grossman &

Hanlos, 2014; Kubisch et al., 2013). The quality of CBO leadership is a significant influence regarding the effectiveness of the CBO, particularly if there are many demographic changes in the area (Grossman & Hanlos, 2014; Kubisch et al., 2013).

As suggested by Kubisch et al. (2013), for community-based organization relationships, the key to effective leadership is effective performance management that involves leader connection with the community. Frequently, stakeholders associate ineffective leaders of community-based organizations with accountability, corruption, and issues involving a breach of fiduciary responsibility (Grossman & Hanlow, 2014). Community-based organization leaders obtain significant advantage from the public good they perform, which is important to their role as a leader in the community (Grossman & Hanlow, 2014).

Community dependence places the activities of community-based organizations as dangerously lacking in stability regarding funding conditions (Kubisch et al., 2013). Many community-based organizations recognize that a valuable CBO structure mandates fundraising, and that foundation grants are not guaranteed indefinitely (Kubisch et al., 2013). Hence, community-based organizations must look to creative leadership options.

Fundraising Performance and Organizational Effectiveness

Exploring fundraising leadership involving nonprofit organizations is a way to improve understanding of the fundamental ideas and behaviors that motivate fundraising support in certain situations (McKeever et al., 2016). There is a sweeping assumption regarding the essential constituent in community-based organization funding system (Hickey, McGilloway, O'Brien, Leckey, & Devlin, 2015). Regarding the assumption

about community-based organizations, in a study involving community-driven development (CDD), Hickey et al. (2015) showed that when presented with easier circumstances, local groups are more inclined to take part in local fundraising development systems.

Addressing the inclination to engage easier circumstances is a comparatively more complex challenge for leaders in the nonprofit sector (Anheier, 2000; 2014). Although there might be a positive disposition by local groups concerning the willingness to participate in fundraising development, there are internal structures that potentially weaken attraction and involvement in community fundraising (Hickey et al., 2015). The community-driven structures consist of challenges such as issues of *abstract cultural ideas* and *social rules and guidelines*, issues involving roles, duties, and abilities, as well as concerning knowledge and skills accumulation (Hickey et al., 2015). While one associates many challenges affecting fundraising with external structures such as significant of sources, this study does not address the implication of revenue or donor diversification; rather the notion that nonprofit organizations should not rely solely on foundations grants or government funding (Hickey et al., 2015; Waters, 2014).

For nonprofit sector leaders, fundraising strategies should similarly influence nonprofit organization funding development as the private sector's focus is on the most profitable business opportunities to influence revenue outcome (Scherhag & Boenigk, 2013). Within the research, there is a gap in the nonprofit literature concerning nonprofit fundraising, and researchers have not adequately addressed concerns about whether donor prioritizing strategies produces benefits (Scherhag & Boenigk, 2013). Rather,

researchers have primarily concentrated on the incentives specifically associated with a donor priority strategy as opposed to explaining performance outcomes such as the meaning of leadership styles in shared leadership situations and impact on funding performance (Scherhag & Boenigk, 2013).

Nonprofit Sector Funding Strategy

Nonprofit sector leaders confront trends of the same magnitude as public sector (Verchuere, Beddeleem, & Verlet, 2014). Relating to funding strategies, Verchuere et al. (2014) articulated that leaders face challenges of revamping and updating management practices due to needing to respond to an increasingly demanding customer segment and scarcity of resources. Other considerations driving nonprofit sector funding strategies include leader response to technology and stakeholder demand for greater accountability (Verchuere et al., 2014; Waters, 2014).

There is growing demand for nonprofit leaders to demonstrate effective performance regarding the organization's primary mission (Verchuere et al., 2014). Leaders who do not meet this demand risk the loss of consideration as a legitimate nonprofit contender in the view of existing and prospective stakeholders (Verchuere et al., 2014). Traditional nonprofit responses and strategies frequently do not provide a method that avoids or respond to stakeholder demands and strategic leadership needs (Verchuere et al., 2014).

The nonprofit organization's leader who engages the practice of improved communication, creativity, and new ideas can help promote funding diversification, which avoids dependency on single or few sources of funding (Moon & Azizi, 2013;

Waters, 2014). Acknowledgment of the above leadership practices leads to functions directed towards results or measures regarding both efficiency and effectiveness (Verchuere et al., 2014). Recognition of other fundraising options such as *relationship marketing* and *customer relationship management* as management practices helps leaders in the effort to achieve financial efficiency and organizational effectiveness (Moon & Azizi, 2013; van der Heijden, 2013).

Hickey et al. (2015) suggested there is growing recognition and expansion of funding systems employed by the nonprofit sector. Still, as Hickey et al. (2015) pointed out regarding employees of nonprofit organizations, there is a need for more research to explore the manner of individual actors, especially leadership and management approaches to achieve fundraising results. For instance, how donors are motivated to participate in fundraising initiatives is significant to explore, but such research is lacking (Hickey et al., 2015).

Donor priority strategies performance outcome. Reconsideration of funding and performance options has led to stakeholder interest in understanding the role of nonprofit leadership in relation to private sector leadership (Rowe, 2014). The donor-priority strategy is very much like leader-member exchange, except with donors as opposed to followers (Bowers & Hamby, 2013; Scherhag & Boenigk, 2013). While there is an acknowledgment of leader-member exchange leadership regarding nonprofit organizations, researchers have not explained the meaning of specific leadership styles relating to donor priority strategic decision-making (Bowers & Hamby, 2013; Scherhag & Boenigk, 2013). Despite the gap in the literature concerning leadership styles and

donor strategy, in their research involving funding strategies, Scherhag and Boenigk (2013) have shown findings of benefits from donor prioritizing strategy (Scherhag & Boenigk, 2013).

For nonprofit institutions such as higher education, certain Board of Director characteristics is critical in producing funding and non-funding positive performance (Harris, 2014). Theorists associated non-funding characteristics such as Boards of Director diversity and skills with superior performing organizations (Harris, 2014). Such characteristics represent important implications as a starting point for attempts to understand the connection between the Board of Director skills and nonprofit organizational performance (Harris, 2014). Although Harris (2014) suggested there is the positive implications for understanding the connection between leadership skills and organization performance, there is limited empirical data offered concerning funding and non-funding performance in nonprofit organizations (Harris, 2014).

Nonprofit organizations have focused on donor priority strategy to accomplish organizational effectiveness, rather than concentrating on leadership talent and suitable leadership styles to address efficiency involving fundraising performance (Scherhag & Boenigk, 2013; van der Heijden, 2013). In this study, I perceive efficiency to represent the input and output of the funds developed and the expenses incurred as described by van der Heijden (2013). The discussion of effectiveness in this study addresses the connection between expenses or output resources used to produce funding and actual organizational performance (van der Heijden, 2013). For instance, a nonprofit leader might lead the organization to extraordinary levels of managerial or executive

performance while concurrently the organization endures insufficient donor segment support or disappointingly managed fundraising strategy (van der Heijden, 2013).

The emergence of the personality of top leaders has also become the focus of important approach involving leadership strategy (Herrmann & Nadkarni, 2014). Top managers' control over individuals and the organization is not proportioned to influence (Herrmann & Nadkarni, 2014). The leader's personality has a significant effect regarding the essential components associated with the effective conduct involving behavior (Herrmann & Nadkarni, 2014).

Despite an optimistic prospect concerning approaches to leadership strategies, there remains limited comprehension regarding the strategic meaning of top leader personality (Herrmann & Nadkarni, 2014). Additional aspects of nonprofit performance and nonprofit leadership that researchers have disregarded include conditions under which shared leadership is more effective or less effective. These neglected conditions regarding shared leadership include such factors as different personalities and commonalities involving leaders (Drescher & Garbers, 2016).

Calvin (2014) articulated that there have been assumptions regarding how one creates the need for change within leaders and that empirical data has offered limited understanding concerning these assumptions. Most theoretical and conceptual framework regarding contemporary leadership has concentrated on what type of leader ascends to the head of organizations (Calvin, 2014). Current theoretical perspectives do not explain nonprofit organization leader styles involving matched and unmatched leader styles in shared leadership situations that affect funding performance (Ali et al., 2015;

Kaiser & Wallace, 2016). Bontas (2012) and Leroux and Feeney (2013) suggested that insufficient information, thus far, is available regarding the understanding of meanings involving matching of similar and dissimilar leadership styles impact on nonprofit organization performance.

Leadership styles performance outcome. Leadership style might also represent leadership avoidance (Wallis, 2013). Leadership avoidance can surface due to the manner employed by a leader in interpreting how others interpreted an issue, and then the leader uses this means of interpretation to justify a specific leadership style (Wallis, 2013). The development of suitable leadership is a major cause of effective performance involving SME organizations in the future (Ozer & Tinaztepe, 2014).

Fransen et al. (2015) described shared leadership as offering a more favorable scenario for leaders rather than leadership stemming solely from the highest level. Albeit limited in research, shared leadership is at the center of increasing interest within organizations (Fransen et al., 2015). Also, Pearce, Wassenaar, and Manz (2014) posited that one might describe shared leadership as, how a leader connects to the ideas of responsibility involving leadership. Similar to Fransen et al. (2015) and Pearce et al. (2014), Litchinsky and Ford (2011) offered the notion that shared leadership comprises a team of leaders working conjointly to produce a mutual objective or outcome. Each leader offers competency, and each leader is answerable for the collective outcome (Litchinsky & Ford).

Hoch (2013) articulated that shared leadership study is limited concerning significant antecedents. At the same time, Adesaogun, Flottemesch, and Ibrahim-

DeVries (2015) proposed that one should not view shared leadership as a strategy or plan for producing diversity amongst leaders within an organization. Adesaogun et al. (2015) explained that shared leadership is not a strategy to develop different levels of social class among organizational leaders. Rather, shared leadership is about team leadership and not about organizational diversification amongst employees.

In a quantitative study of shared leadership in nonprofit organizations, Drescher and Garbers (2016) offered no detailed understanding of the causal effect of shared leadership and concluded there is a need for more research around shared leadership. Moreover, the gap remains regarding the understanding of shared leadership impact within the nonprofit sector while the contemporary study of shared leadership has mostly focused on the private sector (Drescher & Garbers, 2016). In line with Drescher and Garbers (2016) findings, Morgan (2013) proposed that regarding leadership function; there is no distinction involving performance challenges of the nonprofit sector and challenges faced by private sector organizations (Morgan, 2013).

Performance outcome in a shared leadership situation. There is no definitive answer for nonprofit leaders concerning the meaning and quality of similar and dissimilar leadership styles and nonprofit performance (Hiratsuka, 2016). Shared leadership can meet the role of positive social change through the positive outcome of checks and balances that offer hope and lead to an opportunity for societies (Waldman & Balven, 2014). Leaders potentially can achieve positive social change in the form of a shared leadership approach by involving leaders and followers within the organization (Waldman & Balven, 2014).

Shared leadership is emerging as the new image of leadership replacing the traditional image of leadership (Chrobot-Mason, Gerbasi, & Cullen-Lester, 2016). In their reflection of contemporary work involving leadership, Chrobot-Mason et al. (2016) postulated that plural, relational, collective, independent, and shared leader practices are leadership requirements for addressing modern complex organizational problems. The role of leadership has steadily developed over time and viewed as a major factor relating to effective organizational performance (Landis, Hill, & Harvey, 2014). Despite advancement in such areas as shared relationship responsibilities, there is a need for further study to gain a better understanding and anticipation regarding the meaning of leadership styles relationship (Chrobot-Mason et al., 2016).

During the 20th century, U. S. experiments involving leadership application have helped to understand the significance of leadership within organizations (Landis et al., 2014). For the theory of leadership to be useful for organizations, the theory must have a foundation in concepts and assumptions that are suitable and employed by organization leaders (Landis et al., 2014). This study advances the notion that leaders must offer specific qualities to work effectively within shared leadership situations. This notion formed the conceptual framework for the shared leadership theory.

Challenges for fundraising performance. Other aspects regarding the funding challenge for nonprofit organizations include the influence and positions of leaders (Jaskyte, 2013). Leader position might apply to funding performance significantly different amongst organizations of different structural makeup such as organizational size

(Jaskyte, 2013). Jaskyte (2013) suggested that empirical data has shown support involving a connection between leadership performance and size of the organization.

From their study involving executive leadership, Shier and Handy (2016) concluded that while leadership styles are important for internal performance, there remained limited understanding of how to produce change within organizations where several actors provide leadership. At the same time, Jaskyte (2013) determined that transformational leadership has a greater presence in lower positions of leadership; and amongst small entities, Executive Directors' demonstrated charismatic and consideration leadership.

Transformational Leadership

Transformational leadership has emerged as a significant leadership approach (Trmal, Bustamam, & Mohamed, 2015). Theorists use transformational theory to focus on a leader's capacity to transform others through a wide moving and emotional perspective that promotes positive change involving all workers (Burch & Guarana, 2014). Despite progress regarding the understanding of transformational leadership, there is more to understand about transformational leadership method, especially within the nonprofit sector (Trmal et al., 2015).

Amongst the many different theories of leadership, transformational and transactional leadership have sustained deep interest amongst researchers (Saxena, 2014). In line with the above interest, Nazir, Akram, and Arshad (2014) argued that to produce effective corporate social responsibility (CSR) activities within entities; leaders should indoctrinate the traits of transformational leadership in addition to transactional

leadership. Transformational leadership has been associated nonprofit organization leadership, particularly regarding leader interaction with volunteers to produce benefits for society (Dwyer, Bono, Snyder, Nov, & Berson, 2013)

Using quantitative research, Tanase (2014) demonstrated there is a positive relationship between transformational leadership and effective leader performance in business organizations. Concurrently, there are questions concerning the degree to which a leader's style impact nonprofit organization elasticity, meaning the capacity to respond to catastrophic circumstances; and therefore, performance is unclear (Valero, Jung, & Andrew, 2015). Transformational leaders can establish effective nonprofit organization performance by describing a shared perspective to address serious challenges where there are support and participation towards a common objective (Valero et al., 2015).

Valero et al. (2015) suggested that one tends to view transformational leadership style through four different interconnected magnitudes: envisioned as an ideal influence, as exalting motivation, as rational stimulation, and as a personalized concern. The transformational leader is inclined to be more effective than transactional leadership in affecting follower disposition in heavily involved service organizations (Yee, Lee, Yeung, & Cheng, 2013). Thus, one can form a concept of transformational leadership as representing the system or practice used by leaders to create organizational change by lifting through motivation of followers (Valero et al., 2015).

Path-Goal Theory

With the use of path-goal leadership approach, organization leaders align followers' performance with task satisfaction within the organization (Malik, 2013).

Path-goal leaders rely on the foundation of *expectancy theory*, which advocates a person will perform based on expectations of task and prospective benefits of the task outcome (House & Mitchell, 1975). Path-goal theory of leadership focuses on the leader's ability to influence follower motivation, and follower capacity to function effectively and with satisfaction (House & Mitchell, 1975). Using the concept above as the foundation of path-goal leadership style, the effectiveness of leadership depends on leader qualification and the ability of followers to perform the task situation (Malik, 2013). House (1971) described the psychological structure for path-goal leadership as the extent to which the leader causes follower activity by leader performance in the areas of task assignment, creating procedures, clarifications, and scheduling of work.

As asserted by Malik (2013), one associates effective follower performance in general with connections to path-goal leadership such as directive, supportive, participative, and achievement-oriented performance. The connection of path-goal performance with supervisor performance has shown significant positive findings (Malik, 2013). Malik (2013) suggested that regarding different perspectives about the application of Path-Goal theory and the connection with influence on organizational performance, there is a need for more research to assess the applicability of path-goal theory for leadership in the nonprofit sector.

Elements of path-goal leader performance point to leaders who possess similarities to the performance by classical management approach, that is, leadership that engages organizing, directing, planning, and control (House, 1971). Martin et al. (2013) suggested a major difference being that classical management activity structure directs

greater attention to corrective performance than does structure directed by path-goal theory leadership. Aspects of path-goal theory such as supportive leadership tend to associate equally with aspects of transformational leaders such as charismatic and shared leadership (Mendez et al., 2015).

Martin et al. (2013) expressed that one might draw differences involving other aspects of path-goal theory such as directive leadership and transactional leadership, in that, transactional leadership concentrates on leader terms based on conditional benefits and retribution. Distinctive from path-goal theory, transactional leadership directs less focus on offering followers with specific direction on that way to accomplish objectives (Martin et al., 2013). Simultaneously, directive leadership performance presents specific directions to followers regarding objectives, ways to accomplish tasks, and operations standards (Martin et al., 2013).

Both directive and supportive characteristics of the path-goal theory are illustrations of leadership roles that one can describe respectively as agentic, that is, not simply reactive but exercise choices, and communal, which suggests group sharing (Mendez & Busenbank, 2015). In line with the notion above, Dahlstrom (2013) explained that two significant forms of leadership behavior have emerged, *task orientation* and *relationship orientation*, where the leader calls attention to either the tasks or relationships to achieve the outcome. While other theorists have reached different findings to some degree, there is consistency that the focus of leadership should be on the task objective or the individuals challenged with accomplishing the task objective (Dahlstrom, 2013). Despite these considerations, leaders must exercise caution

not to become complacent when exercising decision-making involving trust and remain conscious of the risk associated with over investing in trust leaning predictions of outcome (Kelley & Bisel, 2014).

Leader-Member Exchange Theory

With leader-member exchange (LMX) approach, leaders direct attention towards the significance of the leader's special interaction with workers (Burch & Guarana, 2014). As described by Burch and Guarana (2014), the interaction by LMX leaders occurs in connection with the leader's role as Director of the positive state of mind and disposition, and positive action or reaction to specific work circumstances. Leader-member exchange theory distinguishes leadership as a system that concentrates on the teamwork between leaders and followers (Lo et al., 2015). As with transformational leadership, LMX theorists have debated whether leaders can affect the workplace attitude and the manner of workers behavior by different methods (Burch & Guarana, 2014), positively. The relation between creativity and performance is improved and positive when LMX is high, and when LMX is low, the relation between creativity and performance is not improved and positive (Martinaityte & Sacramento, 2013).

Dansereau, Graen, and Haga (1975) compared traditional leadership assumptions with an alternative method to leadership without the traditional restrictions associated with traditional assumptions. Traditional leadership theories focused on describing leadership as a role of the personal attribute of the leader, the characteristic of the circumstances, or situations involving interaction between the leader and team (Elanain, 2013). The traditional assumptions have concentrated on the vertical dyadic structure,

the antecedent of leader-member exchange, and the relationship between leader and follower involved in an organization dyad (Dansereau et al., 1975). Dansereau et al. (1975) asserted that traditional leadership approach permits consideration of a situation where the vertical dyadic relationships involved within the organization are drastically different. Another aspect of traditional leadership approach allows for the typical situation where the vertical dyadic relationships are inherently the same (Dasereau et al., 1975).

A leader's wisdom produces positive outcome as LMX leadership style (Zacher, Pearce, Rooney, & McKenna, 2014). Zacher et al. (2014) posited that through personal consideration, a leader's wisdom offered a positive indirect result on follower status involving LMX distinguishing attributes. Transformational leadership, emotional incentives, and *idealized influence* and *inspirational* stimulus did not bring about the positive interaction between a leader's wisdom and LMX essential characteristics (Zacher et al., 2014). Consistent with Zacher's et al. (2014) notion of a leader's wisdom, Burch and Guarana (2014) argued that as opposed to influence produced by inspirational leadership manner of action or reaction, it is workers' special interaction with their leader the producer worker *engagement*.

Researchers of LMX have mostly focused on positions such as *sales agents*, *supervisors*, and *sales managers* (Martinaityte & Sacramento, 2013). More study is needed involving leader-member exchange to assess that applicability of LMX involving the nonprofit sector (Martinaityte, & Sacramento 2013). Leader-member exchange theorists have argued that to develop a high-quality leader and worker relationship,

leaders must allocate further interesting and attractive task, and designate more responsibility and power to others (Burch & Guarana, 2014). In addition to these considerations, to promote a positive outcome, LMX leaders must share pertinent data, permit involvement in decision-making, and offer benefits of tangible nature; such as an individual award, and wherewithal measured up to a lower quality LMX involvement (Burch & Guarana, 2014).

Finally, for the nonprofit organization, shared leadership requires a reciprocal understanding between involved actors to make possible a steady, adaptable, and even interacting of leadership between leaders (Mendez & Busenbank, 2015). The shared leadership demand has potentially a more significant need for communal rules and understanding of leader role than traditional type leadership (Mendez & Busenbank, 2015). Share leadership more often requires an explanation of other inconsistency regarding organization performance not required in vertical leadership (Mendez & Busenbank, 2015).

Exploration of Nonprofit Sector Effectiveness

An important goal for *organizational leaders* is the sustaining of organizational conditions such as leadership styles suitability to help change and promote innovation within the organization (Lutz Allen, Smith & DaSilva, 2013). Leadership styles described as incapable leadership and management ability are main factors that contribute in furtherance of SME failure (Ozer & Tinaztepe, 2014). Ozer and Tinaztepe (2014) asserted that studies conducted, which compared leadership styles by testing different leader styles effect on SME performance, demonstrated that understanding leader style

suitability amongst different leaders could influence organizational performance (Ozer & Tinaztepe, 2014).

Leadership approaches that emphasize skills that involve tasks such as marketing, branding and digital communications represent an increasing demand by nonprofit stakeholders (Krell, 2015). Nonprofit Board of Directors is becoming more interested in bringing on private sector leaders who have demonstrated strong leadership skills as director of their corporation during rough times, change management, and exceptional growth periods (Krell, 2015). Many nonprofit organizations must deal with the increasing challenge of losing funding support due to poor leadership performance and the lack of understanding regarding shared leadership situations (Dizhang & Swanson, 2013; Morgen Stahl, 2013).

Qualitative Methodology to Explore Nonprofit Sector Performance

To explore the above leadership strategies, organizational, and fundraising theories, I employed a qualitative study. The qualitative approach allows for examining characteristics of phenomena in their stretch of time and circumstances in one manner or another, and assists in producing and examining fresh theories (Rauch et al., 2014). With qualitative methodology, I explored an *in-depth* meaning of the participant perspective, attitude, behavior, and motivations concerning the research topic (Barnham, 2015; Rauch et al., 2014). To obtain reliable and objective information for the qualitative study, I use mini-ethnographic case study procedure as the method for the research (Brewer, 2001).

Stull (2009) conducted studies aimed at exploring the tension between nonprofit mission such as social programs and markets such as business-like practices. Regarding

the aim above, Stull (2009) employed ethnographic methods in attempts to understand the manner of nonprofit organizations leaders. Ethnographic methods have been useful for researchers seeking to explore information that potentially assists leaders with decision-making, implementation approach, and leadership practices (Stull (2009).

Case study design. I combined a mini-ethnographic design with case study inquiry. The case study component helps to address the research questions and conduct a literature review of current phenomenon concerning shared leadership and leadership styles within the nonprofit sector in a *real-world context* (Yin, 2014). Case study design best fit the intended research as opposed to other methods for the four main reasons described in this section (Rauch et al., 2014; Yin, 2014).

The research questions align best with case study form of inquiry, such as addressing the *how* situations (Rauch et al., 2014; Yin, 2014). With a case study, the researcher can explore the small-scale project, relatively new concepts, and limited researched context (Rauch et al., 2014; Yin, 2014). As a researcher, I did not have full control involving the manner in which participants perform (Rauch et al., 2014; Yin, 2014). Yin (2014) articulated that researchers could use a case study to concentrate on a case and maintain emphasis overall rather than with analysis or dissecting into parts. Case study tends to emphasize the whole case (Yin, 2014). The case study allows focusing on real-life views such as investigating individual life occurrences, actions and reactions of a small group, organization structure and management systems, community change, and institution performance (Yin, 2014).

Finally, use of case study allows the researcher to concentration on understanding

phenomenon related to the current time frame (Rauch et al., 2014; Yin, 2014). The case study aspect employed for this study is consistent with other case study designs used to gather the perspectives of a wide variety of leaders at various hierarchical positions within nonprofit situations (Bish & Becker, 2016).

Ethnographic design. Ethnography inquiry allows for the study of individuals in natural situations or interests by employing specific procedures of data collection, which preserves their meanings and commonly encountered activities (Brewer, 2001). Wolcott (2005) argued qualitative researcher should engage caution when determining ethnographic design to address the research topic. In their enthusiasm to encompass an ethnographic approach, the researcher might not completely comprehend or might adopt a label that the study might not justify (Wolcott, 2005). An ethnographer should pursue the research with specificity regarding the task to ensure proper understanding of the research objective (Wolcott, 2010). However, despite proper comprehension and labeling, one remains unaware of what to expect because of the study (Wolcott, 2010).

Ethnographic design allows the researcher to engage multiple methods, which tend to balance out strengths and weaknesses of differences involving methods (Morgan-Trimmer & Wood, 2016). With an ethnographic study, the researcher seeks to provide a narrative of life in a specific local existence and stress the significance of attempting to understand the other's view (Baarnhielm et al., 2015; Brewer, 2001). Using an ethnography inquiry, the researcher permits the phenomena of the study to lead the conclusion, which can produce a rich and *thick description* of the social environment under study with the individual as the target end state (Atkinson, 2015; Baarnhielm, et al.,

2015; Bensaid, 2015).

A distinction of ethnography is the application to *small-scale* research such as a mini-ethnographic study to explore the meaning of participants in a specific setting (Brewer, 2001; Storesund & McMurray, 2009). The ethnographic method enables the researcher to explore the nonprofit sector as *a* culture-sharing group (Hoey, 2014). Using an ethnographic inquiry, the researcher explores the way nonprofit culture performs regarding complex social behavior involving organization leaders (Hoey, 2014). Using a mini-ethnographic design, I sought to understand the structure of the relationship between nonprofit organization Executive Director and Board Chair by using a broad array of data collection methods that includes interviews, participant observation, recording and videotaping, and focus groups (Bensaid, 2015; Storesund & McMurray, 2009).

Review of ethnographic case studies. In a research project involving a health care facility, Dixon-Woods et al. (2013) used a case study based on an ethnographic design to observe clinical settings, gatherings, and informal discussions with clinical workers. The researchers' conducted an ethnographic case study using semistructured interviews involving many top leaders and data collection involving important documents. The findings by Dixon-Woods et al. (2013) from the ethnographic case study demonstrated meaningful understanding concerning the effectiveness of workers, teams, and care providers.

Ethnographic case study findings offer application as a foundation for implementation of positive performance initiatives and deeper understanding of the topic under study (Brown, 2014; Dixon-Woods et al., 2013). Ethnographic case study offers

relevancy to the study of shared leadership in nonprofit organizations (Dixon-Woods et al., 2013). The potential for positive impact on performance associated with specific indicators of medical services, if performed in connection with a degree of interference by executive teams, has potential implications for shared leadership (Dixon-Woods et al., (2013).

The use an ethnographic case study permits the researcher to demonstrate a meaningful application for improving the quality of shared leadership services in nonprofit entities (Dixon-Woods' et al., 2013). Researchers show positive indications regarding executive team impact on quality of service within nonprofit organizations (Dixon-Woods et al., 2013; Gilstrap et al., 2015). Dixon-Woods et al. (2013) argued that in some ethnographic case studies, there is limited specific information offered regarding leadership challenges associated with problems such as nonprofit leaders' role concerning effective performance. Ethnographic case study design offered efficient use of data involving the nonprofit operations and the decision-making support system within the nonprofit entity (Dixon-Woods et al., 2013).

Mini-ethnographic case study design. With a mini-ethnographic case study to mix qualitative methods as described by Hodkinson and Macleod (2010), Nepal (2010), and Zhang (2004), I accomplished the desired study significance that would otherwise require a traditional mixed method of quantitative and qualitative approach. Storesund and McMurray used a mini-ethnographic case study to explore the way quality are rooted in the culture involving healthcare facilities. Khankeh et al. (2015) described the combining of two qualitative approaches as method slurring, which suggests that the

researcher cannot ascertain detail concerning the research project with the use of one qualitative method.

A case study can involve either quantitative or qualitative approach (Rauch et al., 2014; Starman, 2013; Yin, 2014). The case study takes in some quantitative aspects, such as an attempt to understand the extent that shared leadership involving matched and unmatched styles impact nonprofit performance (Rauch et al., 2014; Starman, 2013; Yin 2014). Despite the quantitative features, I use the research to explore reasons associated with behavior that might not fully reveal in quantitative research (Rauch et al., 2014; Starman, 2013; Yin 2014). While a single case study inquiry could be appropriate for the gathering of the depth of information required for the study, the single case study will not adequately address all the research questions relating to the problem and purpose.

Mini-ethnographic inquiry allows engagement of a research approach that gathers together facts and observations with participant perspective (Jacoby et al., 2008). Wolcott (2010) described the attraction to ethnography as one's personal desire to learn and understand something in an extraordinary way. The researcher's ethnography project should be about something that the researcher believes others will have an interest as viewed through the lens of the researcher's experience (Wolcott, 2010). Employing Wolcott's (2010), and Yin's (2014) ethnography and case study perspectives respectively, I explored the effect of leadership styles involving shared leadership regarding the organizational effectiveness and the impact on funding performance. The mini-ethnographic case study allows for a complete and thoughtful examination of research questions about three specific leadership styles: leader-member exchange, path-

goal, and transformational (Yin, 2014).

Ethnographic sample size. Use of a *small sample size* for the ethnographic design produced rich, detailed information that is frequently more comprehensive than the *large sample* that produces shallow information (Stull, 2009). In ethnographic approach, small sample sizes are valid and support the main purpose of ethnography, which is thorough, contextualized discernment of data collection analysis (Graham, 2014). Several factors could affect sample size including having a sample size large enough to make certain that one revealed nearly all or all the discernment that may be significant (Mason, 2010). One uses saturation as the indicating tenet for the data collection process (Mason, 2010).

The researcher's time and resources are main reasons used in shaping sample size as a representation of the multiplicity and scope of a sample (Griffith, 2013). Hence, the need for the exercise of caution during the data collection process aligns with the advantage of a small sample size. In this case, the objective of small sample size is to help minimize odds of discovery disappointment (Griffith, 2013). The potential power shift between the interviewer and interviewee during the data collection process, if not handled correctly, could produce time and resource disruptions, which could become a costly undertaking (Anyan, 2013).

Finally, the data collection for small sample sizes, as with any sample size, requires handling in a meaningful manner (Griffith, 2013). For instance, using a formal written responses or self-reporting of interview and data collection presents an opportunity for bias response; and therefore, is not recommended in the qualitative study

as described by Stull (2009). Further, the use of self-reporting data collection offers a challenge in identifying whether the participant's contemplation of things in the past regarding experiences, correctly reflected the events, or is more reflective of the participants view involving different situations (Stull, 2009).

Summary and Conclusions

The literature review pointed to a lack of research regarding leadership styles and leadership practices within the nonprofit sector. The limited research has placed nonprofit organizations at a disadvantage regarding means that have allowed for understanding and describing nonprofit leadership effectiveness (Harrison et al., 2013). I used literature review search that primarily involved the Walden University Library database to address the general problem under study.

I addressed the problem that many nonprofit organization Boards of Directors, Executive Directors, and Board Chairs under the shared leadership approach, are losing funding support for important social and economic programs aimed at serving society's needed (Dizhang & Swanson, 2013; Morgen Stahl, 2013). I used literature review search to explore the specific problem of limited understanding concerning the effect of leadership styles of matched and unmatched leader styles in shared leadership situations that impact nonprofit organization performance.

I explored the cultural concepts involving matched leadership styles between the Executive Director and Board Chair, which provided some understanding concerning the meaning of shared leadership relating to leadership styles impact on nonprofit performance. The literature provided limited empirical data that exposed the concept of

shared leadership in connection with any specific leadership style involving the nonprofit sector. Despite the lack of empirical data articulating shared leadership in the nonprofit sector, the results of literature review illustrated consistency that as a strategic leadership approach, shared leadership can potentially be an effective response to the tumultuous and doubtful conditions involving fundraising performance and potentially assist nonprofit organizations with rebranding (Routhieaux, 2015).

The literature search results offered consistency regarding the notion that fundraising performance is a consequential exposure of nonprofit organization performance and the organization's manner of functioning (Erwin & Landry, 2015). The review of qualitative studies showed that results of exploring fundraising activities as a process could help support nonprofit organizations development of refinement in the exchange of ideas (McKeever et al., 2016). The qualitative research review demonstrated that the exchange of ideas could improve fundraising, and offer a basis for a theoretical framework to advance fundraising scenarios for different tasks (McKeever et al., 2016).

Despite the showing of positive organizational outcome among empirical data, there is a need for consideration of a more thorough situation that allows shared leadership to function more effectively (Dresher & Garbers, 2016). Employing a mini-ethnographic case study design, in Chapter 3, I will engage data collection and analyze information from leaders of nonprofit organizations to explore the question: How are nonprofit organization leaders in shared leadership situation affected by the leadership styles of matched and unmatched leader style that impacts nonprofit organization funding performance?

Finally, in Chapter 3, I used the mini-ethnographic case study design to explore sample nonprofit organizations in the New York City area. I focused especially on the Executive Directors and Board Chairs of nonprofit organizations.

Chapter 3: Research Method

The purpose of this mini-ethnographic case study design is to explore the affect of leadership styles in shared leadership situations and the impact of matched and unmatched leader styles on nonprofit organization funding performance. I employed a qualitative method to explore the culture of Executive Director and Board Chair working together in shared leadership within nonprofit organizations. I sought to understand the behavior patterns and beliefs within the cultural group that represent the normal situation of matched and unmatched leadership styles performance within the culture group.

Using other facets of the mini-ethnographic case study approach, I sought to help understand the complexities of each case study's activities regarding fundraising circumstances regarding the impact of leader's styles on nonprofit performance. That is, what is the meaning of all this regarding fundraising and organizational performance? In this Chapter, I explained how aspects of the case study component address the review of documents, which includes files, standard records, historical perceptions, program execution activities, organizational structure relations, state and federal records, and artifacts.

I emphasized in Chapter 1 that there is limited contemporary empirical data that offers information to explain nonprofit organizations leader styles (Ali et al., 2015; Kaiser & Wallace, 2016). The lack of research includes limited evaluation involving matched and unmatched leader styles in shared leadership situations that affect funding performance (Ali et al., 2015). There is agreement amongst theorists concerning activities, governance, and leadership concerning nonprofit organization creativity (Bish

& Becker, 2016, Jaskyte, 2012; McMurray et al., 2013). Despite agreement regarding nonprofit innovations, there is an acknowledgment that theoretical and empirical information regarding leadership approaches has not sufficiently concentrated on the understanding of nonprofit leadership association with funding performance (Bish & Becker, 2016; Jaskyte, 2012; McMurray et al., 2013).

I described in Chapter 1 the general problem, which is that many nonprofit organizations Board of Directors, Executive Directors, and Board Chairs function under the shared leadership situation and are losing donor support for critical social and economic initiatives used to serve societies needed (Dizhang & Swanson, 2013; Morgen Stahl, 2013). Through the lens of constructivist worldview, I employed the perspective from philosophical assumptions concerning business leadership and management decision-making Lacerda et al., 2014). With a constructivist view, I sought to understand meanings from the perspective of nonprofit leaders and explore common patterns amongst nonprofit leaders regarding conditions that affect organizational funding performance (Lacerda et al., 2014).

Research Design and Rationale

The overarching research question for this study is: how are nonprofit organization leaders in shared leadership situations affected by the leadership styles of matched and unmatched leader style that impacts nonprofit organization funding performance? With the use of a social constructive inquiry framework, I allowed the guiding of research by perception and demonstration of the construction of realities regarding marketing and business environment (Garneau & Pepin, 2015; Visconti, 2010).

Moreover, I used four subquestions to guide the mini-ethnographic case study (Appendix A). The sub-questions aimed to help understand the experiences of being part of the culture involving matched and unmatched leader styles in shared leadership situations and what does this mean for fundraising performance. The basic questions identified will help explore the ways that leadership styles involving the Executive Director and Board Chair are reflective of nonprofit organization funding performance.

Research Designs Considerations

Researchers such as Gallant (2014) have used symbolic interactionism with semistructured interviews in connection with programs development that aims to improve leadership projections. Gallant (2014) argued that symbolic interactionism can help with identifying *ambiguities* and *contradictions* that bound ideas of leadership, especially regarding how workers rank themselves and how the job ranks the worker. Other theorists such as Walsh and Anderson (2013) have focused on the collaboration of certain processes that associate with symbolic interaction such as *the art of interpretation* or hermeneutic inquiry. Researchers have shown how hermeneutic inquiry offers a framework for interpretation of a group's behavior with the focus on how to interpret behavior in groups (Walsh & Anderson, 2013). For instance, I used hermeneutic to interpret the nonprofit group's behavior such as tone of voice, body language, facial expression, and so on (Walsh & Anderson, 2013).

In the data analysis process, I aligned interview responses of both the Executive Director and Board Chair with matching leadership styles identified in participant interviews. The interview questions will focus on transformational leadership style,

leader-member exchange style or path-goal theory leadership. Also, for unmatched leadership styles, I aligned interview responses of the Executive Director and Board Chair with a different leadership style consisting of path-goal leadership, transformational leadership, or leader-member exchange leadership style.

Both quantitative and qualitative study are common methodologies for research methods involving the nonprofit sector. For instance, in a quantitative study, the researcher might want to know whether a nonprofit leader's level of experience and education share relations to the leader's level of effectiveness associated with followers (Sullivan, 2010). In this case, the hypothesized events involving the variables are quantitative, and data would be collected accordingly (Sullivan, 2010). If I were to compare the quantitative rationale for this paper; I might seek to explore whether the leader's education relates to the leader's leadership style, in which case the variable is qualitative, and one would conduct the data collection accordingly (Sullivan, 2010).

Quantitative methodology. Commonly, researchers employ a quantitative study to determine the agents that act as determining factors to nonprofit effectiveness (Barnham, 2015; Bielefeld, 2006; Mohd Noor, Hajar, & Idris, 2015; Sabert & Graham, 2014; Swanson, 2013). Researchers apply a qualitative study to explore or investigate the performance and practices of nonprofit organizations (Barnham, 2015; Bielefeld, 2006; Mohd Noor et al., 2015; Sabert & Graham, 2014; Swanson, 2013). For example, a quantitative study has compared different aspects of a nonprofit organization such as leadership styles for purposes of comprehending quantity and frequency relationship and determining the role of leadership (Ayoubi & Khalifa, 2015; de Oliveira & da Silva,

2015; Dimitrios et al., 2013). At the same time, qualitative studies have focused on discerning the true nature of leadership relationships, patterns, and various perspectives of participants within the nonprofit organization concerning the problem of how to handle leadership (Dimitrios et al., 2013; Wiggill, 2014).

Qualitative methodology. Qualitative research has included research design such as hermenological to explore how the Board of Directors of nonprofit organizations perceive nonprofit organization effectiveness (Maurer, 2016). Then again, quantitative study involving nonprofits has included analyzing fundraising efficiencies, board of directors, and Executive Director relationship with stakeholders (Kilbey & de V. Smith, 2014; Lee, 2013; Veleró, Jung, & Andeen, 2015). It is also the case that researchers have employed qualitative methods to explore fundraising strategies in connection with nonprofit organizations performance (Rhine, 2015; Rowold, Borgmann, & Bormann, 2014; Scherhag & Boenigk, 2013; Yin, 2014). Other researchers have used qualitative designs such as case study to explore perception regarding the leadership of nonprofit organization Board of Directors and Executive Director effectiveness (Rhine, 2015; Rowold et al., 2014; Scherhag & Boenigk, 2013; Yin, 2014).

Case study design. I selected a version case study design incorporated to form a mini-ethnographic case study so that I could consider focusing on a single case to explore the situation involving interaction amongst participant of the nonprofit entity (Starman, 2013). Also, I used the performance findings of the case study aspect of the investigation or progress findings as a specific explanation involving nonprofit organization fundraising performance (Starman, 2013). I used case study design to explore the

leadership styles for both Executive Director and Board Chair to explore if matched and unmatched leader styles illustrate different challenges the impact nonprofit organizations funding performance.

Ethnographic design. From the selection of an ethnographic form, I allowed identification of patterns involving leadership functions of nonprofit leaders, such as leadership methods expressed by the interviewee's ideas and beliefs of leadership (Hoey, 2014). Use of ethnographic design allows for the identification of patterns associated with nonprofit organization leader's decision-making process including how the leader performs within the organization as demonstrated by the leader's action as observed by the researcher (Hoey, 2014).

Wolcott (2010) discussed the actions a researcher should consider if the researcher has become serious about ethnography. For the researcher who desires to understand more concerning ethnography before conducting an ethnographic study, understanding how to organize data simultaneously as the researcher reveals data is critical to producing a well-formed ethnography (Wolcott, 2010). Ethnography requires the researcher to look at the entire array of practices involving life and surrounding activities (Wolcott, 2010). I employed an organizing strategy to help produce a comprehensively developed ethnography as described by Wolcott (2010). To accomplish production of a comprehensive ethnography, I used data collection processes that explored *environmental factors, social factors, cultural factors, and individual behaviors* as described by Wolcott (2010).

Mini-ethnography and case study approach. The qualitative research

methodology allows the use of mini-ethnographic case study inquiry to carry out a shorter and less involved research project (Baarnhielm et al., 2015; Bensaid, 2015). It is important to note that this approach is a mixing of two qualitative approaches consisting of a complete single component as distinguished from multiple methods (Morse, 2009). With the mini-ethnographic case study, the researcher uses strategies from one approach as a supplement component for the foundation component (Morse, 2009). The researcher conducts the data collection process and analysis of both components at the same time or consecutively with the foundation component (Morse, 2009).

Using a mini-ethnographic case study to address the research questions as opposed to a traditional mixed quantitative and qualitative method is appropriate for the project. I explored the meaning of shared leadership in the nonprofit sector, conducted the explorative phase of the study, and use the understanding for transferability of the study findings (Baarnhielm et al., 2015; Storesund & McMurry, 2009). A mixed method using traditional quantitative approaches would not adequately address the research questions. Although I elected to use a qualitative method to conduct the study due to research questions and not mixed method, the data results are not necessarily mutually exclusive (Anyan, 2013). A potential implication of the study findings is that one can transform the qualitative data into a format, which is then, interpreted quantitatively (Anyan, 2013).

Mixed-method approach. The use of mixed method research offers the study a viable option to explore meanings about shared leadership and understanding involving fundraising performance outcome. The former associated with qualitative and the latter

would typically associate with a quantitative study. The costs and time that needed for mixed method render this approach a less feasible option. Use of mini-ethnographic case study allows achievement of the research objective otherwise produced with mixed method study. Mini-ethnographic will allow evaluation of participants' perspectives regarding the meaning of shared leadership and explore specific leadership styles regarding the Executive Director, and Board Chair matched and unmatched leader styles impact on funding performance.

Finally, the study is a distinctive paradigm amongst qualitative research approaches. I considered the concepts of method slurring, Qual-qual, blending, mixology, and combining qualitative approaches for this study (Brown, 2014; Kahlke, 2014; Khankeh et al., 2015; Meth & McClymont, 2009; Morse, 2009; Nepal, 2010; Onatkocabiyik & Kulaksizoglu, 2014; Phillips et al., 2014). Expanding the study to include both min-ethnographic and case study approaches allows the researcher an opportunity to vary interpretation of the two qualitative approaches (Onatkocabiyik & Kulaksizoglu, 2014). Onatkocabiyik and Kulaksizoglu (2014) posited that even with the weaknesses associated with combining qualitative approaches, diversification is realizable. The mini-ethnographic case study approach is useful for exploring the complex questions involving the working relationship between nonprofit organization's Executive Director, Board Chair, and Board of Directors including; factors that might affect fundraising, organizational performance, and leadership structure.

Selection of the Research Design

Each of the above research methods offers useful steps for conducting the study. Although each method offers considerations, I choose to conduct the study using a mini-ethnographic case study. A mini-ethnographic case study is not a conventional approach for ethnographies (Fusch, Ness, & Fusch, 2016). There are natural attractions and an inherent similarity between mini-ethnographic, case study approach, concentration on cultural traditions in a situation, and sharing behaviors of interpreting observations with concepts (Hodkinson & MacLeod, 2010). Hence, the researcher's arrival at a concept or common understanding as a result of things seen, experienced, or believed (Hodkinson & MacLeod, 2010).

As articulated by Fusch et al. (2016), I used mini-ethnographic case study for data collection approaches from both a mini-ethnographic inquiry and case study design, which will conjoin the research in *time and space*. With the use of a mini-ethnographic case study, I explored two components concerning nonprofit organization effectiveness at the same time. A mini-ethnographic case study, a form of blended design, allowed the type of research exploration that I sought as expressed by Fusch et al. (2016). First, I sought to understand the meaning of shared leadership effectiveness involving matched and unmatched leader styles between Executive Director and Board Chair in nonprofit organizations. Next, I sought to understand shared leadership connection of matched and unmatched leader styles regarding the impact on nonprofit organization fundraising performance.

I used mini-ethnographic case study design to conduct semistructured interviews

with 24 participants. I used a mini-ethnographic case study to analyze all data collection to address all the research questions fully. In this case, as explained regarding the two components that I sought to explore, I also used mini-ethnographic cases study to explore culture aspects involving the nonprofit sector. Specifically, I used a mini-ethnographic case study to explore how leadership qualities are rooted in the nonprofit culture (Storesund & McMurray, 2009).

Role of the Researcher

The researcher is the primary instrument for information collection and data analysis for a mini-ethnographic case study (Haahr, Norlyk, & Hall, 2013; Jackson, 1990; Marshall & Rossman, 2016). As the research instrument of the study, at no time is the researcher separated from the study (Marshall & Rossman, 2016; Richardson & St Pierre, 2008). This notion is applicable even in situations of the informal structure due to the potential of bias based on personal perspectives associated with informal situations (Richardson & St Pierre, 2008).

Credibility and Trustworthiness

Potential threats to the validity of ethnographic study include data collection processes and analysis involving the entire study procedure (Denzin & Lincoln, 2011; Morgan-Trimmer & Wood, 2016). The data collection and interview process for the study will necessitate the creation of such exercises as journaling, field notes, transcripts based on interviews, and audio recording (Graue, 2015). To accomplish *rich rigor*, which is the process used to ensure the researcher appropriately conducts the study, I employed the use of triangulation and other methods to address validity and potential bias

as prescribed by Rashid, Caine, and Goez (2015) and Tracy (2013).

Accomplishing rigor. To employ methodological triangulation, I involved the use of different types of data information such as field observation, interviews, and journaling as described by Rashid et al. (2015) and Reeves, Peller, Goldman, and Kitto (2013). Other efforts that I employed to achieve rigor includes member checking and reflexivity (Rashid et al., 2015). Through reflexivity or self-reflexivity, the researcher remains aware of and considers the background, biases, and perspective that one brings to the study (Tracy, 2013; Walsham, 2006). I considered how the attitudes, experiences, personal feelings, preconceptions, and behaviors from the relations that I have involving the nonprofit sector might inform the research as expressed by Rashid et al. (2015), and Walsham (2006).

Relationship bias. In the role as researcher, I conducted this study involving research in a situation where I am already acquainted as described by Barbour (2010). I have worked in various leadership and volunteer positions with nonprofit organizations in the New York City. In some cases, nonprofit organizations have been clients from whom I have earned commission compensation. At the beginning of this study, I continued to work with at least one nonprofit organization in my professional capacity and receive commission compensation relating to that relationship. I have since discontinued working with the above nonprofit organization. To mitigate potential bias regarding previous and present nonprofit organization relations, I did not use for the study any nonprofit organizations where I had present or previous relations.

Crystallization. The additional process that I used to accomplish rich rigor

includes *crystallization* (Tracy, 2013). Many facets of crystal show outward appearances and refract against their normal condition producing different patterns, different appearances of the object, and throwing forth many different directions (Tracy, 2013). By engaging crystallization, the researcher extends consideration to many different data points such as truth, falsehood, having the same qualities like truth, and points of views from other researchers (Tracy, 2013). Through crystallization, even if there is a lack of convergence involving the points of views, the activities are still moving in the direction of credibility of the study (Tracy, 2013).

With the use of crystallization to mitigate bias in data collection, I employed different forms of data collection, at different periods, with different theorists, in attempts to produce many different aspects and greater difficulty with understanding as described by Tracy (2013). Crystallization approach, I produced greater credibility perspective of the context (Tracy, 2013). With the use of crystallization, I also helped to achieve data validation; hence, producing a close association between the data collected and documented, and the situation or topic under study (Morgan-Trimmer & Wood, 2016).

Finally, for qualitative researchers, there are ethical challenges involving an attempt to obtain information from *organizational elite*, the top management of the nonprofit organization (Drew, 2014). I engaged relationships with contacts that I had within the nonprofit sector to gain access to nonprofit Executive Directors and Board Chair. Utilizing personal contact presents a potential ethical concern regarding expectation from organizational leaders. To mitigate potential ethical issues regarding access to participants involving the use of personal contacts, I journaled the manner used

to acquire access and data as described by Drew (2014). After crystallization theme, I employed member checking as expressed by Wagner, McShane, Hart, and Margolese (2016).

Member checking. Member checking allows the researcher to engage in an iterative system aimed at refining the theme with a reference individual or group (Wagner et al., 2016). I employed member checking during data collection to synthesize the meaning of the participants' response as conveyed by Koelsch (2013). Member checking ensures that the point of view identified resounds from the participants (Andraski, Chandler, Powell, Humes, and Wakefield, 2014; Koelsch, 2013). As the researcher, I conducted member checking to capture the information correctly and confirm with the participants that I had interpreted the participants' meaning as intended as described by Andrasik et al. (2014) and Koelsch (2013). Member checking helped to establish a check on the researcher's biases, which helps to ensure that at the same time as one maintains the essential perspective, the results drawn do not reflect bias outside the scope of the data (Wagner et al., 2016).

Sensemaking. To enhance further rigor, it is of utmost importance that the researcher engages sensemaking in addressing any potential ambiguity involving data collection (Tracy, 2013). By employing sensemaking, I engaged communications with participants as a process to ensure that together with participants, I made sense of the meaning concerning the phenomena, reach a common understanding about terms, and recognize alternative meanings of values and perspectives as expressed by Albolafia (2010), and Weick (2011).

Methodology

The study will involve executive leaders and boards of directors in the nonprofit sector. To conduct this study, I engaged a qualitative study to explore the affect of leadership styles in shared leadership situations and the impact of matched and unmatched leader styles on nonprofit organization fundraising performance. In this section of Chapter 3, I presented participant selection logic, instrumentation, pilot study; procedures for recruitment, participation, and data collection, and data analysis plan.

Participant Selection Logic

Qualitative research provides researchers with methods that focus on exploring phenomena in the world (Moen & Middelthon, 2015). With the use of qualitative approach, researchers can examine sample populations for the ways that interconnected people come across, observe, understand, and cause the creation of processes and performance (Moen & Middelthon, 2015).

Purposive sampling. I employed a purposeful sampling strategy to conduct the mini-ethnographic case study. For qualitative studies, researchers engage non-probability sampling for the study; that is, purposive sampling (Acharya, Prakash, Saxena, & Nigam, 2013). Purposeful sampling allows the researcher to select samples that best address the research questions and enhance the phenomenon under study; thus, providing rich and in-depth information for the study (Benoot, Hannes, & Bilsen, 2016; Gibbins, Bhatia, Forbes, & Reid, 2014).

There are many different purposeful sampling strategies used for qualitative proof and blending as the basis for selecting the type one would employ as synthesis (Benoot et

al., 2016; Palinkas et al., 2015). For this study, I used a combination or mixed method purposeful sampling consisting *maximum variation sampling*, also recognized as *heterogeneous sampling*, and *critical case sampling* as described by Benoot et al. (2016) and Gibbins et al. (2014).

I selected critical case sampling as the first sample technique due to questionable generalization from this technique as expressed by Benoot et al. (2016). The more important reasons for selecting critical case sampling technique must do with time, resources, and size of the sample population. Critical sampling technique involves the confined amount of resources and requires a small number of participants (Gibbins et al., 2014). With the use of critical case sampling, I offered a firm determination when defining the affect of shared leadership in the nonprofit sector as articulated by Gibbins et al. (2014). For instance, a firm determination would mean that if shared leadership represents a problem for nonprofit groups in the study, then shared leadership represents a problem for other nonprofit groups.

The second purposeful sampling strategy that I employed involves the use of maximum variation sampling technique. I selected maximum variation technique to encapsulate a broad array of viewpoints about shared leadership situations in nonprofit organizations as pointed out by Gibbins et al. (2014). For example, with maximum variation sampling, the researcher explores for variances in viewpoints, ranging from the typically shared leadership conditions in nonprofits to more intense conditions such as the impact of matched and unmatched leader styles in nonprofits (Gibbins et al., 2014). In this case, I used the term condition to symbolize behavior, attitudes, experiences,

qualities, and so on between Executive Director and Board Chair and the interest of stakeholders and Board of Directors as expressed by Benoot et al. (2016) and Gibbins et al. (2014).

The source of population and participant information. Starting with available business and personal referral contacts, I identified participants for the study by contacting community leaders, political leaders, and business leaders in the five boroughs of New York City. The sample population will derive from IRS Code Section 501 (c) (3) nonprofit organizations located in the five boroughs of New York City. I explored meaning involving leadership styles of matched and unmatched leader styles in nonprofit organization shared leadership situations that impact nonprofit organizations funding performance. I considered each nonprofit organization where there is an Executive Director and Board Chair as shared leadership situations. I considered that with each shared leadership situation, there are either matched or unmatched leader styles between the two leaders. Based on the shared leadership situation, I then produced two to four units of analysis for each of the four nonprofit organizations.

Research design and participants of the study. The use of mini-ethnographic case study design allows the researcher to focus on how the group works by becoming immersed in the complete activities of the group under study to understand the group's manner of life and how the group performs (Hoey, 2014; Small, Maher & Kerr, 2014). Research method involving ethnographic design means that I used the information to explain the social circumstances in which an event occurs regarding the nonprofit organization (Small et al., 2014). Exploring the performance and leadership practices in

nonprofit organizations allow the use of case study inquiry to expand the understanding of the significance and relevance of nonprofit 501 (c) (3) organization leaders (Sabert & Graham, 2014).

The use of case study form provides researchers the prospect of achieving a meaningful, holistic perspective of the research problem under study such as helping to describe and understand the problem with the use of document analysis (Baskarada, 2014; Sabert & Graham, 2014). With document analysis of fund development and fundraising activities, I gained insight into leadership views on effective nonprofit organization performance and identify the ways shared leadership design impacts performance as expressed by Sabert and Graham (2014). I incorporated hermeneutic processes with mini-ethnographic case study inquiry for interpretation of behavior in groups as described by Walsh and Anderson (2013).

Hermeneutics is concerned with how to interpret the behaviors in the group; thus, one might describe hermeneutics as the study involving the theory and tradition of interpretation (Walsh & Anderson, 2013). The blending of case study design and mini-ethnographic supports exploring of data that helps researchers understand the nonprofit sector (Baskarada, 2014; Sabert & Graham, 2014). With the incorporating of hermeneutics and symbolic inquiry, I applied the use of research questions determined by beliefs, assumptions, conditions, and interpretation of meaning (Gallant, 2014; Jackson & Klobas, 2008; Visconti, 2010; Walsh & Anderson, 2013). Further, with this type research incorporation, I explored the meaning of the phenomenon from different experiences involving both the researcher's and the participant's cultural perspectives

(Visconti, 2010). Finally, to help address the limited empirical data concerning the phenomenon under study, I approached the sample population as a single case study of a nonprofit group as expressed by Baskarada (2014), and Sabert and Graham (2014).

Participant selection. For participants to qualify as a sample, the identified sample population will include 20 or fewer employees, and average annual funding of \$600,000 or more during the immediate past three years as reported on the IRS Form 990, *Return of Organization Exempt from Income Tax*. The sample nonprofit organizations must have been in existence for 10 or more years. To qualify as units of analysis participants in the sample, the interview participants must currently be in the title or have a responsibility as an Executive Director, Board Chair, or Board of Directors member. To help with identifying the sample population, I reviewed CHAR 500 Forms, *New York State Annual Filing for Charitable Organization*, from the New York State Attorney General's office regarding charitable contributions and other pertinent information for the study.

Researchers commonly employ focus groups to establish the validity of various concepts or theory and to offer explicit examples of a situation by way of discussion and interaction amongst group participants (Wagner et al., 2016). The assembly of focus groups is comparable to organizing in-depth interviews in that the makeup of each open-ended question aims to capture the in-depth experiences of the participant (Rosenthal, 2016). Although I did not conduct a focus group, I had anticipated studying two focus groups comprised of 7 to 11 participants from each organization's Board of Directors, and conduct each session for one hour to one and a half hour as articulated by Packer-

Muti (2010), and Tecau and Tescasiu (2015). For the perspective of an essential framework, focus groups elicit many different perspectives, providing for many interpretations of the phenomenon under study (Wagner et al., 2016).

Instrumentation

One-to-one interviews, field notes, direct observations, reflective journaling, focus groups, document analysis, public records, and annual reports are the instruments used in this qualitative study (Doody & Noonan, 2013; Lyall & King, 2016; Sharp & Randhawa, 2016; Wagner et al., 2016). As the researcher, I developed the interview questions and the focus group questions. I asked the same questions of each participant during the one-to-one interviews. I designed the interview questions to obtain an understanding of the meaning of shared leadership and the affect of leader styles on organization performance as expressed by Haesly, Nanney, Coulter, Fong, and Pratt (2014).

The one-to-one interviews consisted of semistructured, open-ended questions that allowed for additional questions during the interview for clarification of interviewee answers and completion of the research questions (Haesly, 2014). In qualitative interviews, the questions are open-ended as opposed to quantitative questions for instance, where one uses closed questions (Doody & Noonan, 2013). Thus, for opportunities not considered at the outset, with open-ended questions, I explored different directions that might surface as part of the open-ended interview process as articulated by Dowdy and Noonan (2013).

I had a different set of questions for the group. One can use focus groups to draw

out views from subsections of the population concerning perspective of the culture groups (Lyall & King, 2016). Had I accomplished the focus group, I had designed the focus group questions to produce data on collective views, and the meaning that rest behind the focus group views as articulated by Gill, Stewart, Treasure, and Chadwick (2008) and Haesly et al. (2014). The focus group could help with understanding attitudes regarding leadership styles that could have an impact on fundraising and organization performance in shared leadership situations. In a qualitative study, one can use the focus group to explore the views of the nonprofit community concerning donor perspective toward leadership styles (Sharp & Randhawa, 2016). I created five focus group questions to ask focus group participants. I created the five focus group questions as subquestion of the face-to-face interview questions.

Participant interview protocol. The interview protocol will consist of a single page document. I used an interview protocol to reinforce the quality of the information acquired all through the complete research by making certain the interview questions align with the research questions as expressed by Castillo-Montoya (2016). With the use of interview protocol, I enhanced the reliability of the interview process articulated by Castillo-Montoya (2016). I selected the semistructured interviews for the interview protocol to allow a more formal type interview process, which steadily provides data, and permits the use of open-ended questions (Ogden & Edwards, 2016). I employed an interview protocol that consists of an introduction, review of the consent form, preparation of recording device, interview questions, follow-up, member checking, and conclude with an expression of appreciation.

I included the interview protocol with a description of the study project, an indication of the date of the interview, location of the interview, time of the interview, name of interviewer, the name of interviewee, the position of the interviewee, and a listing of research questions. With approval from Board Chair and Executive Director, I sought to sit in on a regular Board of Directors meeting with two organizations to observe interaction and behavior in the natural setting of the culture. I anticipated recording the Board of Directors meetings observations by written notes only.

During a three-month period, I conducted face-to-face interviews with Executive Directors, Board Chairs, and Board of Directors members with the use of audio recordings. I did conduct observation the regular Boards of Directors' meetings during the same three months period. I establish initial contact with participants after receiving IRB approval. I received Walden University's approval number **01-31-17-0475773** as authorization to conduct this study. Over the three months, I conducted all participant interviews and direct field observations.

I scheduled each participant's interview time for 30 minutes to 60 minutes. Where possible the researcher might consider touring the organization to collect material reflecting information about the organization (Groves, Restar, Gussmann, Schemers, & Rodriguez-Diaz, 2014). I collected program information such as mission activities, governance, and information that describes the organization.

Semistructured interviews. I developed the interview questions (see Appendix A) described in Chapter 1 based on the overarching question: how are nonprofit leaders in shared leadership situations affected by the leadership styles of matched and

unmatched leader style that impacts nonprofit organization funding performance. I considered other questions that guide the mini-ethnographic case study research as the guiding and subquestions described in Chapter 1. The Executive Director, Board Chair, and Board of Directors will each receive the same face-to-face interview questions. I asked interviewees to explain the rationale behind their responses to the questions.

The semistructured interviews consisted of nine open-ended questions. The focus group interviews will consist of five focus group questions. I obtained permission from the nonprofit organization decision-maker to conduct the interviews. The purposeful sampling technique will help to determine the suitability of interviewees to answer the interview questions effectively. I employed the use of a recording device for the interview process and supplement this process with handwritten information of significant detail. I presented in Appendix A, the complete list of nine open-ended interview questions, five focus group questions, and four subquestions guiding the mini-ethnographic case study.

I conducted the qualitative study in a non-participating role as researcher. The non-participatory observation of the Boards of Directors would allow understanding of characteristics of the governance and Board of Director interaction with Executive Director and Board Chair during board meetings (Manuel, Popov, & Bisque, 2015). I would focus on the non-participant observation on the role of the Executive Director and Board Chair. The study did not involve the use of pilot testing of the questions, which would have the objective of determining the suitability of this type interview exercise (Bowen & Caron, 2016). Rather, I intended on using focus groups, and I employed the

use of semi-structured interviews in this mini-ethnographic case study (Haesly et al., 2014).

The face-to-face interviews occurred at the participant's location and off-site locations at the participant's request and agreement. I conducted the semistructured interviews in an environment agreeable to the interviewee. I requested the interviewee consents to a scheduled date to conduct the interview face to face. I presented a letter to the nonprofit organization decision-maker in advance of contacting participants, which described the proposed study

Advantages of semistructured interviews. The advantage of employing semistructured interviews is the available use of already established questions that allows the researcher to seek clarification of interviewee responses (Doody & Noonan, 2013; Rosenthal, 2016). I employed the use of an interview guide or protocol to gather similar kind information from each interviewee and produce a meaning of direction as described by Doody and Noonan (2013). Depending on the direction of the interview and interviewer's questions, the interviewer can change the arrangement regarding the expression of the questions (Doody & Noonan, 2013). The interview process is open to flexibility with the semistructured interview, which provides an opportunity for exploration of matters that come up spontaneously (Doody & Noonan, 2013; Rosenthal, 2016).

Disadvantages of semistructured interviews. A disadvantage of semistructured interviews for beginner researchers is sometimes the difficulty with identifying where to inquire with punctual questions or explore answers, which means significant data could

go uncollected (Doody & Noonan, 2013; Sharp & Randhawa, 2016). Open-ended questions aim to promote depth and validity, which helps to produce new concepts (Doody & Noonan, 2013). When the researcher does not gather all relevant information for analysis, this diminishes the validity of the study (Doody & Noonan, 2013).

The focus group interviews. I also planned on being the focus group facilitator. As the sole facilitator, I would present the focus group questions and audio record the interviews and take written notes. Demographic questions would precede the five focus group questions. The demographic questions pertain to and include questions regarding the position, responsibility, and length of time with the organization, how long in the nonprofit sector, and range of funding experience or level of involvement with fundraising performance.

I would conduct the focus group interviews at the location of the nonprofit organization in a suitable setting before or following the Board of Directors meeting. I planned to conduct two focus groups with individuals from the nonprofit sector in the New York City area. I planned to seek an arrangement for two focus groups, one from each of two organizations amongst each organization representing the sample population. I planned to base the invitation to take part in the focus group on participants being a Board of Directors member without regard to positions as managers, leaders, or supervisors within the nonprofit sector. Thus, focus group participants would potentially be workers within the private sector.

I planned to present different questions to the focus group than the questions I presented for the semistructured interviews. Although I did not plan to ask all the same

questions during the focus group that I asked during the interviews, the overarching research question remained the same: how are nonprofit organization leaders in shared leadership situations affected by the leadership styles of matched and unmatched leader style that impacts nonprofit organization funding? See Appendix A for the planned focus group questions.

To keep the focus group participants engaged and on track, I planned to consider the services of a moderator. If I had selected a moderator, I planned to require the moderator sign a confidential agreement. I planned to intervene if necessary to bring up questions, direct questions to participants, and move participants beyond discussions that appear nonproductive (Packer-Muti, 2010). I planned to conduct the focus group interview before or after a regular Board of Directors meeting at the location of the Board meeting. As an alternative, for open, relaxed, and free discussion, I planned to conduct the focus group at the office location of one a sample group during a convenient time for participants (Miles & Sparks, 2014; Packer-Muti, 2010).

Advantages of focus group interviews. With the use of focus group interviews, I could gain an instinct of and discern the true nature of a situation regarding how participants place importance and perceive nonprofit organization shared leadership effectiveness as expressed by Tecau and Tescasiu (2015). I could gain two advantages with the use of focus groups. First, I would benefit this study with the capacity to explore in-depth inquiry concerning a particular topic that is not achievable otherwise with the use of quantitative research. Second, I would gain the benefit of making provisions for innovative topics and ideas that one might introduce by the *interactions amongst the*

participants (Miles & Sparks, 2014).

With focus groups, I could use flexible measures that could apply to a broad range of subject, participants, and sceneries as articulated by Stalmeijer, McNaughton, and Van Mook (2014). Other advantages include gathering data by quicker means and with less cost, the direct observation and interaction verbally and non-verbally, large and rich data as expressed by participant's words, and participants can react to and advance responses by other participants as described by Stalmeijer et al. (2014).

Despite the similarity to in-depth interviews, focus groups represent a distinct data collection process (Rosenthal, 2016). Finally, with the use of focus group interviews, I could explore significant personal views regarding how shared leadership between the Executive Director and Board Chair might influence funding performance as expressed by Haesly et al. (2014).

Disadvantages of focus group interviews. There are cautions offered by theorists such as Rosenthal (2016) suggesting that one should not consider focus groups as a proficient means for interviewing a large participant group where there is minimal available time for interaction between participants. The researcher's use of focus group does not represent rich narrative data often accomplished by direct observation (Stalmeijer et al., 2014). I recognized that as suggested by Stalmeijer et al. (2014), use of focus groups might not offer the most appropriate process of data collection for research projects where the research questions focus is on collecting likely sensitive, or personal data since participants potentially are unwilling to share such information amongst a larger group.

The use of focus groups is discouraged in situations distinguished by large power differentials amongst potential members (Stalmeijer et al., 2014). Power differential amongst participants might prompt some members to remain silent during the focus group interview out of concern of consequence for offering their thoughts (Stalmeijer et al., 2014). I had concerns that the use of focus groups would involve potentially a large amount of transcript data information, which would require additional time to formulate, interpret, and analyze as oppose to semistructured interviews or direct observational field notes as described by Stalmeijer et al. (2014). Other disadvantages involving the use of focus groups include the facilitator might encounter difficulty controlling the group's self-motivation or forcefulness that takes the researcher off track; thus, unable to gather data concerning perceptions (Stalmeijer et al., 2014).

Direct observation. I participated as a nonparticipant observer for the direct observation fieldwork as based upon Schaki, O'Brien, Almeida, and Adler (2014), Ramey (2013), and Kupec (2014). Direct observation provides the researcher with an opportunity for immediate and accurate information (Adamson & Wachsmuth, 2014). I used direct observation to ascertain whether the interviews accurately capture behaviors involving nonprofit-shared leadership situations in the study setting for participants as described by Schaki et al. (2014).

Wolcott (2005) articulated a parallel perspective is a feasible comparison between the researcher's scientific fieldwork and the arts. Wolcott (2005) argued that while fieldwork is not art in the sense of traditional thinking such as with paintings, one could view observation fieldwork as *fine art* in that fieldwork can produce a magnificent report.

At the same time, qualitative researchers must exercise care not to become overly innovative in reciting and, particularly, in the interpretation of the observation field notes (Wolcott, 2005). I did not observe regular Board of Directors meetings of nonprofit organizations during a full meeting time of a Board. Rather, I observed the daily operations of a nonprofit participant group involving the Executive Director, staff, and Board Chair. As expressed by Schaki et al. (2014), I engaged ethnographic field notes to document the substance and circumstances of observed Board of Directors, Executive Directors, and Board Chairs interactions during the board meeting.

Advantages of direct observation. With direct observation, I observed decision-making involving the nonprofit organization operations where the results pertain to shared leadership and organizational funding performance as informed by Ramey (2013). Use of direct observation allows the researcher to engage a wide scope of possible outcomes (Kupec, 2014). The researcher can collect detailed data when and where of the actual occurrence, which allows for a near complete accounting of what individuals do (Wells & LoSciuto, 1966). I could see what the participants do rather than what the participant said about what they do. Other advantages of direct observation include no reliance on individuals' readiness or ability to interpret questions correctly to provide information (Wells & LoSciuto, 1966). Finally, with the use of direct observation, I was not swayed or pressured to rationalize participant behavior to present a behavior as an improved view as articulated by Wells and LoSciuto (1966).

Disadvantages of direct observation. As an observer, I was susceptible to bias, and since observation provides data regarding behavior only, interpretation is not always

easy as explained by Wells and LoSciuto (1966). Having only a brief time to observe the life of participants in their natural environment is a concern for researchers (Jacob, 2015). Finally, it is not always possible that one will ascertain whether a participant is performing due to knowing observance, and seeking an explanation from the participant might interfere with observance of the next participant as expressed by Wells and LoSciuto (1966).

Reflective journaling. I employed reflective journaling to document the personal experiences that I brought or engaged involving the research project as suggested by Lamb (2013). The researcher details personal feeling and thoughts in notes format in reflective journal starting after approval of the study proposal (Lamb, 2013). I continued the journaling process until I completed in full the research on shared leadership in nonprofit situations and leader styles impact on funding performance in the nonprofit sector as prescribed by Lamb (2013).

To help structure the reflective journal, I divided each journal page into two columns as described by Lamb (2013). One column side of the reflective journal showed *thought and observations*, and the other column showed the *observations on the researcher's thinking*. By employing reflective journaling, I offered validity of the data by methodically registering ideas and observations as described by Lamb (2013).

I did not employ the use of published data collection instruments for the study. Rather, I employed researcher-developed instruments such as literature review, direct observation, and interviews to inform the study. Engaging the enterprises of focus groups and interviewing requires more reflective journaling detail. In the cases of

demanding periods involving focus groups and interviews, I recorded thoughts daily for reflection as expressed by Lamb (2013). Regarding less demanding periods, I recorded thoughts less often but avoided the *lag* time and possible *memory loss* as described by Lamb (2013).

The literature reviews and methodology that I employed provided sufficient data collection, which demonstrated recognition of factors that offer insight into shared leadership and leadership styles impact on funding performance articulated by Manuel et al. (2015). With the data collection instruments, I obtained significant enough data set to offer satisfying reasons to explore the phenomena under study as expressed by Trevelyan (2016). While at the same time, data collection instruments meaningfully contribute to the body of current study regarding shared leadership styles in the nonprofit sector and the impact of leader styles on nonprofit performance (Trevelyan, 2016).

Procedures for Recruitment, Participation, and Data Collection

I contacted interviewees by phone and email (see Appendix C) to establish the interview time and location. I contacted each prospective nonprofit group by phone and email and then followed up with a site proposal letter (see Appendix D) and Letter of Cooperation Agreement (see Appendix E) for site permission from the nonprofit organization. The researcher must specify the objective of the research project so that the research method and procedures make sense (Moen & Middelthon, 2015).

As the researcher, I aimed to use the study to observe and explore shared leadership situations between Executive Directors and Board Chairs of nonprofit organizations. I used the study to explore matched, and unmatched leadership styles

impact on nonprofit organizations funding performance. After identifying the potential sources; that is, the community partner nonprofit organization for a case study, I obtained both a Letter of Cooperation (see Appendix E) and prepared to use a Data Use Agreement (see Appendix F), if necessary, before contacting potential participants in the study. The Data Use Agreement did not become necessary.

Participant consent form and incentive. I sent an Informed Consent (see Appendix F) form by email to each participant in the study and followed up with each participant to address any questions and concerns as described by Haesly et al. (2014). I attached to each email a copy of the Informed Consent for each participant's review and the returned approval from the participant. I reviewed and provided Informed Consent forms at the interview and allowed time for the participants to review, and ask questions. I did not provide compensation. I offered a \$25.00 'thank you' as appreciation to interview participants.

Contacting participants for the study. At the beginning of the first contact and the interview process, I explained to the interviewee the purpose of the study and usage of the data collection process. The permission letter supplemented any prior, personal, phone, or email communication with the organization's decision-maker, which officially requested the Community Partner grant permission to conduct the study at the location of the Community Partner nonprofit organization. I engaged this process until I confirmed five nonprofit organizations willing to allow the study within their organization.

The letter written to the organization contained a copy of the Informed Consent form, which I sent to participants regarding their interest as a participant in the study. I

informed each participant that as the researcher, I would conduct all face-to-face interviews and would guide focus group interviews potentially with a moderator. I conducted the interviews with respect and courtesy of the interviewee's time and position.

Community partner selection. Before conducting interviews, I obtained Letters of Cooperation (Appendix E) as described by Brown et al. (2013). Also, I was prepared to obtain Data Use Agreements (Appendix F) from the nonprofit organizations' Board of Directors or the organizations' authorized individuals at each site for the use of internal documents. The internal documents information that I sought was available from public sources. It is important in a qualitative study to be specific concerning individuals contacted and decision makers who respond to the study request (Grossoehme, 2014).

In the order of first to agree, the selection of nonprofit organizations derived from contacting as many nonprofit organizations in the New York City area as needed to reach the targeted sample population. From the above results, I selected the Executive Director and the Board Chair participants for the semistructured interviews. Also, from each selected nonprofit organization, I planned to select focus group participants consisting of Board of Directors members in the order of first to agree. Finally, from the nonprofit organizations chosen, I planned to select two groups for direct observation in the order of the first to agree.

After I had received the Letters of Cooperation Agreements from an organization, I sought to contact Executive Directors and Board Chairs as prospective interviewees for the semistructured interviews. I required each, the Executive Director and Board Chair,

to complete the Informed Consent. I informed all participants of their rights to withdraw from participation in the study, and that withdrawal can take place at any point in the study without penalty as expressed with the Informed Consent form. In the situation or too few participants, I increased the sample population to expand the number of potential Executive Directors and Board Chairs.

Member checking. After the interview, I thanked all participants for their participation. I invited each participant to share any further comments and questions. I provided each participant with a letter of acknowledgment and recognition of participation in the research project (Appendix J).

I sent, via email, the transcript for verification purposes (Bowen & Carson, 2016). The transcript allowed participants the opportunity to review the recorded information and offer any additional comments to clarify or further elaborate on information that I recorded (Bowen & Carson, 2016). Response from participants concerning the transcript might warrant an additional follow-up interview.

In qualitative research, the process of member checking or *member validation*, that is, the researcher returns provisional data and interpretations to the participants so that the participant can verify the accuracy of what the researcher recorded, helps with improving the validity and trustworthiness of the research (Koelsch, 2013). To support the validity of the research, I reviewed the rigor and intellectual honesty concerning the interpretations concluded, meaning the strength and veracity of direct observation, interviews, and journaling (Wagner et al., 2016).

I shared certain takeaway information with each participant such as explaining

once more how I will use the participant's information in the study. Each participant received a copy of the interview transcript and the opportunity to comment regarding the content. I offered each participant an option to receive an executive summary with the option to receive the completed study. Finally, upon the participant's exit from the study, I provided the participants with contact information and invited each to call or email if the participant had any further questions.

Direct observation, semistructured, and focus group data. I produced transcripts of semistructured interviews and used NVivo 11 software to make easy the review of codes and data as described by Haesly et al. (2014). When conducting the interview, I focused on key leadership positions within the nonprofit organization. I described the key leadership positions as Executive Director, Board Chair, and Board of Directors members.

I conducted the interviews face-to-face, and not over the phone or by email communications. The phone and email contact that I engaged with participants was for arranging for the time and location of interviews. I produced data analysis involving the entire study from a combination of interviews, document analysis, participant observation, focus group, and internet website as described by Baxter and Jack (2008), Bekhet and Zauszniewski (2012), and Heale and Forbes (2013).

Data Analysis Plan

The idea of *thick analysis* emerged in 2010 to designate the purposeful and innovative arrangement of analysis methods for exploring a collection of qualitative data (Evers, 2016). For qualitative data analysis, the process involves detection, description,

categorization, exploring, and connection of one phenomenon to another and all phenomena connecting with the researcher's ideas (Graue, 2015; Ritchie & Spencer, 2002). To accomplish the objective of thick analysis, I described precisely the phenomena that are the subject of the research project as expressed by Graue (2015).

Qualitative data analysis process consists of numerous accomplishments and stages with diverging purposes and outcomes (Evers, 2016). The researcher more often seeks to involve many phases of data collection and data analysis, and if possible, employs a mixture of various analysis methods; thus, producing a thick analysis (Evers, 2016). The researcher should build the above concepts involving preciseness of the phenomena, description, and so on, as connected to one another for interpreting and explaining the data (Graue, 2015).

The data analysis methods employed by the researcher for qualitative evaluation must make possible such task as detection (Ritchie & Spencer, 2002). The notion of detection relates to analysis based on exploration of the research question asked; thus, a way that permits performance of specific actions (Ritchie & Spencer, 2002). After the researcher has filtered and recorded all information about the main themes, the researcher begins to organize significant qualities regarding the data and to chart and interpret the data set as complete (Ritchie & Spencer, 2002).

Data saturation. I approached adequate participants to gain a sample size that was fully sufficient to inform all the critical aspects of the phenomenon under study to achieve saturation as described by Benoot et al. (2016). I accomplished data saturation when the sample size was sufficient; and additional data information and revisiting of

interviewee responses did not reveal any new understandings, new themes, new coding, and I achieved the ability to replicate the study (Gibbins et al., 2014, Guest, Bunce, & Johnson, 2006). To expedite saturation, the researcher can define the sample parameters and limitations for the study (Gibbins et al., 2014).

There are limited sources on guidelines for definite sample sizes (Guest et al., 2006). Guest et al. (2006) suggested that most ethnographic designs are founded on 30 to 60 interviews, while other theorist expressed that 15 is the minimum acceptable sample size in a qualitative study. Other theorists have argued saturations can occur within the first 12 participants and the basic components for closely related themes were apparent as soon as six interviews (Guest et al., 2006; Tecau & Tescasiu, 2015).

The study parameters involved units of one Executive Director and one Board Chair from six sample cases of nonprofit organizations in the New York City area. In addition, I sought to interview two units of Board of Directors members from each sample; that is, a total of 12 units representing Board of Directors members in addition to the 12 units representing Executive Directors and Board Chair participants to comprise the total semistructured face-to-face interviews.

Finally, I sought to observe a minimum of two regularly held Boards of Directors meetings involving the sample nonprofit organizations for the direct observation data collection purposes. I reached out to many nonprofit groups in an attempt to gain approval for observation of at least two Board of Directors meetings. The plan was to reach out to personal contact involving political and community leaders if I encounter difficulty gaining access to the Board meetings. Although the difficulties were

encountered, after a review with IRB, and concern for bias, I did not attempt to employ the assistance of community or political contacts to facilitate an introduction for purposes of arranging to observe a Board of Directors meeting.

I did not gain access to a Board of Directors meeting, and I discontinued the effort to conduct a direct observation of Board of Directors meetings. Rather, I sought to observe daily nonprofit office operations for direct observations. At the same time, I continued to seek use of a Board of Directors Meeting as a forum to conduct a focus group interview at the conclusion of a Board of Directors meeting.

Qualitative data analysis software. I identified themes that emerged from different nonprofit leader styles and summarize the nuance of shared leadership experiences (Blaney, Filler, & Lyon, 2014; De Smet, Valcke, Schellens, DeWever, & Vanderlinde, 2016), which revealed how leaders with matched and unmatched leadership styles impact the organization's funding performance. The inductive analytical method provided with the use of NVivo, allows the researcher to detect themes (Blaney et al., 2014). Computer Assisted Qualitative Data Analysis Software (CAQDAS) came about during the early 1980s, and there were approximately 15 or more various programs in existence by 1993 (Humble, 2015). Qualitative data analysis software (QDAS) began to gain attention by qualitative researchers in the 1990s as an effective data analysis process (Salmona & Kaczynski, 2016). Before this time, qualitative researchers depended on *index* or *system cards* to maintain and catalog information and study notes (Salmona & Kaczynski, 2016).

The introduction of qualitative data analysis software has allowed qualitative

researchers to produce data analysis that is more comprehensive (Evers, 2016). The identifying of themes in shared leadership situation and matched and unmatched leader styles regarding funding performance are potentially time-consuming as expressed by Blaney et al. (2014). I employ the use of NVivo 11 for *segmentation*, that is, recognizing meaningful elements relating to shared leadership and matched and unmatched leaders' styles impact of funding performance, and classification of the data as described by De Smet et al. (2016).

Addressing the research question using NVivo. A software package such as NVivo, while used in many cases as an instructional tool in doctoral programs, has become a significant software practice used by qualitative researchers (Salmona & Kaczynski, 2016). With the inductive analytical method provided with the use of NVivo, I detected themes that recognize patterns in shared leadership situations within the nonprofit sector as described by Blaney et al. (2014), and De Smet et al. (2016). Further, I identified themes that emerge purely from different nonprofit leaders styles of shared leadership and summarize the nuance of shared leadership experiences, and how the matched and unmatched leader styles impact funding performance as described by Blaney et al. (2014). I systematized a cataloged the word arrangements employed to explain each theme and used the cataloging to produce a framework of syntax as expressed by Blaney et al., (2014).

With the use of NVivo 11, I pursued many different qualitative coding approaches while also enhancing the promptness of data analysis and expedited organizing of qualitative informants and themes as explained by Blaney et al. (2014). With NVivo 11

software, I had access and use of several functions that supported a speedy review and identification of specific phases, analysis of data and production of figures, graphics, and tables described by Blaney et al. (2014). Finally, I used NVivo 11 to identify patterns regarding funding performance in connection with the leader's leadership style based on Blaney et al. (2014), and De Smet et al. (2016).

Thematic and content coding. Bryman and Burgess (1994) described coding as a major system in the data analysis process due to the need to organize the researchers' notes, transcripts, and collection of documents. I used the coding process to characterize the initial stage in the conceptualization of collected information explained by Bryman and Burgess (1994). The potential for confusion regarding what coding is or does not do offers the potential that researchers using the term might not view the procedure the same way (Bryman & Burgess, 1994). Richie and Spencer (2002) proposed the notion of a consistent link of coding with cutting and pasting the transcripts and notes; thus, the researcher removes large pieces of text and past the pieces with other pieces that correspond within a specific heading.

Qualitative data analysis approach involving *content analysis* and *thematic analysis* are accepted methods for data analysis (Vaismoradi, Turunen, & Bondas, 2013). Despite the common application of content analysis and thematic analysis, limitations connecting the two concepts are the subject of theoretical discussions regarding the lack of clarity separating the two approaches (Vaismoradi et al., 2013). Content analysis as a common phrase used for many different strategies used to analyze content (Vaismoradi et al., 2013). I used content analysis to explain the qualities of the documents' content by

reviewing what a participant said, to who was it said, and the effect regarding what the participants' said as articulated by Vaismoradi et al. (2013).

Frequently, the view of thematic analysis is that of an inadequately recognized approach for data analysis as are similar views concerning content analysis (Vaismoradi et al., 2013). Thematic analysis is an objective qualitative explanatory approach (Vaismoradi et al., 2013). Thus, some theorists such as Vaismoradi et al. (2013) have mostly described thematic analysis as an approach for identifying, analyzing, and exposing patterns. Other theorists such as Haesly (2014) have described thematic coding as the process of indexing text into categories that one associates with common ideas and themes. I approached thematic analysis as an autonomous qualitative approach that is a reliable approach to data analysis for qualitative researchers as expressed by Vaismoradi et al. (2013).

Researchers use *coding* or *categorizing* as a method to subdivide and assign raw data in a way that helps theorists and others to understand the phenomenon under review and to help viewers with the interpretation of the participant's perspective regarding the phenomenon (Basit, 2003). I used coding as a process for systematically analyzing raw data and for shedding light on present conditions within the nonprofit sector as described by Basit (2003). After transcribing the interviews, I coded any distinctive data recorded from the interviews and direct observation as described by Brown et al. (2013). Theorists have described codes or categories as tags and labels used to assign units of meanings to the narrative or conclusion from specific premises gathered during the research project (Basit, 2003).

Social constructivist view and analysis. Social constructive view, and hermeneutics and symbolic inquiry allow support for reflection between analysis and existing theoretical concepts (Haesly, 2014). I organized the themes by reflecting on the conceptual framework, which will influence the arrangement of themes into key subthemes (Haesly, 2014). I coded interviews with Executive Director separate from Board Chair and coded interviews with the Executive Director and Board Chair separate from the Board of Directors as expressed by Brown et al. (2013).

Mini-ethnographic case study to inform coding. I employed thematic coding on each complete transcript as described by Haesly et al. (2014). I employed mini-ethnographic case study theory to inform the thematic coding analysis, which allowed for interpretation of themes and data (Haesly, 2014). I used this approach to provide accuracy regarding the type information obtained from participants. Also, I employed thematic coding approach for identification and description of participants, ideas, occurrences, or actions relevant to leadership styles, shared leadership, matched and unmatched leadership styles, and funding performance.

Tabulation of coding. I used NVivo 11 matrices to chart the coded elements in the semistructured interviews and focus group interviews as described by De Smet et al. (2016). I compared and discussed the NVivo results with peers until I generated a saturation list of codes as expressed by De Smet et al. (2016). A matrix method enables the researcher to produce a full picture of the information as opposed to choosing unsystematic passages to satisfy biased concepts or presuppositions (De Smet et al., 2016). While the study design, in this case, is qualitative, the matrix approach would

allow the researcher to produce quantitative views of the qualitative participants' information (De Smet et al., 2016).

Discrepant and negative case data analysis. Some theorists view data that disagrees with developing types or patterns as a negative case (Kaplan & Maxwell, 2005). At the same time, theorists view information that offers an alternative perspective as a discrepant case (Kaplan & Maxwell, 2005). When I compared codes during the data analysis process, for any discrepancies that appeared, I reviewed the discrepancies and refined the codes as described by Hauer et al. (2012). I resolved any codes discrepancies through consensus with peers. Using NVivo 11 software to retrieve and organize coded information, I employed discrepant case analysis to understand the response from Executive Directors and Board Chairs as expressed by Hauer et al. (2012). Researchers use discrepant case analysis to confirm or disaffirm the empirical claims as one form the assertions, which is, reviewing for data that are negative or discrepant from the core data (Milman, Hillarious, & Walker, 2012).

Issues of Trustworthiness

Theorists of qualitative research have frequently described validity as conditions that create trustworthiness regarding methods employed and the findings determined from the study (Bowen & Caron, 2016). Within the nonprofit sector, preconceptions regarding the leadership role and leaders' performance expectations might offer potential threats to the validity involving the process of data collection for this study as described by Lamb (2013). The threats to the validity of this study might include analysis distortion based on theories and values concerning nonprofit organizations (Lamb, 2013).

The discussion of less researched issues such as shared leadership situations in nonprofit organizations ought not to be problematic for researchers. For example, the collection of the field journal notes and observations offers a view into participant experiences through the researchers' reflection (Lamb, 2013). The field journal is a significant instrument that contributes to the trustworthiness of the study (Lamb, 2013). Responses and interactions with participants within the nonprofit sector significantly expand validity by increasing methodological vigor (Boesch, Schwinger, & Scholz, 2013).

Transparency

Transparency makes possible the essential commitment to qualitative research and the inclusion of qualitative study into the scholarly debate and future inquisition (Kapiszewski & Kirilova, 2014). As expressed by Moravcsik (2014), the researcher's main concern for engaging transparency is creating an ability to repeat study findings or locate information in raw social science and medical science. There are three basic forms of research transparency: data, analytics, and production transparency (Moravcsik, 2014).

The research design employed by the researcher and the information documented regarding the manner of collection and analyzing of data represent the pertinent analytic background (Kapiszewski & Kirilova, 2014). The connection between the data cited in the research and empirical claims represents transparency in the study (Kapiszewski & Kirilova, 2014). Active citations can enhance qualitative transparency (Elman & Kapiszewski, 2014; Moravcsik, 2014). Such transparency of active citations can help to bond traditional citations with new ideas regarding qualitative research and potentially

add to the richness, rigor, and leadership relevance of mini-ethnographic case study as articulated by Elman and Kapiszewski (2014) and Moravcsik (2014).

Within the context of this mini-ethnographic case study, for transparency, I have attempted to be clear about how I approached the research topic and the processes employed to share the data that lie beneath the claim regarding the problem under study and purpose as expressed by Elman and Kapiszewski (2014). I ensured that the evidence used to support the data in the research is transparent as suggested by Elman and Kapiszewski (2014) and Moravcsik (2014). Also, as asserted by Moravcsik (2014), to ensure analytic transparency, I shared complete information concerning any measures used in the study including, how I interpreted and analyzed the data.

Production transparency depends on the argument that social scientists should expose the full and clear compilation of research design options exercised (Moravcsik, 2014). Based on Moravcsik's (2014) notion, I ensured transparency with the use of full and clear presentation regarding specific research design combinations employed in this study including, the combination of data, theoretical concepts, and approaches used for research analysis.

Credibility

Internal validity or credibility of qualitative method responds to the required *subjective* quality of data collection and analysis (Kaplan & Maxwell, 2005). The researcher is the instrument used for collecting data and analyzing data in the qualitative study. Hence, the researcher is subjective in that different researchers might offer different perspectives (Kaplan & Maxwell, 2005).

In ethnographic design, amongst the strengths and objectives that researchers seek is the generation of valid data (Morgan-Trimmer & Wood, 2016). Theorists have described data validity as representing the proximity association of the data collected and data reported, and the phenomenon under study (Morgan-Trimmer & Wood, 2016). I employed methodological triangulation for data analysis based on Denzin (2012). I used NVivo 11 computer software to organize the data collection for analysis. The mixing of data collection, research design, and data analysis contributes significantly to situations involving organizations that if one reviewed independently are inconclusive, and when considered collectively offer advantages for resolutions aimed at addressing complicated situations (Morris, Kleist, Dull, & Tanner, 2014).

Finally, I applied the blending approach of the mini-ethnographic case study as the most practical approach to addressing the complicated business environment of the nonprofit sector expressed by Anheier (2000; 2005; 2014), Fusch, Fusch, and Ness (2016) and Young (2002). With the blended advantage offered by the use of a mini-ethnographic case study, I gained the advantage of conducting an ethnographic type approach delimited in a case study practice as expressed by Fusch, Fusch, and Ness (2016). The mini-ethnographic case study approach was a fit into the narrow time-period and limited resources that might otherwise necessitate an extended time-period and exhaustive resources to explore the project with an independent method as articulated by Fusch, Fusch, and Ness (2016).

Triangulation and member checking to accomplish validity. The conceptual framework is critical to the results of this mini-ethnographic case study design (Mayer,

2015). Despite a carefully produced data collection and analysis process that forms the results, the results can potentially be misleading if the underlying background and circumstance are incorrect (Mayer, 2015). To enhance findings and express reliability of study results, researchers might employ triangulation approach (Mayer, 2015). Some theorists have described triangulation as utilizing two or more approaches to explore research questions to improve trust in the resulting conclusions (Mayer, 2015).

Researchers employ distinctive and different forms of triangulation approaches for cross-validating: data triangulation, theoretical triangulation, methodological triangulation, and investigator triangulation (Denzin, 2012, Kaplan & Maxwell, 2005; Mayer, 2015). For instance, theorists might employ two or more sources of data and two or more methods of data collection that enable the strengthening of results (Kaplan & Maxwell, 2005). To accomplish triangulation for this study, I employed several different sources of data, and several different data collection processes establish validation for study topic. I employed member checking to ascertain the veracity of the data information that I obtained from interviews with participants. Member checking involved reviewing the researcher's interpretations with each participant to ensure the accuracy of interviewee responses.

Saturation and reflexivity to accomplish validity. To address the potential tainting of the study by the researchers' background and experiences, the researcher can reflect upon such background and experiences and concede as part of the study that the researcher's beliefs and experiences could potentially affect the research (Morgan-Trimmer, 2016). Theorists such as Morgan-Trimmer (2016) have described reflexivity as

the process of acknowledging one's influence on a situation relating to the way individuals perform and the researcher's involvement regarding the interpretation of information. As the data collection instrument, I used reflexivity so that I could report the background and experiences that I brought to the mini-ethnographic case study inquiry.

One accomplishes data saturation when one has gathered sufficient data to repeat the research project and when one has reached the capacity to obtain fresh supplementary data (Fusch & Ness, 2015). The researcher has saturated the data when additional coding of data is no longer practical (Fusch & Ness, 2015). Thus, the data reached saturation when I could not produce new data, and when I could no longer identify new patterns from coding as expressed by Fusch and Ness (2015).

Transferability

To support vigor of the qualitative study, amongst other concepts engaged to establish validity, I employed transferability to address external validity or generalizability (Yilmaz, 2013). The researcher accomplishes transferability when the results of qualitative research are transferable to another comparable situation (Yilmaz, 2013). I provided a thick report of the scenery, circumstance, and activities to confirm transferability as described by Yilmaz (2013). The participants involved in the study represent leadership within nonprofit organizations: Executive Directors, Board Chairs, and Boards of Directors. Thus, the results of the study might apply to other nonprofit organizations; however, one always leaves transferability up to the reader to decide (Marshall & Rossman, 2016).

Dependability

In qualitative research, the study has *dependability* or reliability when the researcher has described the selection process for the research project, justified and employed the research strategy, practices, and approach (Yilmaz, 2013). Also, one accomplishes dependability when the researcher assesses the research practices and approach effectiveness and when ensured by an auditor or *audit trail* (Yilmaz, 2013). To accomplish dependability, I engaged a thorough audit trail as expressed by Yilmaz (2013). For the research processes that I employed for reporting of the research findings, I distinctively documented data connected with the processes. The data documenting process included the process involving interview procedures, document review procedures, data analysis process and coding process.

Confirmability

The researcher accomplishes confirmability or objectivity in a qualitative study when the researcher's findings are supported by the analysis and data collected, and when the auditor reviews the findings (Yilmaz, 2013). Hence, the audit process confirms that researcher based the results on information collected and that inferences representing the data are reasonable, without ambiguity, superior quality, or descriptive power (Yilmaz, 2013). I ensured the objectivity of the study by utilizing reflective journaling, which included experiences involving direct field observation, perceptions, personal biases, and culture acknowledgments as described by Reeves et al. (2013), and Tracy (2013). Each researcher possesses a perspective, an opinion, or a manner of viewing the world; and thus, the qualitative researcher should acknowledge and embrace the way the one sees

and the world, and one's position the world (Tracy, 2013).

Ethical Procedures

Ethical research procedures require that from the start of the project, the researcher's respect the engagement in the sharing and reuse of information (Trevelyan, 2016). This requirement is significance as ethical challenges and dilemmas involving the study potentially emerge at every level of the study process, with the most difficult issues being challenges that were unsuspected and spontaneous (Wiles & Boddy, 2013). In qualitative research to help mitigate the consequences of researcher bias throughout the research project, researchers must maintain a journal of the researcher's experiences, views, and beliefs (Rashid et al., 2015). The journal is also a means of engaging reflexive practices (Rashid et al., 2015).

I sought to obtain Board Chair approval to sit in on the Board of Directors meeting for observation. I would not audio record the Board of Directors meeting. I planned to use the meeting to observe leadership interaction between Executive Director, Board Chair, and Board of Directors. Specifically, I planned to observe how the Executive Director and Board Chair engage decision-making in shared leadership to understand the impact on organizational performance. I planned to use journal notes to record the Boards of Directors' meetings only after obtaining approval by the Board of Directors. I planned to obtain Informed Consent forms from each focus group participants selected from amongst the Board of Directors. I did not provide or offer any incentives as an appreciation gift, or incentives to offset any time and travel costs incurred by participants in the study.

At the point of contact for obtaining consent, and at the inception of the interview process and the Boards of Directors' meetings, I explained the objective of the research and request participation in the study as described by Manuel et al. (2015). After participants had agreed to take part in the study, I explained to each participant the reason I selected their organizations as a case study, and why I requested the Executive Director and Board Chairs' help as participants in the interviews. I did not and will not disclose information or otherwise divulge participants' privacy and confidentiality as described by Grossoehme (2014). I stored data obtained and will store the information from the study for six years.

In addition to providing participants with rights and disclosure regarding privacy and confidentiality, I described the data collection process that I used for the study as described by Trevelyan (2016). When writing the research, I protected the identity of the participants and information included in the study about the individual as described by Grossoehme (2014). Finally, this section aimed to ensure that I engaged complete conformance with the code of ethics guidelines and that I provided full disclosure regarding the objective of the research in addition to confidentiality procedures. So that participants in the study might contact me, I provided all participants with a phone number, email contact, and encourage each to call or email regarding any questions or concerns regarding the methodology used, study findings, participant selection, protection of data collected, and approval process involving the research.

Summary

In Chapter 3, I described the use of mini-ethnographic case study design as a suitable method for exploring the meaning of shared leadership situations in a nonprofit organization. I addressed the methodological consideration for the study and described the selection of qualitative methodology for the study. Further, I described the purpose of the mini-ethnographic case study was to explore how nonprofit organization leaders in shared leadership situations are affected by the leadership styles of matched and unmatched leader style that impacts nonprofit organization funding performance. I described how I used the study to explore the cultural concepts involving matched leadership styles between the Executive Director and Board Chair, and unmatched leadership styles between the Executive Director and Board Chair to understand the meaning of shared leadership regarding leadership styles impact on fundraising performance.

The overreaching research question informed the research design. I described how I viewed the research through the lens of social constructive inquiry framework. Thus, I allowed guidance of the study by perception, which permitted demonstration for the construction of realities as described by Garneau and Pepin (2015), Haesly et al. (2014), and Visconti (2010). Further, I used hermeneutics and symbolic inquiry, which I described in this Chapter, to help with the engagement of research questions that get determined by beliefs, assumptions, conditions, and interpretation of meaning.

I expressed that qualitative and quantitative study are common methodologies for research methods involving the nonprofit sector. I expressed that use of qualitative case

study allowed the focus on a single case exploration involving interaction amongst participant on the nonprofit entity. I articulated that use of ethnographic design allowed for the identification of patterns involving leadership functions of nonprofit leaders. I expressed that the need for a single case study exploration and need to identify patterns involving leadership functions justified the use of mini-ethnographic case study design to address the research questions.

Finally, I described the data collection processes which included semistructured interviews, document analysis, and direct observation with the use of journaling. In Chapter 4, I provided results and findings based on data collection and analysis.

Chapter 4: Results

Chapter 4 demonstrates the specific processes I used. The processes I used to produce findings involving the study of executive leaders from the different nonprofit organizations in the New York City area include document review and analysis, direct observation, field notes, reflective journaling, interviews, and member checking.

The purpose of this mini-ethnographic case study design was to explore the effect of leadership styles in shared leadership situations and the impact of matched and unmatched leader styles on nonprofit organization funding performance. I explored the cultural concepts of the nonprofit sector involving shared leadership situations. Using the mini-ethnographic case study design, I explored the meaning of matched and unmatched leadership styles between the Executive Director and Board Chair as well as to fully understand what the Executive Director and Board Chair leadership styles mean for nonprofit organization performance.

The Research Approach

The mini-ethnographic case study was appropriate for conducting this research because of the specific intent for accomplishing the study. A single qualitative study inquiry would not have accomplished the research objective. The research questions involving this qualitative study would not have received complete attention without employing two different qualitative approaches. With the use of a distinctive paradigm amongst qualitative research such as *method slurring* and *blending*, I ascertained details regarding the impact of shared leadership styles and nonprofit organization performance with the use of one qualitative method. I derived emerging codes from data analysis. I

reviewed the data iterative throughout the analysis process to allow depth to the analysis.

The Research Questions

I used the data collected to draw from a mini-ethnographic case study as an approach to answer the research question: How are nonprofit organization leaders in shared leadership situations affected by the leadership styles of matched and unmatched leader style that impacts nonprofit organization funding performance. Also, I used four subquestions to answer the overarching research question and to guide the mini-ethnographic case study further. In face-to-face interviews, I presented nine interview questions to each Executive Director, Board Chair, and Board of Directors' member who is an executive leader amongst different community partners. Each Community Partner is an IRS 501(c) (3) nonprofit organization located within the New York City area. The responses from Executive Directors, Board Chairs, and Board of Directors' member participants guided the research findings.

Finally, in Chapter 4, I present the research findings. In this chapter, I described the research setting, demographics, data collection, data analysis, evidence of trustworthiness, and study results.

Research Setting

Throughout the data collection process, I employed reliable means to conduct the research setting. I based delimitation of the research sites on the established interviews, document review and analysis, and observation protocol stated in Chapter 3.

Participant Conditions

All participants volunteered for the study and did so without any influence,

incentives, promises, or expectation regarding the participants' relationship with the Community Partners that might have affected the research results. The participants' longevity within the nonprofit sector involved wide ranges in years of work and volunteer experiences in the nonprofit sector within and outside the New York City area.

All participants displayed a willingness to discuss the role and responsibilities regarding the participants' positions held with Community Partners in the study. The participants included the executive leaders and board members for the nonprofit organization Community Partners in the study. At the time I conducted the semistructured interviews, the research participants held full-time employment and volunteer positions amongst each of the Community Partners. There were no changes in personnel such as new Executive Director, Board Chair, and Board of Directors' member positions with the Community Partners that influenced the research findings.

Researcher's Experiences

I was acquainted with at least one Executive Director and one Board Chair participant from past experiences within the nonprofit sector. I held previous volunteer positions as a Board of Director member with nonprofit organizations in the New York City area. The nonprofit organizations where I shared work relations with the Board Chair and Executive Director are not participants in this study. I had past business contact with the Executive Director of the nonprofit organization where I conducted the nonparticipating direct field observation.

Finally, despite past acquaintance and familiarity with some participants and nonprofit organization Community Partners involved with the study, the participants did

not demonstrate any experiences or changes that influenced the study results. The awareness or association from past experiences with any Executive Director, Board Chair, or Board of Directors' member participants did not demonstrate any extraordinary ordeals and disturbances that could have influenced the study results.

Demographics

I chose participants for the study as described in Chapter 3. To present the study, I engaged phone calls and sent emails that included a site proposal to prospective Community Partners nonprofit organizations (see Appendix D). All Community Partners in the study met the research criteria and executed a letter of cooperation to allow the study (see Appendix E). The sample size of the study included five nonprofit organization Community Partners within the New York City area (see Table 1).

After obtaining Community Partner approval, I contacted the participant by phone and by email with an invitation to participate in a doctoral study (see Appendix C). I arranged scheduled semistructured interviews with eight sample units consisting of Executive Directors, Board Chairs, and Board of Directors members. Each interview participant had signed a statement of informed consent before I began the interview.

Number of Participants and Location

The New York City area, which included Westchester County, provided sufficient purposeful sampling rendering the need to include counties outside the New York City area as unnecessary. All participants in the study derive from four of the five Community Partners (see Table 1). Five Executive Directors from four Community Partners participated in the study including one assistant executive director. One Board Chair

participated in the study. Two Board of Directors' members from a single partner also participated in the study.

The positions of the participants interviewed consisted of six executive officers and two Board of Directors' members (see Table 2). Each Executive Director has held the position for the immediate past three years or more, which represents the funding years reviewed in the study. The only one Board Chair participant in the study was elected to the position of chair in 2016 and is now going into the second year as I conducted this study in 2017. The number of years Board of Directors' members have spent on the board of each nonprofit organization was not available for review at the time of this study.

Invitation to Participate

I contacted 23 nonprofit organizations over 12 weeks. All participant outreach was by face-to-face meetings, phone calls, and emails. I first reviewed invitations for Board of Directors' member participation with the organization's Executive Director. I provided Executive Directors with a sample cover letter to be used for by the Executive Director's office for forwarding the researcher's "invitation to participate in a doctoral study" to Board of Directors' members (see Appendix C). Since the Executive Directors and Board Chairs were representatives of the Community Partner when each executed the "letter of cooperation" (see Appendix E), I did not provide separate invitations to Executive Directors and Board Chairs. Despite the awareness and disclosure offered with the "Letter of Cooperation," Executive Directors and Board Chairs participants each signed informed consent forms.

Variations in Data Collection

Using a purposeful sampling method to select participants, I sought to conduct the study over a period of 60 to 90 days. I identified and invited 23 nonprofit organization Community Partners to participate in the study. I sought a sample size of six nonprofit organizations as described in Chapter 3. Five nonprofit organizations signed a “letter of cooperation” and participated in the study. Five nonprofit organizations declined to participate in the study for reasons cited as an audit in progress, current special projects engagements, or were in the middle of leadership changes. Thirteen other nonprofit organizations contacted by phone, email, and referrals requesting participation in the study did not provide any response to the request to participate.

I targeted a sample of six nonprofit organization participants to consist of six units of Executive Directors, six units of Board Chairs, and 12 units of directors’ members. I pursued a total of 24 units as potential interview participants in the study. Five nonprofit organizations provided case sample studies producing a total of eight sample units of participants for the semistructured interviews. The participants in the semistructured interviews consisted of five Executive Directors, one Board Chair, and two Board of Directors’ members.

I sought to conduct an observation of a regular Board of Directors board meeting and focus group interviews articulated in Chapter 3. None of the 23 nonprofit organizations contacted agreed to allow observation of a Board of Directors meeting or focus group request. Instead, one nonprofit organization allowed a one-day observation of the daily business operations of the organization. Finally, I sought to review and

analyze documents such as financial information, program mission and purpose, organizational structure, governance policy, meeting minutes, and other public documents. I was not able to retrieve governance policy documents or meeting minutes from any of the nonprofit organization participants. Other internal document information from the Community Partner nonprofit organizations was limited, which necessitated the acquisition of document information primarily from the organization's website and internet journals, articles, and official public reports.

Data Collection

I involved multiple sources in the data collection process, including literature review, journaling, field notes, direct observation, document analysis, interview responses, and member checking results. As the researcher for the study, I was the primary instrument for collection of, and analysis of the data used in this mini-ethnographic case study. The research sites represented diverse settings of business office facilities where I did not observe any distinctive characteristics. The business facilities consisted of small office facilities that could once have been residential property to large multi-office commercial office buildings. I identified and selected Community Partners using the business contact information and referral information provided from business and community sources.

I used the Internet to search the website of the New York State Charities Department of the New York State Attorney General's Office for suitable nonprofit organizations. I also used the Internet to search the website of the National Center for Charities Statistics to identify and review New York State *Char 500* Forms and IRS 990

filings for Community Partner participants.

Data Collection Period

I collected the data used in this study as part of three months mini-ethnographic case study to understand how nonprofit leaders in shared leadership situations are affected by the leadership styles of matched and unmatched leader styles impacting nonprofit organization funding performance. Throughout data collection, I conducted interviews on-site, off-site in public locations, off-site at other business locations, and I conducted direct field observations, journaling, and document review and analysis.

I began the 12 weeks data collection period from February 2, 2017, to May 5, 2017, with phone calls to potential participants I gathered from business contact information. I sent out the first site proposal (see Appendix D) and letters of corporation (see Appendix E) to prospective Community Partner participants on February 3, 2017. I received the last letter of cooperation on April 21, 2017. I conducted a final follow-up email communication to nonresponsive nonprofit organizations on May 5, 2017.

Instrumentation

I employed direct nonparticipating field observation, face-to-face semistructured interviews, document review, field notes, and reflective journaling as methodological triangulation for this mini-ethnographic case study. To ensure that I remained aware of my work relationship with the nonprofit sector, I engaged in self-reflexivity during the entire data collection process. Also throughout the data collection process, I considered the possibility that attitudes, personal feelings, preconceptions, and experiences that I might possess concerning the nonprofit sector could inform the study. To mitigate bias in

conducting this study, I did not involve any nonprofit organizations where I had or have working relationships.

Recording of data. I used handwritten journaling, handwritten field notes, transcripts of the interviews, document review and analysis, and audio recording of the face-to-face interviews for the data collection process. I used a Sony ICN-PX333 Digital Voice Recorder to audio record the interviews. I downloaded the audio recordings to a desktop computer folder. I used the website *Transcribe* as a transcribing service to dictate the audio recordings. I employed eight to ten hours to transcribe each interview. This collectively produced almost six hours of oral data concerning shared leadership, leadership styles, and nonprofit performance. Interviews averaged 41 minutes for each participant.

I copied and pasted the transcription to a word document file on a desktop computer and exported the transcribed file directly from *Transcribe* to a folder on the desktop computer. The exported transcription to the computer file is the unedited copy of the transcript. I assigned letter codes to each transcript and participants in the study to protect each participant's identity.

Use of member checking. Member checking can involve a wide range of activities including returning the interview transcript to the interview participants in addition to the interpreted transcript (Birt, Scott, Cavers, Campbell, & Walter, 2016). The different information derived from member checking, for example interview transcript and interpretive transcript, is a sensitive and pragmatic approach that allows triangulation of knowledge concerning a specific incident or occurrence (Birt et al.,

2016).

Before I sent out communications to each participant regarding the interpretative interview for member check, I forwarded to each participant in the study a confidential transcript of the semistructured interview, known as *Transcript Review* (see Appendix G). I requested feedback regarding the interview to ensure the accuracy of the participant's response as discussed by Gagliardi and Dobrow (2016). Next, I used member checking (see Appendix H) procedures to ensure I had correctly interpreted each participants' intended meaning from the interview responses as recommended by Birt et al. (2016), Gagliardi and Dobrow (2016).

After ten days from mailing the transcript or upon receipt of the participant's comments regarding the transcript, whichever came first, I sent the participant a copy of the researcher's summary, an interpretation of the interview transcript. I asked each participant to review the researcher's interpretation and return any comments within five days from emailing of the researcher's interpretation (see Appendix I).

To accomplish member checking, I emailed a copy of the researcher's interpretation to each participant seeking confirmation and any corrections concerning the researcher's interpretation of the participant's meaning (see Appendix H). I followed up with a reminder requesting participants review the researcher's interpretation. Seven final or follow-up member checking communications were sent out on April 26, 2017, and I sent out one final follow-up member checking communication on May 5, 2017. To adhere to ethical standards, I conducted no further follow-up to the reminder and accepted the participant's desire to have no further involvement in the research as

explained by Birt et al. (2016).

I used member checking as a validation method to confirm the credibility of the interview participants' information as articulated by Birt et al. (2016). I was careful not to confuse the member checking and transcript review process with sensemaking, which I used in the interview process to discern any potential ambiguities concerning responses provided by participants. I discuss sensemaking in further detail later in this section.

After I copied and pasted the original transcript document to a computer file, I made a second copy of the transcript. On the second copy transcript, I made minor edits such as "ah" and "and so" without making any material changes to the transcript. I emailed the second copy of the transcript to the participants for review and comments. Participants were asked to return the transcript with any comments about the transcript by a specified date, ten days from e-mailing of the transcript to the participant (see Appendix G).

Use of sensemaking. I employed sensemaking to ensure I answered the research question regarding the gap between shared leadership in the nonprofit sector and shared leadership styles impact on nonprofit performance. I engaged sensemaking with participants throughout the interview to define shared leadership and specific leadership styles so the participant and the researcher were not interpreting challenges, values, issues, and descriptions differently as explained by Schabram and Maitlis (2017), Wetzel and Dievernich, (2014). For example, I discussed with each interview participant the core principles of transformational leadership style, patch-goal leadership, and leader-member exchange leadership descriptions to ensure we both held the same description

regarding transformational leadership style.

Sensemaking is a vigorous, mutual process used by individuals and groups to comprehend ambiguous, ambivalent, or unusual situations (Heaphy, 2017). The purpose of the interview questions was to explore concepts involving shared leadership, specific leadership theories, and matched and unmatched styles impact on organizational performance. I used sensemaking to establish explanations and descriptions about the interview questions through the conversational creation of participants' reality regarding shared leadership. Through sensemaking with participants, I derived mutual interpretations to explain the leadership styles that are the focus of this study to ensure a common understanding. The participants' answers to the questions and the participant and researcher's mutual understanding of the meaning conveyed were important to the credibility of the study findings (Heaphy, 2017).

Constructivist worldview. I conducted thematic coding on each complete transcript, conducted thematic coding on descriptive and reflective journaling produced from direct observation, and conducted thematic coding on meaningful documents reviewed and analyzed. I informed the analysis of data from the research with a mini-ethnographic case study design, which permitted the emergence of themes from the data collected as suggested by Haesly et al. (2014), Tanenbaum, Kane, Kenowitz, and Gonzalez (2016). I employed social constructivist worldview for this mini-ethnographic case study design to advance consideration of how nonprofit executive leaders construct reality. Emerging themes reflecting on the conceptual framework of the study shape the creation of themes into major themes and sub-themes (Haesly et al., 2014).

Community Partner Structure

I reviewed and analyzed document information shown regarding the nonprofit organizations' Internal Revenue Service (IRS) 990 filing form. The review and analysis identified the most recent available filings by Community Partners to verify the funding criteria of \$600,000 on average over the most immediate past three years (Figure 3, see Appendix J). The IRS 990 filings showed each Community Partner participant reported at least nine or more Board of Directors' members except for one. The funding information shown in Table 1 represents the last three available IRS 990 filings years. Although Community Partner Cub, as shown in Table 1, did not meet the criteria established for a minimum number of Board of Directors' members, Cub offered value for the study regarding funding performance.

Table 1 contains the aggregate funding derived from either private sector donors, public sector funding, revenue-generating project, or a combination of public sector funding, private sector funding, and revenue generating projects as reported on the IRS 990 Form. At the time of data collection completion of this study in the spring and summer of 2017, the Community Partner organizations' IRS 990 filing information for the year 2016 was not available. In Table 1, I also show the number of Board of Directors (BODs) members comprising the Board for each nonprofit organization, and the number of years (YRs) the organization has been in existence.

While the document review and analysis information in Table 1 are publicly available, I used a pseudonym for Community Partners in the study to protect the identities of the organization that participated as explained in the "Letter of Cooperation."

I showed in Figure 3 and Appendix J the actual funding amounts for each Community Partner participant. In further efforts to protect the identity of Community Partners, I omitted in Table 1 the Employer Identification Number (EIN).

Table 1

Community Partner Nonprofit Organizations (N = 5)

Organization	EIN	Funding ending 2015 (round to millions)	Funding ending 2014 (round to millions)	Funding ending 2013 (round to millions)	BODs	YRs
Tiger	13-X...	9.07	8.44	14	19	45
Cub	11-X...	28.2	24.21	22.39	4	18
Bear	13-X...	1.02	1.01	0.94	11	42
Rex	13-X...	19.02	9.71	12.01	20	41
Bird	20-X...	2.5	2.44	1.81	15	13

The information in Table 1 is available in the original filed IRS 990 Forms, and the Char 500 Form available at the IRS website and New York State Charities Department website respectively. My document review and analysis of funding performance revealed emerging themes regarding performance and the impact of leadership styles on effective organizational performance (see Appendix J).

Interviewee Participant Structure

The New York Council of Nonprofit, Inc. (2017) described the Executive Director as the principal administrator of the nonprofit organization with complete responsibilities for development, direction, and controlling of all programs and core structures, and functions as a chief agent to stakeholders and the community. The

Executive Director is answerable to and operates at the pleasure of the Board of Directors. The Executive Director is accountable for all matters of organizational operations and policy execution.

The Executive Director of the nonprofit organization, as the recognized individual in charge, can involve the use of different titles and has the essential role of leading the daily operations as shown in Table 2 (Grasse Davis, & Ihrke, 2014). At the same time, as suggested by Hiland (2015), the shared relationship between Board Chair and Executive Director contributes to cooperative functions important to daily operations. In addition to diverse titles representing the role of Executive Director, Table 2 shows the structure relation regarding men and women Executive Directors, Board Chairs, and Board of Directors' members interviewed for the study. Despite the organizational structure depicted by organizational charts, the titles demonstrated in Table 2 could operate in contradiction with organizational charts (Klein, 1999).

As articulated by Buchko (2013), and Klein (1999), structural categories shown in charts are not necessarily indicative of power and functionality. Moreover, relying on an organizational chart to control who has power could have an insignificant effect (Buchko, 2013; Klein, 1999). Even with the potential of a minor outcome from organizational charts, the symbolic meaning remains important for the organization's value proposition such as brand and status (Buchko, 2013; Osterwalder & Pigneur, 2010).

Documents reviewed and analyzed included items such as Community Partner participants' official business letterhead. Participant organization's letterhead in some cases illustrated organizational structure involving the relationship between the Executive

Director, Board Chair, and Board of Directors. The order of executive leaders and Board of Directors as shown on the organizations' official letterhead provided further insight into the organization chain of command structure and the executive leader's view regarding the order of responsibility and power.

Table 2

Demographics of Interviewees (N = 8)

Title	Women	Men	Total	Percent
Chief executive officer		1	1	12.50%
President & CEO		1	1	12.50%
Executive director		2	2	25%
Board of directors' members	1	1	2	25%
Assistant executive director	1		1	12.50%
Board chair		1	1	12.50%
Total	2	6	8	
Percent	25%	75%		100%

Table 2 shows that of the total participants interviewed, 75% ($N = 8$) have an association with shared leadership within the organization and daily operations performance. The gender makeup amongst the total interviewed participants shows women participants represented 25% ($N = 8$), and men participants represented 75% ($N = 8$). I used the data collected and the literature review to explore and analyze shared leadership and how leadership styles impact on effective performance within the nonprofit sector. Empirical data has focused on areas such as executive compensation as an element to describe effective nonprofit organization performance (Grasse et al., 2014). Cultural factors, which I explored in this study, also can influence the level of

performance within nonprofit organizations as suggested by Langer and LeRoux (2017).

The beliefs and realities I explored with this mini-ethnographic case study produced an observation of cultural issues. Culture from the perspective of gender and society is not a limited issue concerning influences on nonprofit organization effectiveness (Choi, 2015). I illustrated in Table 3 the gender makeup for executive leaders, that is, leadership positions that excluded Board of Directors member participants in the study.

Table 3

Demographics of Executive Directors and Board Chairs (N = 6)

Gender	Executive director	Board chair	Assistant executive director	Total	Percent
Women			1	1	16.67%
Men	4	1		5	83.33%
Total	4	1	1	6	100.00%

Women executive leaders interviewed consisted of the title Assistant Executive Director, represented 17% ($N = 6$) of the executive leaders (see Table 3). Men executive leaders represented 83% ($N = 6$) of total executive leaders interviewed (see Table 3). The nonprofit leaders shown in Table 3, might be viewed as successful executive leaders. As demonstrated by document review and analysis, organization components created by strategic plans are the means to accomplishing funding goals (Overstreet, Hazen, Skipper, & Hanna, 2014).

Some nonprofit organization participants in the study had organizational charts available. In Figure 4 of Appendix K, I demonstrated a traditional nonprofit

organizational chart. I demonstrated in Figure 5 of Appendix L, a review of a nontraditional organizational chart for Community Partner participant, Tiger. Reviewing each Community Partner organization's website, I retrieved an organizational chart, dated 2015, for only one of the nonprofit organization participants in the study (see Appendix L). The nonprofit executive leader's power shown in the organizational chart (see Figure 5 of Appendix L) can represent more than one perspective regarding the power structure within the entity (French & Raven, 1959).

A nonprofit organizational chart structure might not reflect the categories based on needs patterns (Klein, 1999). For example, documents reviewed and analyzed, and interview responses suggested that the Executive Director for Tiger is more engaged in the directing of the Board of Directors concerning both policy matters and organizational operations. This formation and structure of power is not demonstrated or necessarily implied in the organizational chart (see Figure 5 of Appendix L, see Appendix P; interview response, March 20, 2017; member checking communication, April 26, 2017).

Data Type

I reviewed and analyzed available brochures and other internal information obtained from the participants' concerning mission programs while interviewing at the site locations. I also reviewed and analyzed documents from the Community Partner organizations' websites to gain insight regarding the executive leader's responsibility relating to the mission program as illustrated in Table 4. As shown in Table 4, I used code letters to protect the identity of the Executive Directors, Board Chairs, and Board of Directors member participants.

Document analysis and review showed mission programs for Community Partner's ranged from education missions, youth programs, residential housing, and community and industrial redevelopment projects amongst others (see Appendices M - Q). Table 4 reflects the core mission program and the available immediate past three years average funding based on IRS 990 information (see Appendix J). The document review and analysis of Appendices M-Q, and document review and analysis of Figure 3 from Appendix J, identified programs that showed both similarities and differences regarding what each executive leader expressed as complex challenges, which requires multiple leadership styles to accomplish effective organizational performance. As an example, from observation based on field notes, and interview response, participant LL proposed that an Executive Director requires multiple leadership styles to accomplish effective organizational performance (interview response, March 24, 2017; field notes, March 24, 2017).

At the same time, I observed that executive leaders seemed less willing or competent when asked to identify a leadership style or the styles involving Executive Directors and Board Chairs that best suited effective organizational performance. For example, I observed that each participant was hesitant to answer questions about leadership styles before I provided a summary describing leadership styles as shown in Table 8 (field notes, March 3, 6, 20, 21, 24, 30, April 24, and April 27). The behavioral response and hesitance from executive leaders were not surprising considering what the literature asserts is a lack of focus on leadership development, and competency involving the nonprofit sector and executive leadership (Bozer, Kuna, & Santora, 2015).

Most nonprofit organizations do not see competency or leadership development as a methodical necessity that demands investment in leadership development to improve organizational effectiveness (Bozer et al., 2015). Competency building within the nonprofit organizations, such as the development of knowledge regarding leadership styles and theory, can help improve workers personal associations within the nonprofit organizations; thus, improving organizational effectiveness (Bozer et al., 2015).

Table 4

Nonprofit Organization (NPO) Mission Programs Overview (N = 5)

NPO	Executive director	Program type	Avg. 3-yr. funding (in millions)	Yrs.
Cub	LL	Disabilities residential programs, child education, support and habilitation activities	24.09	18
Bear	BB	Educate, motivate young residents through opportunities with specialized programs	0.99	42
Bird	RR	Education support system for all-male-student grade school and mentor program	2.25	13
Rex	PP	Services to combat isolation among senior citizens and to enhance elderly life	13.58	41
Tiger	DD	Business support, housing development, health, education career development programs	10.5	45

The nonprofit organization, Bird, illustrated in Table 4, was not a participant in the semistructured interviews. Rather, for Bird, and Executive Director RR, I conducted direct field observation as a nonparticipating observer. I conducted the one-day direct observation on a weekday. I observed the Bird organization's daily operations involving the Executive Director and staff interactions while I recorded detailed handwritten notes that described the office setting, meetings, and discussions amongst staff, staff interactions with clients, staff meeting, and event planning activities. I also recorded reflective journaling of the descriptive observation for coding and proceeded to review and analyze documents that allowed further insight into how the Executive Director formed realities (see Appendices J and O).

To accomplish rigor, I employed methodological triangulation in the study using different types of data information collection: semistructured interview response, direct field observation, reflective journaling, sensemaking, document review and analysis, field notes, and member checking. For the semistructured interviews, I asked each participant a set of interview questions concerning shared leadership, leadership styles, funding practices, and the participants' understanding of nonprofit organizations (see Appendix A). I further explored participant meaning with the use of subquestions, where I asked participants to describe responsibilities and understandings concerning matched and unmatched leadership styles impact on organizational performance. The entire direct observation was nonparticipating, and I retrieved documents from reliable sources

Situations Confronted

While interviewing participant DD, I was informed by the participant that notice

of retirement by DD had been given to the Board of Directors the day before the March 20, 2017, interview. Before interviewing participant LL, participant LL disclosed being a current Ph.D. candidate at Walden University. The situation did not influence the interview process. Each participant in the study spoke about having work experiences under different types of leadership styles.

Data Analysis

The data analysis involving qualitative research represents an essential meaning to the study (Mayer, 2015). The data analysis component of this study, document review and analysis, interview responses, field observation, field notes, reflective journaling, and member checking are a key influence on the results of the research (Mayer (2015). I analyzed the data within the conceptual framework of a blended design of mini-ethnographic and case study as demonstrated by Fusch, Fusch, and Ness (2017).

The main purpose for data analysis of this mini-ethnographic case study design is to explore the affect of leadership styles in shared leadership situations and the impact of matched and unmatched leader styles on nonprofit organization funding performance. Other interests for conducting the study was to explore the culture of the Executive Director and Board Chair working together in shared leadership to understand the behavior patterns and beliefs within the cultural group that represents the normal situation of matched and unmatched leadership styles performance within the culture group.

Analysis Strategy

There are two major approaches to analyzing data in a qualitative study. The first approach focuses on reducing a large amount of information or the complexity involving

that information. The second method is to enlarge the information by producing one or more interpretations of the information (Flick, 2014). I used the first strategy to identify a large amount of collected data. I then analyzed the data for the study as demonstrated in Table 5. I coded the data by identifying labels, which I then used to group many observations, field notes, document review and analysis, and interview responses under a single concept as demonstrated with Figure 1 and Figure 2.

The second approach I used to analyze the data collected (see Table 6) involved developing themes and sub-themes with a specific focus on ways of answering the research question as discussed by Flick (2014), Walker and Lloyd-Walker (2016). With this intent, I explored ways of identifying how the nonprofit sector manages situations of shared leadership and shared leadership meaning for nonprofit performance.

Hermeneutics and symbolic interpretation. Hermeneutic and symbolic theory helped with interpreting the participants' perspectives concerning the research topic, and to further the reflection between analysis of data and the conceptual framework lens for the study (deSouza, 2016; Prus, 2017). Moreover, I employed hermeneutic and symbolic interpretation for review of events that occurred in situations under which the participants acted on, and the way participants related *meaning-making* processes as described by deSouza (2016), Prus (2017). Hence, the interpretations influenced the establishment of themes into major themes and sub-themes in the study. I used the concept of meaning-making with data analysis to produce understanding about how nonprofit executive leaders assigned meaning as described by Prus (2017). For example, in shared leadership, how did executive leaders identify themselves regarding other executive

leaders? Did the executive leader view the acts by other executive leaders in ways that I, as the researcher, could understand?

Computer Software for Coding

Coding is a system to arrange thoughts about items important in the research data regarding the data's relation to the research question such as labeling and compilation of interview responses (Silver & Lewins, 2014). To support inductive technique, I used NVivo 11 Starter for Windows as the Computer Assisted Qualitative Data Analysis Software (CAQDAS) to perform data analysis. I imported to NVivo all computer files concerning transcribed interviews, observations, and journal notes. I then used the Explore feature in NVivo to explore the data.

Coding Process

After exploring the interview responses, field notes, direct observation, member checking, journaling, and document review and analysis imported into NVivo, I began the coding process with *a priori* codes shown in Table 5. I produced an initial list of predetermined codes, which I derived from responses to interview questions, field notes, journaling, direct observation, document review and analysis, member checking, and concepts related to the conceptual framework for the study.

In Table 5, *Total Categories*, I identified descriptive levels of potential themes and a raw indication of the data collection as recommended by Vaismoradi, Jones, Turunen, and Snelgrove (2016). I demonstrated, beginning with Table 6, the inclusion of subthemes in addition to the specific manifestation or categories as demonstrated by Vaismoradi et al. (2016) and Zorn and Ruccio (1998). The subthemes and categories (see

Table 5) included data from participants' interview responses, field notes, direct observation, document review and analysis, journaling, and member checking.

Table 5

A Priori Codes Used to Create Initial Categories

Semistructured interview questions	Total categories
Interview Question 1	Nonprofit sector, services, organizational function
Interview Question 2	Measure of success, standards, transparency
Interview Question 3	Performance issues, clarity, knowledge and expertise, board of directors, chief executive
Interview Question 4	Different expectations, different responsibilities, leader
Interview Question 5	Important relationship, oversight, directions, essential, understandings
Interview Question 6	Combination of all, team approach, transformational
Interview Question 7	Interaction, understanding of role
Interview Question 8	Skill set
Interview Question 9	Mission, fundraising approach
Interview Question 10	Leadership styles, longevity, organizational culture
Total	30

I identified patterns in the data from comparing of and the re-coding of data from Table 5 to ensure the best fit for codes. The focus on structure and patterns from iterative quality allows for organizing the diversity amongst the data transparently and tellingly, which produces major themes reflecting a larger representation of sub-themes as described by Flick (2014), Yuwanich, Sanmark, and Akhavan (2016), shown in Table 6, as example.

To strengthen the efficacy concerning the categorizations as shown in Table 5, I explored the coding structure iteratively to inform major themes. This cyclical and progressive movement of data such as coding and re-coding of data as I advanced the study, helped to ensure consistency. Using the concept categories from Table 5, I explored the researcher's interpretation of each participant's interview response that involved data from reflective journaling, field notes, member checking, document review and analysis and descriptive notes from direct field observation.

I interpreted the data to identify structure and patterns related to specific research questions as recommended by Flick (2014) shown in Table 5. For instance, I interpreted the collective data derived from document review and analysis, field notes, journaling, and member checking relating to indications produced from interview responses. Using NVivo for coding, I established connections between participant interview responses, field notes, journaling, direct observation, document review and analysis, and member checking using the crystallization stage to inform inductive reasoning as demonstrated by Place (2015). For example, in Table 19, I demonstrated emergent themes and patterns from an inductive and progressive approach employing crystallization. Subsequently, the

data was consistently coded for all data sources and reflected in Tables 20-25.

Using NVivo 11 to create Chart Tools (Figure 1), I explored nodes produced from each data source: participants' responses, field notes, direct observation, document review and analysis, interview responses, and member checking. To help facilitate the data coding process, for example, I reviewed data sources independently and compared specific data sources between two participants and two data sources. I used NVivo Comparison Diagram feature to compare the same data source between two participants, and different data sources involving two participants. Using the Comparison Diagram, for example, I compared data from member checking and data from interview responses between participant KK and participant BB to identify what each shared or what stood out as different as illustrated in Figure 1, and Appendix T.

I demonstrated in Figure 1 and Appendix T, how participants KK and BB shared perspectives concerning the node Nonprofit Sector Organization. The comparison also showed how both participant KK and BB aligned with other data sources such as direct field observation, and field notes. Moreover, as shown in Figure 1 and Appendix T, the comparison demonstrated how participants KK and BB aligned with participant CC regarding leadership and leadership styles.

I explored the data for commonly used words and phrases, keywords and terms, omissions of what I might have expected, and core beliefs about things concerning other's exploration as described by Gibbs and Taylor (2010). I maintained the perspective throughout the coding process that coding in and of itself is not an analysis of the data, but rather a general feature of analysis and assists in explanatory thinking as

recommended by Silver and Lewins (2014). I used, as an example, in Figure 1, participant KK's response to Interview Question 4 about *Different Responsibilities* (see Table 5) to highlight the exploratory thinking practice employed to form meaning based on the coding process and data used in the study.

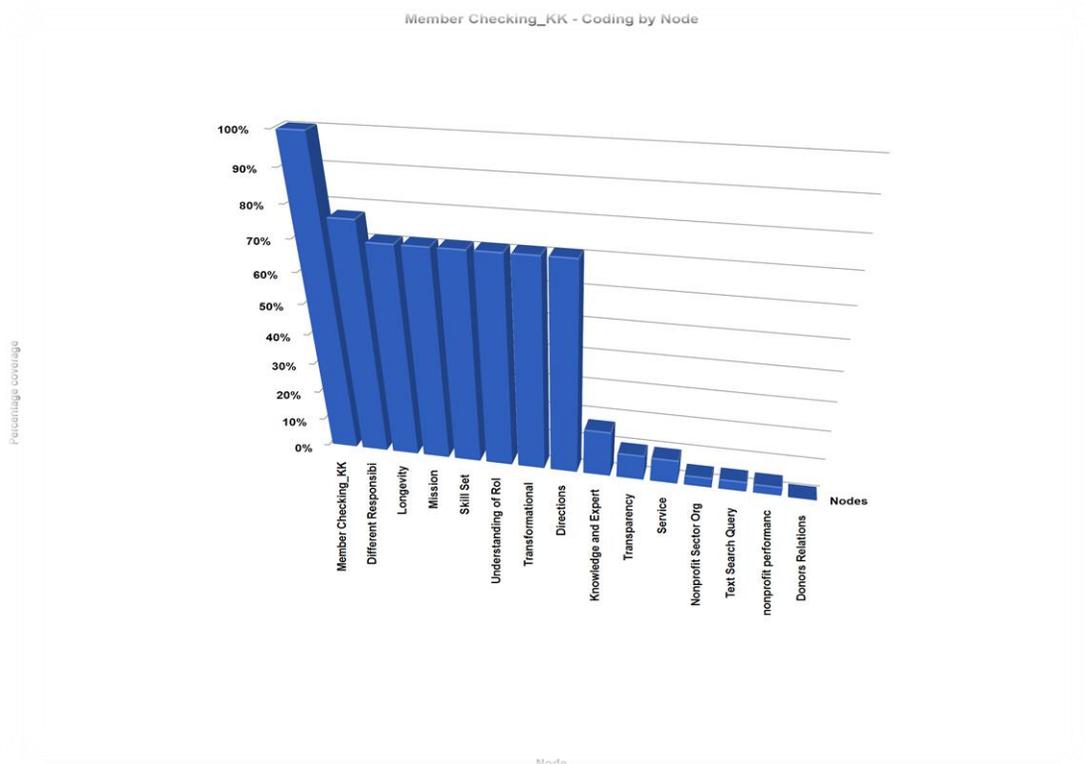


Figure 1. Node from a priori coding.

I illustrated in Figure 1 how I used of NVivo11 to explore the researcher's interpretation of each participant's interview responses, which included data from field notes, journaling, direct observation, document review and analysis, and member checking. I demonstrated this iterative process in Figure 1 based on data analysis of participant KK's interview responses, handwritten field notes before and after the

field notes, direct observation, document review and analysis, journaling, and member checking to identify the most frequently occurring words and phrases derived from the data analysis. The NVivo 11 Comparison Diagram feature does not allow for comparing or grouping more than two nodes, sources, or cases at the same time. For the combining of all the data sources, I used the NVivo 11 Word Cloud feature to identify words and phrases reflecting analysis of all the data sources. With the Word Cloud feature, I could expose up to 100 words with the most frequently occurring words that occurred in the Word Cloud shown in the larger font as demonstrated in Figure 2.

For example, as suggested by Flick (2014), I reduced the list of codes and labels to more specific references as opposed to using the broader list of different events and categories. I re-analyzed and re-coded the interview transcripts using NVivo 11 to produce the themes and sub-themes. This first level of concepts and major categories shown in Table 6 illustrate distinct ideas representing the source of essential elements in the study (Aulls, 2004). The sub-themes and associated concepts as shown in Table 6 were the ones most emphasized by participants throughout the discussion of themes and major categories. The themes characterized specific understanding regarding shared leadership and other related elements such as matched and unmatched leadership styles that reflect the nonprofit leader's behavior, beliefs, assumptions, and reports concerning the nonprofit sector as articulated by Aulls (2004), Walker and Lloyd-Walker (2016).

I elected to use the NVivo feature, *count words and phrases in all data sources*, which involved collectively analyzing direct observation, field notes, interview responses, member checking, journaling, and document review and analysis. Using

NVivo 11, I searched for *matching text* using all data sources that included direct observation, field notes, journaling interview responses, member checking, and document review and analysis. In Tables 18-25, I identified emergent themes derived from the analysis of specific and combined data sources, which included interview responses, direct observation, reflective journaling, field notes, document review and analysis, member checking, sensemaking, and literature review.

The document review and analysis of participants' funding history (see Appendix J) showed that nonprofit organization funding performance could not describe or explain meanings involving the organization's longevity. As example, some nonprofits that have been in business for significantly fewer years are generating significantly greater results in funding performance. Also, the document review and analysis of nonprofit organizations' funding performance could not describe or explain meanings involving the organizations' program mission (see Appendices M-Q).

Document review and analysis illustrated that some nonprofit organizations received little public and private funding (see Appendix J). Despite the absence of significant public and private funding, nonprofit organizations such as Community Partner Tiger, have sustained funding and mission programs mostly from public funding and fees associated with nonprofit projects (see Appendices J and P). Other nonprofit organizations, such as Community Partner Bird, have sustained funding almost completely from private sector funding and receives no fees from nonprofit projects (see Appendices J and O). There are also nonprofit groups such as Community Partner, Bear, which receives funding exclusively from public funding and has never engaged private

sector funding or fee-generating nonprofit projects (see Appendices J and Q).

I formed an interpretation based on document review and analysis of the funding sources and funding strategies used by each Community Partner. I drew interpretations from the original interview transcripts, direct observation, field notes, member checking data, and review of IRS 990 Form documents amongst other documents (see Appendix J; see Appendices M-Q) while being mindful of the word frequency in Figure 2. Using word frequency, I determined the concepts that were most or least coded at the node and theme. I re-coded for new themes and new sub-themes from established categorizations into themes identified in Table 6.

Table 6

New Themes and Subthemes From a Priori Codes Categories

Theme	Subtheme
Board	Needs, support, stakeholders, chair, leadership
Organization	Nonprofit, service programs, facility, relationship, mission
Executive	Motivated, actively engaged, leadership importance, private sector, most effective, transparent
Leadership	Effective, nonprofit sector, support of board, different, styles
Nonprofit	Effective leadership, interpretation, private sector, leaders, performance, primary goal, effective performance, board of directors

In Table 7, I illustrated the exploratory process used to identify emergent themes, as an example, using the responses to the nine interview questions. I demonstrated in Table 7, the grouping and summarizing of the second wave of coded nodes and themes that I aligned with total references and coverage of themes within the interpreted transcripts, member checking, direct observation, reflective journaling, document review and analysis, and field notes. I used the NVivo 11 *grouping option* to group together words with the same stem. For instance, with the NVivo *stem* function, I grouped *style* and *styles* in the coding process.

Specific Codes, Categories, and Emergent Themes

I conducted additional searches of the data for an explanation regarding patterns in the study. In Table 7, I expanded the themes to represent specific phrases aimed at understanding what was being communicated concerning the nodes, themes, and concepts to derive a meaningful theory. I searched all the data sources exploring for coded contents.

The Reference (Ref) illustrated in Table 7 denotes the sources coded at the node including the number of references that were coded and the percentage of the data sources the coding represents. For example, Table 7 shows that coded section *Shared Leadership* represents 86.53 % of the overall data sources involving the response to each research question (Transcript Cov %).

The response to interview (Transcript Cov %) shown in Table 7 is an indication of how much of the data sources I coded at the indicated node. Using the Query Wizard feature of NVivo 11, I explored the data sources to determine at what point in the

interview response, field notes, reflective journaling, document review and analysis, and member checking did specific phrase or various phrases occur. I employed this analysis approach involving the data sources so that I might understand context; and thus, the meaning of the phrases that emerged.

Table 7

Summarized Themes and Nodes Related to the Nine Research Questions (N = 100%)

Context for phrase node	Theme and word phrase	Ref	Transcript cov %
Shared leadership	Shared leadership in nonprofit organizations	1022	86.53%
Transformational	Transformational, leader-member exchange and path-goal leadership	476	30.78%
Longevity	Leadership styles' effect on longevity	352	23.62%
Funding practice	Effective nonprofit funding practice	532	37.64%
Leadership styles	Leadership styles of executive director and board chair in shared leadership	1112	65.11%
Effective NPO perform	Effective nonprofit organization performance	932	79.16%
Board chair leadership	Board chair leadership role	586	31.78%
Executive dir leadership	Executive director leadership role	674	47.48%
Matching leader styles	Matching leadership styles	331	22%
Leadership styles	Leadership styles	328	21.89%

Furthermore, in Table 7, I show that the aggregate occurrence amongst all participants relating to the node and theme *Leadership Styles*, the sub-themes *Leadership Styles of Executive Director*, and *Board Chair Shared Leadership* had 1112 references. Also in Table 7, I illustrated that the aggregate of data sources represents 65.11% ($N = 100\%$) of coverage. In descending order of total references, the sub-theme *Shared Leadership in Nonprofit Organizations* indicated 1022 references reflecting the theme *Shared Leadership* and represented 86.53% ($N = 100\%$) of all data sources coverage. This iterative process continued with the review and analysis of interview responses, direct observation, field notes, journaling, document review and analysis, and member checking, all demonstrated in Tables 20-25.

Later in this chapter in Table 18, I illustrated a comparison of emergent themes derived from the iterative process of analyzing specific data sources. Then, in Table 19, I demonstrated themes and categories derived from an analysis involving the combining of all the data sources: interview responses, direct observation, field notes, reflective journaling, document review and analysis, member checking, sensemaking, and the literature review.

Discrepant Cases

The interview responses, direct observation, journaling, field notes, document review and analysis, and member checking produced negligible discrepant cases. For example, some participants seemed to reject the notion that one can label an individual's leadership style as a specific category (interview response participants KK, March 21, 2017; participant LL, March 24, 2017; participant PP, April 27, 2017; reflective

journaling April 24, 2017). Other participants seemed to support the notion that one might link organizational performance with different or specific leadership styles (interview response participant BB, March 3, 2017; direct observation, April 24, 2017). During the interviews, some participants seemed hesitant when responding to questions about leadership styles or specific leadership styles concerning Executive Director and Board Chair leadership.

Table 8

Basic Description of Three Leadership Styles Reviewed with Interview Participants

Leadership Style	Description
Transformational	Focus is on a leader's capacity to transform others through a wide moving and emotional perspective to promote positive change involving a worker - motivate followers to act on their own.
Path-Goal	The leader aligns follower performance with a follower's task satisfaction within the organization - leader causes a follower's activity by the leader's performance in the areas of the task at hand.
Leader-Member Exchange	The leader directs attention towards the significance of special interaction with workers - concentration is on teamwork between the leader and follower.

Note. Trmal, S. A., Bustamam, U. S. A., & Mohamed, Z. A. (2015). The effect of transformational leadership in achieving high performance workforce that exceeds organisational expectation: A study from a global and Islamic perspective. *Global Business & Management Research*, 7(2), 88-94. Retrieved from <http://www.gbmr.ioksp.com/> Malik, S. H. (2013). Relationship between leader behaviors and employees' job satisfaction: A path-goal approach. *Pakistan Journal of Commerce & Social Science*, 7, 209-222. Retrieved from <http://www.jespk.net> Burch, T. C., & Guarana, C. L. (2014). The comparative influence of transformational leadership and leader-member exchange on follower engagement. *Journal of Leadership Studies*, 8(3), 6-25. doi:10.1002/jls.21334

I used the leadership styles illustrated in Table 8 to provide a basic understanding

of the leadership styles that are part of the focus of this study. Using the descriptions in Table 8 as a foundation, participants offered interpretation and perspective on leadership styles importance and relevancy. I sought to ensure that a participant's hesitancy to discuss leadership styles was not related to a lack of understanding of the question or the lack of understanding regarding definitions and meanings of *leadership style*.

Throughout the interview process, I described to each participant a narrowly defined and theoretical comparison of the three leadership styles (see Table 8) that were part of the focus of the study. I presented in the *Results* section of this study (Tables 20-21), key themes regarding leadership. The terms aligned with participants' quotes from interview responses, and data analysis of field notes, direct observation, journaling, document review and analysis, sensemaking, literature review, and member checking for meaning about the leadership styles of Executive Director and Board Chairs.

Based on field notes before and after interviews of some participants, I observed that some participants appeared uncomfortable about discussing leadership, while others seemed to embrace the opportunity to share ideas (field notes, March 3, 6, 20, 21, 24; April 27, 2017; reflective journaling, April 24, 2017). For example, when I asked participant CC about describing the leadership styles involved with the leader's organization, I observed that the participant seemed enthusiastic about discussing leadership challenges of the organization (field notes, March 6, 2017).

I employed sensemaking throughout the interview with participant CC, and member checking to confirm my interpretation of participant CC's meaning concerning leadership styles (member checking communication, April 26, 2017). Concerning the

significance of a leader's style, participant CC offered the following:

Leadership styles impact the performance longevity of a nonprofit organization, which can be different from survival of the nonprofit organization. For example, a leadership style over many years can sustain the survival of an organization where there is mandated funding of the nonprofit. However, to expand beyond the mandated funding to a strategy of reaching out to private sector donors, and grant proposal might require a different leadership style. Certainly, leadership styles that are complimentary for change are more likely to produce that change as opposed to leadership styles that are inconsistent amongst leaders. (Interview response, March 6, 2017; member checking, April 26, 2017)

Participant CC was dressed casual and appeared comfortable discussing the area of leadership (field notes, March 6, 2017). Participant CC shared several views concerning leadership and especially views regarding Executive Director and Board Chair leadership. Participant CC's response about the significance of leadership styles within the nonprofit organization and impact on organization performance is discrepant from participant LL's perspective. Confirmed with member checking, participant LL stated that:

Leadership is not about personality or individuality; it is about effective followership. The style of Executive Directors and the style that Executive Directors finds most effective is a style that represents the Executive Director's fluidly that allows one to change styles as the situations require. I do not identify with one leadership style. Rather, I identify with multiple leadership styles,

which depends on the other person's style, the situation, and the desired outcome. I do not necessarily accept the idea there is one style that works best. Within the influence of effective leadership, are respect, trust, and commitment, which makes it difficult to identify a single leadership style that is more effective. (interview response, March 24, 2017; member checking communication, April 26, 2017)

As expressed by Hauer et al. (2012), and Milman et al. (2012), I used discrepant case analysis to produce and refine codes, which included new themes derived from Table 8. I confirmed or disaffirmed prior research regarding leadership styles. At the same time, I formed claims regarding leadership styles of Executive Directors and Board Chairs in shared leadership situations involving nonprofit performance. I elaborate further in the results section of this Chapter regarding concerns for discrepant cases.

Evidence of Trustworthiness

I conducted the study in a manner that ensured trustworthiness involving the data collection and analysis. Trustworthiness represents an essential component of producing a complete and ethical study (Henriksen, Polonyi, Bornsheuer-Boswell, Greger, & Watts, 2015). Recognizing that trustworthiness of the research project is critical for the value of the study, I embraced strategies that considered reliability and validity matters such as external and internal issues as suggested by Kara and Cagiltay (2017). As stated in Chapter 3, and articulated by Lamb (2013), for example, I answered the research question in the study regarding preconceptions about nonprofit sector leadership and expectations about leader performance. Also, I engaged strategies addressing the threats to validity associated with the data collection process.

Transparency

Following what I outlined in Chapter 3, transparency by researchers enables the ability to repeat the research outcomes, or identify data in fresh social and medical science as described by Moravcsik (2014). To ensure transparency in the study, for example, I provided consistency on how I progressed from raw information to the interpretation of such information as suggested by Fujiura (2015). Moravcsik (2014) encourages data transparency, analytic transparency, and production transparency when conducting research. I employed all of these methods throughout my study.

Credibility

Credibility or internal validity is important to the personal quality of data collection and analysis as described by Kaplan and Maxwell (2005). I accomplished content validity of the semistructured interviews and interview protocol with use of a set of consistent interview questions for each participant, and member checking to ensure I accurately interpreted the participants' responses to the interview questions.

Also, to accomplish internal validity, I forwarded each participant a copy of the transcribed interview for comments and followed up with forwarding each participant a copy of the researcher's interpretation of the transcribed interview for member check. The participants were asked to review the researcher's interpretation and provide any comments, clarification, and additional information if desired to ensure the accuracy of the participant's intentions and to increase credibility.

The interviews were scheduled well in advance, and all interviews lasted between 30 and 45 minutes. I tested the compatibility of the interview responses, direct

observation, and document review and analysis with the conceptual framework using field notes, journaling, review analysis, and the participant's direct quotations as suggested by Baserer, Baserer, and Tufekciakan (2016).

Transferability

I used a mini-ethnographic case study as a research method to accomplish transferability or external validity and for a description of detailed procedures involving this qualitative method discussed by Baserer et al. (2016). For example, to enhance the study's transferability, I provided rich and thick data and focused the research on phenomenon within the ordinary. This was a suggestion by Selvine and Sines (2000). I also conducted the study using multiple locations and participants, studied the literature extensively on nonprofit leadership, and used a methodical approach to explore the meaning of leadership styles in shared leadership situations within the nonprofit sector as articulated by Slevin and Sines (2000).

Dependability

The accomplishing of dependability involves the duplication of results under comparable conditions (Grobler & du Plessis, 2016). To realize dependability, I documented all procedures employed in conducting the study by using journal notes for interpretation, observation notes, and written interview protocol. In addition to transcribing verbatim all interviews and downloading the transcribed data to a computer, I uploaded all audio recordings from the digital voice recorder onto the computer and saved the original interview under code names for each participant. A separate folder was created containing the translation of the participant's code name to actual names.

All document information about Community Partners was either scanned and saved on a computer or saved from an email attachment and the hard copies securely stored. I copied all documents and data to NVivo 11 for transparency and conducted data analysis as expressed by Grobler and du Plessis (2016). I promoted dependability from discussions of data analysis with peer review as recommended by Chen, Chen, Lee, and Yang (2016). Furthermore, while conducting the study, as discussed by Yilmaz (2013), I engaged a thorough audit trail.

Confirmability

Confirmability in qualitative research is concerned with the impartiality or independence of the study and findings as proposed by Grobler and du Plessis (2016). As the instrument of the research, the researcher's bias contributes to the results of the study since such results are a function of the researcher's activities throughout the study as expressed by Lincoln and Guba (1985). Accordingly, transparency by the researcher regarding attitude and perspectives are significant components of the study (Grobler & du Plessis, 2016).

Throughout the literature review and data collection process, I exercised care to secure and protect transcripts of the interviews as presented by Grobler and du Plessis (2016). Documents such as Informed Consent, Community Partner Agreement, and interview protocol, are placed in manual folders and stored in a safe and secure file cabinet. Copies of these documents have also been scanned and stored electronically for convenient use as raw information for data analysis processing. To accomplish rigor and consistency, I used NVivo 11 to perform data analysis in concurrence with interpretive

notes while remaining aware of potential biases. I acknowledged any potential limitations involving the data collection and analysis process such as prior work association with three participants in the study.

Ethical Procedures

Consistent with what I offered in Chapter 3, I implemented ethical research procedures from the start of the project. I recognized the obligation concerning sharing and reuse of information as explained by Trevelyan (2016). To help mitigate the consequences of bias, I maintained a journal where I recorded experiences, views, and any ideas I formed throughout the research project. I also used the journal for reflexive exercises concerning the study.

I obtained all appropriate institutional approvals from Community Partners and participants before involving the participant with any research activity such as direct contact, recordings, and obtaining of personal and confidential information. I did not provide participants with any incentives or gifts. In the cases of two participants, I conducted the interviews at lunch. I incurred a reasonable expense for the two lunch interviews. The lunch meetings were facilitated to accommodate mutual scheduling and expedite the interview process. Finally, I have protected the identities of participants and executed steps to store all the data obtained relating to the study for the next 6 years.

Study Results

In this study, I presented a two-part process for identifying themes from analysis of data sources. First, I identified themes derived from the analysis of separated data sources (see Tables 10-16). I separated out the themes to explore more closely the data

relationship between the unit participant and each data source as suggested by Porter-Gehrie and Crowson (1980). Next, later in this Chapter, I identified themes derived from the analysis of combined data sources (see Tables 18-25). I merged all the data sources and analyzed the data collectively for a more realistic description of shared leadership in nonprofit organizations. The unique appropriateness of ethnographic data, and themes derived from combined data sources, allowed the construction of truthful explanations from patterns (Porter-Gehrie & Crowson, 1980), which I used to demonstrate nonprofit organizational performance involving shared leadership.

I drew on five detailed mini-ethnographic case studies described as Community Partners including eight units that were the focus of semistructured interviews and data analysis as expressed by Balka, Tolar, Coates, and Whitehouse (2013). The participants contributed to understanding the affect of leadership styles in shared leadership situations and the impact of matched and unmatched leader styles on nonprofit organization funding performance. Informed by the mini-ethnographic case study method, the data analysis allowed for the emergence of themes associated with the data. Using a social constructivist worldview of the mini-ethnographic case study, I advanced consideration of the relationship between data analysis and conceptual framework concerning how nonprofit organization leaders construct their reality involving performance as explained by Haesly et al. (2014). The themes were structured by reflecting on a conceptual framework that included the theory of nonprofit management and shared leadership theory of nonprofit organizations.

I used hermeneutics and symbolic interaction perspectives to help further the

reflection between data analysis and conceptual framework as described by Gallant (2014), Jackson and Klobas (2008), Visconti (2010), and Walsh and Anderson (2013). Through hermeneutics and symbolic perspective I focused on circumstances under which nonprofit organization effective performance occurred and the meaning of such effective performance. Topics were expanded into major themes from subthemes by reflecting on the beliefs, assumptions, theories, and so on that supported the study of leadership styles impact within the nonprofit sector.

Before the interview process, throughout the semistructured interview, and after the interview, I recorded handwritten notes of emerging themes. I observed and noted the participants' behavior, expressions, and views in general. The field notes were handwritten immediately in the field setting following interviews and while also observing the field setting. The field notes were subsequently condensed to word document form and eventually coded for analysis.

To conduct the analysis and form conclusions regarding shared leadership and the impact of leadership styles on nonprofit performance, I contrasted all the data involved in the research. The comparisons of data included an assessment of the similarities and differences involving reflective journaling, NVivo 11 memos, direct observation, field notes, document review and analysis such as IRS 990s, member checking data, and analysis of each interviewee's responses to interview questions.

The Interview Questions: First Wave Emergent Major Themes

I used nine semistructured interview questions (see Appendix A) to explore the overarching research question: How are nonprofit organization leaders in shared

leadership situations affected by the leadership styles of matched and unmatched leader style that impacts nonprofit organization funding performance? To gain a better understanding of the participant's beliefs and experiences regarding the central research questions, I asked the participants follow-up interview questions and explored further research subquestions when necessary. The follow-up type question included: How would you describe Executive Director and Board Chair leadership styles that match as being different regarding fund development performance than the long-standing shared leadership of any styles?

I reviewed the data I had imported to NVivo, and I re-coded the data multiple times beyond the nodes and themes illustrated in Table 6 and Table 7 in the data analysis section of this chapter. The iterative analysis involved first, NVivo *word frequency* that allowed the creation of a *word cloud*, which identified new *nodes for preview*. I then used NVivo *text* feature to review interview response, document review and analysis, direct observation, field notes, journaling, and member checking and produced the first wave of new emerging major themes as demonstrated in Table 9 for participant interview responses.

Next, I used NVivo *text search* feature to review the new themes for each transcribed interview and gathered different perspectives, thus adding depth to the analysis as articulated by Haesly et al. (2014). I copied important data from direct observation, field notes, journaling, interview response, document review and analysis, and member checking and pasted to *memos* source in NVivo for review and analysis.

Table 9

First-Wave Major Themes: Categorization of Data Analysis

Major theme	Code	Participant	Ref
Leadership	Different leadership styles and approach	KK	144
	Shared leadership defined	KK	72
	Leadership skill and character	MM	45
	Leader of the organization	MM	66
	Different leadership roles	NN	106
Leadership style, nonprofit leadership, effective leadership	Nonprofit leadership style	LL	118
Executive director role	Executive director role	PP	107
Nonprofit sector organization	Nonprofit sector organization	PP	188
Organization	Organization fundraising effectiveness	BB	61
	Nonprofit organization leader	CC	106
	How organizations work	BB	71
Charismatic	Charismatic leader	DD	33
	Types of nonprofit leaders	DD	56

Important themes began to emerge from data analysis of the study. The results of exploring the impact of shared leadership styles and nonprofit performance are shown in Table 9 and derived from interview responses, member checking, document review and analysis, direct observation, and field notes. I used words occurring most frequently such as the code *Leadership* ($N = 144$) to find occurrences or phrases (Major Theme) such as *Different Leadership Styles and Approach*. I used the themes shown in Table 9 to

analyze all occurrences of the theme to understand what each participant is expressing concerning the code *Leadership* at a selected node.

As shown in Table 10, I reviewed the data again to determine if the data analysis could once more be condensed to interpret the information further to understand the basic meaning of the data as explained by Yuwanich et al. (2016). To conduct additional analysis, I again condensed the data to resolve any discrepancies as recommended by Tanenbaum et al. (2016). I used NVivo word frequency and grouped interview responses, direct observation, field notes, document review and analysis, member checking, and the *memos* folders I created in NVivo to record relevant information. Within the Word Cloud produced in NVivo, I ran a Text Search Query on each of the nodes occurring most frequently. From the nodes, I reviewed the data for central themes and refined the codes as described by Tanenbaum et al. (2016).

Eventually, as articulated by Yuwanich et al. (2016), for example, the themes reflected the same meaning, which resulted in the themes and codes illustrated in Table 10. To ensure that I accomplished vigor regarding data analysis, I continued this iterative process until a major theme represented all relevant codes that emerged from the data. For example, the theme *Nonprofit Sector Organization* emerged from the codes shown in Table 10 that emanated from the node *Organization*.

I based the themes (see Table 10) on the overarching research question and used NVivo 11 for data analysis of participant responses, journaling, field notes, observation, document review and analysis, and member checking. From data analysis, four strategic themes concerning the impact of shared leadership styles and nonprofit performance

emerged from the study and demonstrated in Table 10. These themes are (a) nonprofit sector organization, (b) different leadership styles and approach, (c) executive director role, and (d) understanding relationships.

Table 10

Themes and Codes Deriving From Condensing Data Analysis of Interview Responses

Theme	Codes
Nonprofit sector organization	Board of directors Private sector Role and responsibility Leadership styles
Different leadership styles and approach	Effective nonprofit leadership Shared leadership Nonprofit performance
Executive director role	Responsibility Funding strategy
Understanding relationships	Donor relations

In addition, the emergent themes in Table 10 derived from the participant's depiction of diverse circumstances that informed the participant's interpretation of the nonprofit sector. I produced specific themes and findings based on direct field observation and reflective journaling shown in Table 11, and document review and analysis as illustrated in Table 12. Data analysis confirmed the results of my literature review.

In Tables 13-16, I presented an analysis of the interview responses and emergent themes, followed by an overview of findings involving each of the four emergent

thematic categories. As I conducted data analysis, I remained focused on the elements of contemporary understanding concerning nonprofit sector leadership and effective organizational performance. Consequently, I identified emergent themes illustrated in Tables 10-25. I produced the findings from analysis of interview responses, direct field observation, field notes, reflective journaling, document review and analysis, sensemaking, literature review, and member checking involving unit participants and each Community Partner case.

Community Partner's and Emerging Themes: Document Review Analysis

From the participants' interview responses and the expression of views in general that I recorded with handwritten notes, Community Partner Bear and Community Partner Tiger, both experienced recent turnovers of Board Chairs. Bear experienced a turnover in 2016, and Tiger elected a new Board Chair the week before I interviewed with Tiger's Executive Director in March 2017. Leadership composition of each Community Partner comprised of a Board Chair and an Executive Director.

Document review and analysis (see Appendix J) showed Tiger experienced a significant drop in funding from the year 2013 to the year 2014 and a slight increase in funding from the year 2014 to the year 2015. Participant responses and document review and analysis (see Appendix J and Appendix P) revealed that Tiger did not experience any changes in program services for the years 2013 to 2014, and years 2014 to 2015 while facing leadership challenges involving Board Chair turnover. Although interview responses and document review and analysis do not describe the issues involving Board Chair turnover, DD, the Executive Director, suggested that "leadership change" can cause

a “loss of interest...” when “continuity...” and “succession are challenged”. From observation of the participant’s behavior (field notes, March 3, 6, 20, 21, 24, 30; April 27, 2017; reflective journaling, April 24, 2017), document review and analysis, interview responses, and direct observation, I noticed emerging themes involving leadership and funding performance.

Document review and analysis (see Appendix J) illustrated that Bear experienced a slight increase in funding for each of the three funding years 2013, 2014, and 2015. Participant responses and document review and analysis (see Appendix J and Appendix Q) revealed that Bear did not experience any changes in program services for the funding years 2015 - 2015 while encountering Board Chair leadership challenges and Board of Directors turnovers. CC, the current Board Chair for Bear, has expressed that the situations creating the organization’s leadership conflict involve disputes concerning the organization’s funding strategy.

Document review and analysis, and participant responses described the current funding arrangement for Bear as mandated funding. Board Chair, CC, explained that “the organization did not feel...” there was a “need to go out and get more funds”. From observation of the participant’s behavior, which I recorded in handwritten field notes, document review and analysis, and interview responses, I noticed emerging themes involving leadership and funding performance.

Direct Observation and Analysis

As proposed by Kupec (2014), direct observation approach is a suitable method for a mini-ethnographic case study given the potentially wide range of uncertainty of

findings. In Table 11, I demonstrated themes derived from direct field observation. Later in this section (see Tables 18-25), I show emergent themes derived from the collective data analysis of interview response, direct observation, field notes, journaling, document review and analysis, and member checking.

The field observation of participants in this study involves a researcher's holistic perspective from the use of a qualitative inquiry that reached to the phenomenon and represents a foundation in conventional ethnographic research as expressed by Hsin-Yi, Tsung-Ting, and Rui-Rong (2017). Informed by the overarching research question and with use of NVivo analysis of descriptive and reflective journaling, I found that four core themes emerged concerning the direct field observation. I illustrated in Table 11, each of the four themes produced from direct observation: (a) staff and meeting, (b) operations, (c) office space, and (d) role of the President/Executive Director.

Using NVivo 11 to form thematic analysis as discussed in Chapter 3, I analyzed data derived from direct field observation (see Table 11). After re-examining the direct observation journaling of the daily operation of Community Partner, Bird, I identified and produced patterns and eventually emergent themes (see Table 11). I observed the daily interactions between staff and the Executive Director while the organization engaged in regular business activities. Since this was a nonparticipating direct field observation, I did not share the researcher's impressions with the participants I observed, and I did not solicit comments regarding any impressions.

With the use of observation protocol, I re-coded by handwritten notes descriptive thoughts and observation and, shortly after concluding the observation, I added

handwritten reflective thinking regarding the observation process. I followed up with transposing the handwritten descriptive thoughts and reflective thoughts to a computer Word file and saved the document on a desktop computer. I uploaded the descriptive observation and reflective journaling file document to NVivo 11 in a manner consistent with the procedure I used to analyze the semistructured interviews and document review and analysis, which then produced the emergent themes shown in Table 11.

Table 11

Themes and Codes Derived From Direct Field Observation

Theme	Codes
Staff and meeting	Relationships, Duties, Discussion, Fundraising, Enjoyment, Engagement, Progress, Agenda description, Self-managed
Operations	Business culture Office activities Nonprofit organization
Office setting	Polite, Office décor, Security, Appearance, Office space
Role of president	Observation of staff Interrupting Working relationship Conducting the meetings Nonprofit activities Accessibility

Nonparticipating direct field observation. From observing the daily operations involving one of the five nonprofit organization participants, I documented a reflective journal and drew meanings regarding nonprofit sector organizations that informed

understanding about the culture of shared leadership in the nonprofit sector and regarding fundraising performance. As a nonparticipating observer, I conducted a one-day observance of operations involving the nonprofit organization as described by Hsin et al.(2017). I observed the nonprofit organization activities without direct engagement with any of the participants at the site or any involvement in what was going on. The nonparticipating direct observer approach allowed for a broad perspective (Hsin et al., 2017). For instance, I gained insight regarding shared leadership and the Executive Director's and Board Chair's impact on nonprofit organization funding performance.

Staff. The office manager did not attend the staff meeting and remained at a staff desk to manage the office. Staff sat around a large oval shaped conference room table. The front of the conference room was a glass wall. There was a TV set mounted on the wall with a cable news program playing with the volume completely off. The floor was a dark panel. One wall was brick surface and the other walls painted. Mounted on the walls of the conference room were pictures of young men reading books and engaging in other learning activities.

I observed that all staff wore appropriate business attire. Three of the men staffers wore a suit with a tie, and the other two men were in casual business attire. I sat at the opposite end of the conference room table facing the Executive Director. Two men and two women sat on my left, and three women and two men sat on my right, and another man arrived later who also seated to my right.

Before getting too serious about the business of the day, the Executive Director, dressed in a tie with the jacket off, and described to staff a party event the Executive

Director attended over the weekend. The Executive Director, smiling and with laughter, excitedly exalted that the party was the best get together the Executive Director had ever attended. The staff appeared to enjoy the story and showed pleasure demonstrated with laughter upon hearing about the party. The Executive Director, a man, described the funny story of meeting a woman in the bathroom who wanted to talk business while the two were standing in the bathroom. The staff of five men and five women laughed, made lighthearted comments then moved on to the business of the day. When the Executive Director left the meeting, the staff carried on an intensive fully engaged meeting without the Executive Director present.

Work environment. I observed participants in the participant's work environment and did not approach participants for any form of interactions while I conducted the observation. As expected, participants wanted to know about the study and approached me to ask questions. When approached by participants, I would take the needed time to explain the research purpose and answer any questions. I did not ask any questions of the participants as questioning was not appropriate since I had not obtained informed consents required to interview participants. I observed and listened to participants as participants engaged in daily routines of staff meetings, individual work assignments, teamwork, staff interactions with leadership, organizational performance practices of staff, and operational planning and outcomes.

I arrived at the field observation site at 9:30 a.m. A staffer greeted me with an introduction, then a welcome, and a handshake. I was escorted immediately to the Executive Director who exited an in-progress morning staff meeting to extend another

welcome. I followed the Executive Director into a conference room where a regularly scheduled staff meeting was already in progress. With a brief interruption of the staff meeting, I was introduced to the staff by the Executive Director and invited to give an introduction and explain the purpose of the research project. After I had presented the study, the staff meeting resumed with discussion amongst staff concerning the regular activities of daily operations.

Leadership engagement. I soon recognized there was something different about the cultural and operational environment. The staff all appeared to be generation X and millennial generations. There were no walls, doors, and partitions separating the workstations of leaders and followers. The way staff moved around the office operations conducting business affairs, engaging in meetings amongst staffers throughout the day, meeting with visitors, planning fundraising events, and entertaining telephone conversation, staff appeared to be relaxed and comfortable with the organization's leadership. Despite the relaxed manner in the work environment, I was not able to observe the direct interaction between the Board Chair and Executive Director. I listened to conversations between followers and the Executive Director, and observed how staff considered the Board Chair in all planning decision involving public engagement and branding and fundraising strategies.

The Board Chair for participant Bird was not present at any time throughout the direct observation. Even though the Board Chair was not present, RR demonstrated what appeared to be a shared leadership approach of clear understanding regarding the role of the Executive Director and the role of the Board Chair. Participant RR executed

decision-making that seemed to demonstrate clear staff directives concerning the Board Chair's responsibility. For example, when RR received a question from the planning staff regarding an upcoming fundraising event, RR expressed to staff the need to involve the Board Chair in specific activities that involved greeting and interacting with potential donors.

Organizational performance practices and outcomes. Observing this open work environment and what appeared to be a business practice that promotes follower self-motivation and self-management did not seem consistent with the notion of nonprofit sector organizations' reliance on Executive Director, Board Chair, and Board of Directors for exclusive leadership and control of organizational task implementation. What I observed is consistent with the notion that social change leadership and nonprofit sector organization success depends on much more than having the right mission program at the right time and donor strategies. What I observed is that nonprofit sector organizations' growth and development requires accessible training surroundings within which learning occurs, and talents are given way for development as expressed by Wright (2010).

From field observation and reflective journal entries, what I observed as meaning regarding the theme nonprofit sector organization (see Table 13), is that nonprofit organizations, unlike private sector organizations, operate on the idea of a *just society* as expressed by Wright (2010). Wright (2010) proposed that promoting an environment of skills development, allowing the exercise of self-management, and allowing opportunities for *equal access* creates a positive work culture. The expectation is consistent with the field notes, observations, document analysis of mission program and funding, and

participant's responses to interview questions. In addition to analyzing data from direct observation and interviews, I analyzed data based on document review.

Document Review and Analysis

The research of a broad selection of different documents might provide a richer understanding of nonprofit shared leadership phenomena (Walsh, 2014). In Table 12, I demonstrated themes derived from document review and analysis. Later in this section, in Tables 18-25, I show emergent themes derived from the collective data analysis of interview response, direct observation, field notes, journaling, document review and analysis, and member checking.

In this study, I sought document review and analysis concerning nonprofit organizations' financial statements that were available, IRS 990 filings, statement of mission and programs, organizational structure where available, website information, public comments and articles concerning the organizations' performance. Also, I sought document review and analysis regarding the nonprofit organizations' fundraising activities and efficiency documents such as strategic plan regarding delivery of program services. As expressed by Walsh (2014), I began the document review and analysis with a search of documents relating to the phenomena and efforts to establish that the documents were authentic and reliable. Next, I conducted a review of each document. Finally, I analyzed the documents.

Although somewhat subjective, I established the reliability of the documents using a practical and direct method as recommended by Walsh (2014). For each document I reviewed and analyzed, the truthfulness of the document comes from the

source of the records which included government reporting, the organizations' website, and in one case printed brochure information published by the organization. I engaged critical interpretative methodology to analyze the documents allowing for a comprehensive exploration of the documents concerning the topic under study as noted by Nag, Snowling, and Asfaha (2016).

Finally, I used NVivo data analysis software. I identified themes discussed in this section. Guided by a blended qualitative study approach, this mini-ethnographic case study involved many different collections of data such as direct observation, interviews, and document review and analysis. Against this setting, I conducted a critical interpretative synthesis of documents reviewed and analyzed to expose new information toward understanding the phenomenon of shared leadership as demonstrated by Nag et al. (2016). I employed this interpretative fusion of document review and analysis to help explain the meaning of matched and unmatched leadership styles impact on organizational performance.

The documentation review involved a review of program missions for each Community Partner nonprofit organization (see Appendices M - Q). The program mission documents describe the nature of the nonprofit entity and the specific funding missions, which is an indication of the founding purpose of the nonprofit organization. I unsuccessfully sought the review of other documents such as Board of Directors' minutes, governance policies, and finances. I reviewed publicly available documents including IRS 990 filing form (see Appendix J), an organizational chart for Community Partner Tiger (see Appendix L), and audited financial statements for Community Partner

Rex (Figure 6, see Appendix R).

The documents I reviewed and analyzed conveyed significant indications concerning the nonprofit organization's funding strategy, organizational performance, the effectiveness of leadership, organization purpose, leadership views, and the potential challenges to organizational change (see Appendices J and L-R). I saved the documents to a desktop computer and uploaded the documents to NVivo 11 for thematic analysis. In a manner, consistent with the procedures used to analyze data from direct observation and semistructured interviews, I identified the emergent themes shown in Table 12. Using NVivo 11 to analyze the documents specific to program missions, I identified patterns and themes.

Based on what I observed using field notes, direct observation, and journaling, all participants in the study believed in the mission and importance of nonprofit organizations. Participant NN showed an indication of this passion in responses to questions regarding the importance of nonprofit organizations: "Leadership expectations are higher in the nonprofit sector as opposed to the private sector. Being an Executive Director and leader of a nonprofit organization is a hard hat to wear". The document review and analysis revealed organizational and leadership activities involving community relations, programs or services innovation, and the competitive challenge of implementing social program missions. From the document review and analysis, three main themes emerged as shown in Table 12: (a) community, (b) services, and (c) mission.

Table 12

Themes and Codes Derived From Document Review and Analysis

Themes	Nodes
Community	Valued members, Bringing generations together, Communal responsibility, Volunteerism, Individual and partners, Promotion of honesty, Corporate partner, Parents, Community leaders, Business executives, Rebuilding
Services	Social isolation, Dedication, Enhancing lives, Aging and older adults
Mission	Challenges, Reverse flight

Informed by the research topic, I used NVivo for analysis of specific documents concerning the nonprofit organizations' program missions, funding performance, and financial status. The themes derived from a document review and analysis of mission programs (see Appendices Q - M) as illustrated in Table 12, aligned with participants' responses regarding interview questions (IQ) one and two. For example, I sought in IQ one and IQ two, the participants' understanding of nonprofit organizations and effective performance involving nonprofit organizations respectively.

The emergent themes from document review and analysis (Table 12) also aligned with themes derived from direct observation (Table 11) of nonprofit operations concerning the role and responsibility of the Executive Director and Board Chair interactions that promote planning and execution of fundraising demonstrated in Table 11. The interview questions, document review and analysis, and observation also sought to establish the participant's beliefs, realities, and how participants see the role of the nonprofit organization and nonprofit leadership as supported by the research of deSouza

(2016), Haesly et al. (2014) and Prus (2017).

Observation (from field notes) of the participant's demeanor when responding to questions about the nonprofit sector reflected what appeared as passion defense regarding the nature of the nonprofit sector. For example, participant DD would sometimes smile when discussing the topics except when discussing the nature of the nonprofit sector. When discussing the nonprofit sector, participant DD leaned back in the swivel desk office chair, turned the office chair toward the large office window, stirred out the window for a few seconds. The participant then turned back to face me, and with a heightened pitch in voice tone, the participant seemed to lecture about the significance of the nonprofit sector. I understood the participant's interpretation of the nonprofit sector as entities committed to the social change mission of providing social and economic needs to communities where services would otherwise go unprovided as expressed by deSouza (2016). I confirmed the researcher's interpretation of the participants accounts with member checking (communications, April 26, 2017; May 5, 2017).

I used handwritten notes to record observations of participants and the interview settings. I recorded the handwritten interview observation notes immediately following each interview, which I transcribed to a computer and saved the documents for data analysis. The observation notes helped to establish whether the semistructured interview correctly described organizational performances and the meaning of nonprofit shared leadership.

Emergent themes that derived from interview response analysis and field notes regarding the participants (see Tables 13-16) also aligned with themes derived from both

direct field observation (see Table 11) and document review and analysis (see Table 12). For example, the theme, *nonprofit sector* (see Table 13) derived from an analysis of participant interview responses aligned with the theme *staff meeting* (see Table 11), which derived from direct field observation. Both of the themes, nonprofit sector and staff meeting, demonstrated that relationships and duties are significant factors in nonprofit organization performance. Furthermore, the two themes, nonprofit sector and staff meeting, also aligned with the theme *community* (see Table 12), which derived from document review and analysis. The three themes pointed to the important duties of nonprofit Executive Leaders and Board Chairs leadership involving fundraising, partnership, role, and responsibility.

Interview Response and Analysis

I conducted semistructured interviews as a common method of data collection in a qualitative study as recommended by Doody and Maria (2013). I accomplished the interviews both on-site and off-site during normal business hours. In Tables 13-16, I demonstrate themes I derived from participants' interview responses. Later in this section (see Tables 18-25), I show the emergent themes derived from the collective data analysis of interview response, direct observation, field notes, journaling, document review and analysis, and member checking. Based on data analysis of participant responses to each of the interview questions, the combined data sources produced ten emergent themes illustrated in Tables 20-25.

Leadership styles involving colleagues (Theme One). Theme one shown in Table 20, derived from analysis of combined sources and aligned with participants'

perspective of leadership styles involving work colleagues. The theme further associates with shared leadership between the Executive Director and Board Chair. In Table 20, I demonstrate how the theme derived from data analysis regarding the research topic, the research question, and the conceptual framework lens for the study. The theme helped to identify patterns concerning the perception of leadership styles within the nonprofit organization.

The participants provided an interpretation of leadership styles regarding the Board Chair, Board of Directors, and Executive Director. I described for each participant the leadership styles that are the focus of this study, transformational, path-goal, and leader-member exchange (see Table 8). Participant CC suggested leadership of colleagues was not clear since the leadership of the organization was in an “infancy” stage (interview response, March 6, 2017). Participant NN stated, “I think I would be more so as a team, but I have people who direct reports who would more be in the path-goal or different type of, or traditional sense of what leadership is” (interview response, March 30, 2017).

Participant MM stated that “what I have observed is a complete lack of discipline amongst everyone, but primarily coming from the board chair - not currently, but in the past - so there was no clearly delineated path, so nobody was going anywhere” (March 21, 2017). Furthermore, participant MM offered that “the person totally not only lacked charisma but was so arrogant that he actually repelled people from him” (interview response, March 21, 2017). Using member checking, I confirmed participant MM’s intended meaning regarding the interview response (communication, April 26, 2017).

From member checking, participant MM did not offer any correction regarding what I interpreted as the participant's intended response to the face-to-face semistructured interview questions.

Through the process of member checking, participant BB further explained that the presence of different leadership styles creates a tenuous situation. Under different leadership styles, the organization has produced different results. For example, some leaders in the organization might ignore titles. Participant BB explained that other organizational leaders might possess a need to control everything and not just to control the board, but within the organization, which could produce a stymied role of the Executive Director's responsibility (interview response, March 3, 2017; member checking communication, April 26, 2017). Participant KK suggested all three leadership styles focused in this study represent past involvement by the participant at some point (interview response, March 21, 2017).

Participant LL suggested that organizational performance is not about the "leadership of the individual"; rather it is about "followership" (interview response, March 24, 2017). I confirmed participant LL's meaning through member checking (communication, April 26, 2017). Participant LL offered the following:

I have seen organizations with chief executives who are very charismatic, but not very hands on with the administration or operations. They could be a leader because they lead by voice, inspiration rather than by their actions or role setting. Somebody else does that, but I think that over here, we are more in the category of goal setting and the group actions. We have teams, and we have

departmental structural, but each department has teams of people who work together to achieve goals. (interview response, March 24, 2017)

Participant PP stated that regarding “the overall directions of most nonprofits that I have worked, it really has been very much a team approach with clearly the CEO and Executive Director needing to take a leadership role in setting that direction” (interview response, April 27, 2017). I confirmed participant PP’s meaning through member checking (communication, May 5, 2017). Participant MM did not offer any member checking correction regarding what I presented as the researcher’s interpretation of what intended by the participant in response to interview questions.

Other leadership styles within your organization (Theme Two). As demonstrated in Table 20, I produced theme two from analysis of collective data sources. The theme aligned with participants’ perspective of leadership styles within the organization such as Executive Director, Board Chair, and Board of Directors. As shown in Table 20, the theme furthers my understanding of the data regarding the research focus with the conceptual framework lens for the study. The theme helped to identify patterns concerning leadership styles and their relation and performance within the nonprofit sector.

Through the member checking process, I confirmed participant PP’s view of leadership styles within the organization. Participant PP expressed that the organization’s focus has been on building a team and leading with a team approach regarding decision-making, which includes team leadership involving both the Board of Directors and staff (member checking communication, May 5, 2017). Moreover, through member checking,

I confirmed that participant PP thinks the Board of Directors become transformational leaders of the organization during times of changes in leaders for the organization and when leading the organization in a new direction (communication, May 5, 2017).

Using member checking, I confirmed that participant DD characterizes leadership within the organization as a team concept and department structures with each department led by teams to achieve goals (communication, April 26, 2017). Participant LL described leaving the organization, founded by participant LL, to engage and rejoin the nonprofit group about ten years ago. Participant LL articulated that the organization has come “full circle to what the leadership style I would say the organization has taken on” (interview response, March 24, 2017). Participant LL stated:

When I came in, the organization was all about transformational, and I would have to say that that is the style that this organization has taken on because we have gone through of period of different leadership, program growth, service growth, and it has transformed us and me as a leader throughout that process.

(interview response, March 24, 2017; member checking, April 26, 2017)

Participant KK suggested the nonprofit organizations comprise of all three leadership styles that are the focus of this study, transformational, leader-member exchange, and path-goal leadership (interview response, March 21, 2017). I confirmed participant KK’s meaning through member checking of the researcher’s interpretation of the interview response (communication, April 26, 2017).

Participant BB asserted that the leadership styles of the leader are separate from the organization (interview response, March 3, 2017). Participant BB spoke in detail

about leadership challenges involving the organization. The participant offered the following:

This organization has gone through some significant changes, there was some mismanagement by the previous administration that caused the board to be very hypo-vigilant with finance, and so that called for a certain leadership style. There was a period of lack of leadership, with just no leadership, and the board had to act differently in that sense. There was a period where there wasn't leadership on the board level. There was a period where there was no leadership at the client level, and the Board actually acted like the leadership involving clients, so the Board had to act differently. The question is hard because when I came onboard the organization's leadership style was really difficult to see because I had not understood the history of the organization that determined the style of leadership.

(interview response, March 3, 2017)

Participant NN stated that, in some ways, the organization represents two leadership styles, leader-member exchange and transformational (interview response, March 30, 2017). Based on observation notes, I observed that participant CC seemed troubled by the questions. The reason for what I observed became clear as participant CC discussed the Board of Director issues of the organization (field notes, March 6, 2017; interview response, March 6, 2017). For example, participant CC explained that prior to the year 2016, the Board of Directors was engaged in disputes concerning financial strategy, leadership roles, and fundraising needs.

Leadership styles worked with in the nonprofit sector (Theme Three). In

Table 20, I identified this theme from analysis of combined data within the conceptual framework of a blended design qualitative study, a mini-ethnographic case study, as suggested by Fusch et al. (2017). The theme aligned with the participants' experiences with leadership styles within the nonprofit sector. The theme helped to identify patterns concerning leadership styles associated with the nonprofit sector.

With the use of member checking, I confirmed participant PP's perspective regarding this question is that, by and large, most nonprofit organization leadership styles have been a leader-member exchange type role, thereby setting directions for the organization (member checking communication, May 5, 2017). Participant MM noted that all the participant's work experience has been in the nonprofit sector. Confirmed with the use of member checking, Participant MM shared the nonprofit experiences and offered:

An effective leader of a nonprofit organization would be a person who has charisma not in the classic sense of being charming, but having a series of qualities that come together that might not be charismatic in the way one thinks of being public figures. Rather, an effective nonprofit leader is committed, genuine, sincere, understanding, devoted and decent, trustworthy, and able to delineate a path, and able to say that if someone strays from the path that the organization could work together to either broaden the path if that is what is necessary, or bring the person back into the mainstream. This leadership approach creates a sense of security for everybody on the team. (member checking communication, April 26, 2017)

Through use of member checking, I confirmed participant CC's perspective on this question is that leaders of nonprofit organizations can be self-motivated (communication, April 26, 2017). Participant CC expressed that nonprofit leaders will concentrate organizational performance towards activities producing an outcome. This tends to ensure the leader's successful recognition for the outcome as a leader, as opposed to recognizing the outcome as a team and organization performance (communication, April 26, 2017). Participant BB suggested "caution when we talk about styles in the industry" (interview response, March 3, 2017). Participant BB proposed that "the nonprofit sector is a business; people bring their own personal styles of leadership to their positions and the industry, so, I think we see an influx of for-profit professionals who are now switching over to the nonprofit sector" (interview response, March 3, 2017).

Based on handwritten observation notes, I detected that participant DD was very passionate about this question as the participants reflected on past work experiences at another nonprofit organization (field notes, March 20, 2017). Participant DD stated that the participant's survival at another nonprofit organization under another Executive Director was sustained only through being ignored by the Executive Director who allowed participant DD to get things done (interview response, March 20, 2017).

Participant LL described work at another nonprofit organization as difficult to "categorize in the style chart" (interview response, March 24, 2017). When pressed to describe the situation, participant LL stated: "it was extremely dictator, like a dictatorship. It was extremely, you know, not welcoming, or not open, or you could not

have a difference of an opinion. There was a lot of yelling by this particular leader” (interview response, March 24, 2017). Finally, participant KK shared the following:

What happens is, I think, is not-for-profit Boards becomes a little bit more insular, it becomes a little subjected even more so than for-profit boards to nepotism. And so, it doesn't always focus on the skill set of people and what they are going to offer and bring to the table as much as who you know, and the association of colleagues as opposed to how the organization is going to benefit from that person kind of being on the board. (interview response, March 21, 2017)

Matched and unmatched leadership styles (Theme Four). As demonstrated in Table 20, I derived theme one from combined analysis of all data sources. The theme aligned with participant’s matched and unmatched leaders’ styles on nonprofit organization performance. Further, the theme associates with matched and unmatched leadership styles between Executive Directors and Board Chair within the nonprofit sector and the conceptual framework lens for the study. The theme allowed recognition of patterns concerning the research topic and research question regarding shared leadership and nonprofit organizational performance.

Understanding the meaning of matched and unmatched leadership styles in a nonprofit organization’s shared leadership was important to the study. I engaged in sensemaking with participant CC (interview response, March 6, 2017), as an example, to ensure there was a mutual understanding of what this question was asking. I again reviewed with participant CC the three leadership styles focused on in this study (see Table 8).

Based on handwritten notes, I observed that participant CC appeared hesitant to answer the questions about leadership styles (field notes, March 6, 2017). For example, participant CC paused and seemed to search for a response after initially offering a seemingly incoherent response. The participant's hesitance suggested to the researcher that the question might not be clear (field notes, March 6, 2017; interview response, March 6, 2017). I restated participant CC's response to ensure sensemaking (field note, March 6, 2017; interview response, March 6, 2017). Using member checking, I confirmed the researcher correctly interpreted participant CC's meaning (member checking communication, April 26, 2017). Participant CC did not offer any correction regarding the researcher's interpretation of the meanings of the participant's response to the face-to-face interview.

Participant CC described the organization as representing leadership styles that "have not believed in fundraising over the past 39 years." Participant CC offered that the leadership styles of past Board Chairs "went along with it," and then "when Board Chair leadership changed" in recent years, and there was talk of fundraising, "there was division amongst the Board of Directors, and half of the Board of Director members left the Board" (interview response, March 6, 2017). From field notes, I observed that participant NN responded to the question without hesitation (field notes, March 30, 2017). The participant would interrupt the researcher to address a question or make comments seeking clarification by interjecting a point (field notes, March 30, 2017).

Participant NN suggested that leadership styles impact an organization's longevity "because things change" (interview response, March 30, 2017). Participant NN

stated that “the way an organization existed 40 years ago is not the way that the organization exists now and it’s not the way the organization is going to exist in the next 40 years or so to come” (interview response, March 30, 2017). Participant NN proposed that leadership styles matter and that the Executive Director, Board Chair, and Board of Directors must have a sufficient level of clarity and conciseness between the actors to ensure organizational effectiveness (interview response, March 30, 2017).

Participant NN stated that “we have seen organizations that didn't work because of this”, suggesting that without agreeable leadership styles between the executive leader, the longevity of the organization is threatened (interview response, March 30, 2017). With the use of member checking, I confirmed the researcher’s interpretation of participant NN intended meaning (communication, April 26, 2017). Participant NN did not offer any correction regarding the researcher’s interpretation of the participant's intended meaning of response to the interview question.

Later in the interview process, from field notes, I found that participant KK had become comfortable with the questions and the interview process demonstrated by the participant with an occasional smile (field notes, March 21, 2017). Participant KK expressed that the leadership styles of the Executive Director and Board Chair are important at any point in the organization’s existence (interview response, March 21, 2017). Participant KK explained that:

If there is an inability to synchronize and synergize efforts, there is going to be a spending of the wheels, or there is going to be a halting of activity. You can have ten years of longevity, good leadership styles, and an Executive Director and

complementary leadership styles in a President of the Board and the Board President changes and the style of that new person coming in has now changed and guess what, your organization productivity now has stopped because there is an impasse between complementary thought, focus, purpose, and I guess, teamwork. So, yes, it does matter on leadership styles, and leadership styles have to be complementary. (interview response, March 21, 2017)

Using member checking, I confirmed participant KK's intended meaning offered in response to the question (communication, April 26, 2017). Participant KK did not offer any correction regarding the researcher's interpretation of the participant's responses to the interview question.

Participant LL does not agree with participant KK's assertion regarding the significance of leadership styles. According to participant LL, leadership styles do not matter concerning the longevity of the organization (interview response, March 24, 2017). Participant LL suggested that the Executive Director as a "leader, not the Board Chair has to be able to go in and out of every style that he approaches, which includes the styles of the Board Chair, staff", and so on (interview response, March 24, 2017). Based on observation of the participant and interview responses, Participant LL views the Board Chair's leadership style relation with the Board of Directors as different from the leadership style needed between the Board Chair and Executive Director (interview response, March 24, 2017; field notes, March 24, 2017).

Participant LL argued that having different leadership styles amongst the actors could be a good thing for the organization (interview response, March 24, 2017).

Participant LL stated that for the leadership of the Board of Directors, the Board Chair:

Probably has a better focus if they are path-goal because as a Board Chair it is about governance, it is about compliance, it is about the laws and regulations. So, it's actually a nice dynamic that they are both different in that sense. That could be her dominant, but any true leader moves in and out of leadership styles. She knows, or he knows that a path-goal Board Chair also knows that the only way these goals get done is if that leader-member exchange leader can build a relationship with people that they trust and that they believe in him to get it done. (interview response, March 24, 2017; member checking communication, April 26, 2017)

Reviewing my handwritten field notes, I observed that participant LL seemed energized with this question and discussion. I then recalled from the initial introductions, that participant LL had studied leadership and had special knowledge of this topic (field notes, March 24, 2017). Bernard (2011) described this type interview situation as the *shaman effect* where the participant has specific or expert knowledge about the topic under discussion.

To effectively explore the question with participant LL, I engaged a *silent probe* approach as expressed by Bernard (2011), where I remained silent for an appropriate time (field notes, March 24, 2017). I waited for participant LL to exhaust any desired thoughts concerning the field of leadership styles (field notes, March 24, 2017). I then followed up with further questions to ensure sensemaking regarding the significance of matched and unmatched leader styles (field notes, March 24, 2017; interview response, March 24,

2017). Participant LL reiterated that different leadership styles “do not matter” (interview response, March 24, 2017). Participant LL suggested that effective nonprofit leaders should possess characteristics of transformational, leader-member exchange, and path-goal leadership styles (interview response, March 24, 2017). Participant LL stated:

If I had to put the three leadership styles in order, for me, it is transformational, leader-member exchange, and then path-goal. I do believe in the inspirational culture, the emotional culture, I do believe in the motivating of people to transform themselves and the entity that they work for! I put leader-member exchange second because I know this leadership style builds a relationship that allows people to believe in my leadership and support it and the direction that we go. Because of that relationship, I am able to make a connection to the goals that we need to do which people can actually buy-in. (interview response, March 24, 2017)

I observed that participant DD seemed perplexed by the questions regarding leadership style. The participant showed a more serious facial expression and paused for a time before offering the response, “I don't know, I don't know,” regarding the description of leadership styles (field notes, March 20, 2017; interview response, March 20, 2017). Participant DD expressed amazement that some nonprofit leaders can raise money such as leaders of “religious and faith” entities that “attract hundreds of thousands of dollars in the private sector from people who really did not know what the organization is doing with the money.” Participant DD attributed this ability to “leadership style such as charisma” but goes on to suggest that in the end, charisma might

not be enough to save the organization from failure (interview response, March 20, 2017).

Participant PP suggested, “Leadership style is absolutely essential to the success of a nonprofit organization.” For example, when I entered the site, I received a smiling welcome and greeting from the receptionist while at the same time, I was scanning the surroundings. I almost immediately perceived the entity as an organization of sophistication and that I had entered a professional business operation (field notes, April 27, 2017). Within minutes of my arrival, the participant stepped off an elevator with a smile and greeting. Participant DD confirmed my perception of the business environment when we walked through a conference meeting, past the administrative assistant’s desk, and into participant DD’s office. All along I was greeted and acknowledged by staff workers while walking to the participant’s office (field notes, April 27, 2017).

Participant DD stated that “I believe that for a nonprofit to succeed you need to have a collaborative working environment where people are driven towards fulfilling, helping to fulfill the mission of the organization” (interview response, April 27, 2017). The participant, DD, suggested that motivating staff on the concept of working together is a good way of sustaining an organization (interview response, April 27, 2017). With the use of member checking, I confirmed participant PP’s intended meaning in response to the question (communication, May 5, 2017). Participant PP did not offer any correction regarding the researcher’s interpretation of the participant’s response to the face-to-face interview question. While seemingly unable to offer comments on the

meaning of matched and unmatched leadership styles impact of organizational performance, participant PP expressed “that in a nonprofit organization that leadership style of the CEO and the senior management team is critical for the organization to be successful”.

Role and responsibility of board chair (Theme Five). Theme five, derived from data analysis, also aligned with how participants function in shared leadership situations in nonprofit organizations. To further understand shared leadership and effective nonprofit performance, in Tables 20 and 23, I show themes derived from analysis of combined data concerning the research topic, the research question, and the conceptual framework for the study. The theme helped to identify patterns concerning leadership of the Board Chair.

From document review and analysis, I identified that the position of the Board Chair, while labeled on the nonprofit organization’s organizational chart, is not indicative of the role and responsibility of the Board Chair (see Appendix K, Figure 4; see Appendix L, Figure 5). Based on direct observation and reflective journaling, I observed how leadership engaged decision-making. For example, I observed staff activities involving issues such as fundraising, event planning, donor strategy, constituent interaction, and so on without planning coordination with the Board Chair (direct observation, April 24, 2017; reflective journaling, April 24, 2017).

From direct observation, I observed how the staff made references to the inclusion of the Board Chair in the event planning and fundraising strategy. I observed how staff seemed to understand the role of the Board Chair as staff developed and

executed organizational functions (direct observation, April 24, 2017; reflective journaling, April 24, 2017). For example, staff discussed with the Executive Director where to place the Board Chair on the event program, and program arrangements that involved the Board Chair with donor interaction, such as acknowledgments, to promote branding and fundraising.

Participant CC described the role of the Board Chair regarding interactions with the Board of Directors such as revamping the Board of Directors as the need to accomplish the organization's mission (interview response, March 6, 2017). Based on field notes, I observed that participant CC seemed disappointed that the Board of Directors did "not realizes the importance of fundraising" (field notes, March 6, 2017; interview response, March 6, 2017). In this instance, I observed how participant CC's voice became stronger, louder, and used waving hand gestures that seemed to show frustration with the lack of fundraising activity. Participant NN described the Board Chair as having the responsibility for "duty of care" regarding activities such as "governance, fundraising," and "give-and-get" practices of the Board of Directors (interview response, March 30, 2017). Using member checking, I confirmed the accuracy of participant NN's intended meaning regarding the responses provided (communications, April 26, 2017). Participants NN did not offer any correction regarding the researcher's interpretation of the face-to-face semistructured interview.

From handwritten field notes recorded during and after the interview with participant MM, I observed that participant MM seemed to struggle slightly with the question, paused, and then shared experiences of working with other Board Chairs (field

notes, March 21, 2017). Following what appeared to be a thoughtful consideration of the question, participant MM offered:

I think the role of the board chair is a really interesting and difficult role to have because you cannot micro-manage the organization if you are the board chair, and yet it seems to me that there are some chairs of boards who feel that for whatever reason, they are in a better position to micro-manage the organization even though they are not there on a daily basis. (field notes, March 21, 2017; interview response, March 21, 2017)

Participant BB described the role of the Board Chair as complementary to the Executive Director while at the same time, both the Board Chair and Executive Director role are wholly exclusive roles (interview response, March 3, 2017; member checking, April 26, 2017). Participant BB suggested that the Board Chair and Executive director must each have a clear understanding of each role and the need for work in partnership with the best interest of the organization (interview response, March 3, 2017). Moreover, participant BB proposed that “the Board Chair who is charged with leading Board of Directors and with giving them directions to work in consort with the Executive Director who forms the vision for the organization so that the Board supports the organization” (interview response, March 3, 2017).

Participant KK stated the role and responsibility of the Board Chair “is to kind of really work along side of the Executive Director, support the Executive Director in ways in which the goals, and the strategic focus of the organization have been established” (interview response, March 21, 2017). Furthermore, participant KK suggested the Board

Chair is the “champion for the things that the Executive Director needs” and is out front with “fundraising,” and approving work, and “provide a sense of confidence to external stakeholders” (interview response, March 21, 2017). With the use of member checking, I confirmed the accuracy of participant KK’s intended meaning regarding the interview responses provided (communications, April 26, 2017). Participants KK did not offer any correction regarding the researcher’s interpretation of face-to-face semistructured interview.

Participant LL described the role and responsibility of the Board Chair as governance policies as opposed to operations and that the two functions should only overlap at the Executive Director level (interview response, March 24, 2017; member checking, April 26, 2017). The participant, LL, stated:

So that level of understanding of those two roles, the board chair of governance needs to be able to be in partnership with the Executive Director, and it doesn't mean rubber stamp, and it doesn't always approve, it means that they both have a clear vision of what the nonprofit's mission is and what we are trying to do, and they are not competitors. The board chair does not want to be the CEO -at least not at (blank) - and the CEO does not want to be the board president. (interview response, March 24, 2017)

Participant DD expressed the role and responsibility of the Board Chair using a simple description: “well, if you have a good strong Board Chair then you are going to have a good strong organization” (interview response, March 20, 2017). Through member checking, participant DD confirmed that the Chair is critical to the strength and order of

the board and informing the Board of Directors regarding the board member roles within the nonprofit organization (communication, April 26, 2017). In response to a member checking question, participant DD did not offer any correction regarding what I presented as an interpretation of the participant's intended interview response.

Using member checking, I confirmed participant DD's interview response to mean that the Chair has the role of ensuring checks and balance by managing the Executive Director, or whatever title worn by the day-to-day leader, to avoid staff disorganization (member checking communication, April 26, 2017). Appropriateness of actions by the nonprofit organization reflects the leadership strength of the Board Chair (participant DD, member checking communication, April 26, 2017). From member checking, I confirmed that participant DD proposed that the optimum leadership situation is a strong Board Chair and an equally strong Executive Director (communication, April 26, 2017). Finally, participant PP expressed that the Board Chair is my boss, and I serve at the will of the Chairperson of the Board, and the Board of Directors (interview response, April 27, 2017).

Effective private sector performance (Theme Six). The theme illustrated here, theme six, aligned with how participant comprehend the relation between nonprofit sector performance and private sector performance. To explore understand leadership relation between the private sector and nonprofit sector, in Table 23, I further demonstrated themes derived from combined data analysis regarding the research topic, the research question, and the conceptual framework for the study. The theme helped to identify participants understanding of nonprofit sector leadership and private sector leadership.

For instance, participant PP stated that “effective performance for the nonprofit sector and effective performance for the profit sector are very, very different” (interview response, April 27, 2017). Using member checking, I confirmed participant PP’s meaning concerning the interview response (communication, May 5, 2017). Participant PP did not offer any correction regarding what I provided as an interpretation of the participant’s interview response.

Participant KK (interview response, March 21, 2017) and NN (interview response, March 30, 2017) indicated agreement with participant PP regarding effective performance in the private sector as being different. Despite the view that effective private sector performance is different from effective nonprofit performance, from direct observation I observed nonprofit office operations that showed no distinction from what one would expect to observe in private sector office operations (direct observation and reflective journaling, April 24, 2017).

The interview question generated unexpected views concerning effective private sector performance as compared to effective nonprofit performance. For example, participant DD stated that “I always say that we are in the private sector, part of the private sector, public sector, but we are part of private nonprofit...with a mission” (interview response, March 20, 2017). Using member checking, I confirmed the accuracy of participant DD’s meaning (communication, April 26, 2017). Not all participants believed that effective private sector performance is about the bottom line. Participant LL, for instance, expounded that “in the text, in theory, that is what we are taught in school. That is what we hear in the world, in society, but I have learned to

appreciate for-profits that are more than just the dollar amount” (interview response, March 24, 2017). I confirmed the accuracy of participant LL’s intended meaning through member checking (communication, April 26, 2017).

Participant LL suggested the role of both nonprofits and private sector organizations has changed. Participant LL shared the view that private sector “performance is basically determined by the shareholders, but at the same time, I think they do have to pay attention to a little bit more than what they might always pay attention to” (interview response, March 24, 2017)! The remaining participants in the study shared similar views as participants DD, PP, NN, KK and LL regarding effective private sector organizations.

Role and responsibility of Executive Director (Theme Seven). As shown in Table 23 and Table 24, theme seven aligned with how participants function in shared leadership situations in nonprofit organizations. To further understand shared leadership and effective nonprofit performance, in Tables 23 and 24, I show themes derived from an analysis of combined data concerning the research topic, the research question, and the conceptual framework for the study. The theme helped to identify patterns concerning Executive Director leadership.

Analysis of direct observation, field notes, reflective journaling, interview responses, and member checking results revealed indications of different types nonprofit leadership styles (see Table 8 and Table 17). For example, based on direct observation, reflective journaling, and field notes, I observed and recorded with handwritten notes participant KK’s leadership demeanor. From field notes taken before and after the

interview with participant KK (field notes, March 21, 2017), I observed that participant KK was dressed in business attire, a grey suit and tie, and seems to have worked at another job before arriving for the off-site interview. This is not inconsistent with Board of Director positions. As suggested by Saiki (2013), workplace attire tends to get labeled as traditional suit and tie versus casual attire.

Business culture and societal stereotypes tends to establish dress codes and expectations of how women and men should appear in society and the workplace as discussed by Brower (2013). For example, from direct observation and field notes, nonprofit organizations adhere to a traditional workplace dress code for the most part (field notes March 3,6,20,21,24,30, and April 27, 2017; direct observation April 24, 2017). My observation is consistent with the participants' perspective regarding the relative importance of nonprofit organizations and the private sector. Appropriately attired appearance within the workplace, even if that workplace is nonprofit, is considered an essential element of a professional, and productive organization as proposed by Bowman and Hooper (1991).

Participant KK was seated at a conference table and faced the office entrance door. At the beginning of the interview, participant KK showed minor to no expressions about the interview and initially appeared disinterested. As the interview progressed, the participant seems to become more interested and comfortable with the interview. At times in the interview, participant KK would lean forward from the chair and lean back while answering the question. There were times during the interview participant KK, using the side of a closed fist, would lightly pound on the conference table when

emphasizing a point. Occasionally, participant KK would display a smile mostly without the display of much emotion (field notes, March 21, 2017).

Effective use of *nonverbal* behavior and *positive personality characteristics* are important qualities for effective leadership (Yildizbas, 2017). Participant DD proposed that “there are different types of nonprofit leaders” (interview response, March 20, 2017). Based on interview responses and field notes, I observed that participant DD seemed to take pleasure in discussing the duties and responsibilities of the Executive Director and expressed the role of the Executive Director is to take charge as necessary (interview response, March 20, 2017; field notes, March 20, 2017). For example, participant PP would change positions while sitting in the conference table chair, looked directly at me, smiled, and displayed a relaxed posture and with apparent ease, the participant provided a flow of information about his perspective concerning the topic. Participant PP agreed “that the role of the CEO, Executive Director, is really as the lead person, the lead paid professional, and there are different expectations and responsibilities of the Executive Director” (interview response, April 27, 2017).

Participant LL views the nonprofit Executive Director role as no different from a chief executive officer (CEO) of a private sector organization (interview response, March 24, 2017). Participant LL seemed to challenge the notion that nonprofit leaders require fewer skills as leaders than required in the private sector. Participant LL proclaimed that “the skill set required for both jobs is the same. There is not this, because we are not-for-profit, you know, I don't need to be smart and intelligent” (interview response, March 24, 2017).

Participant BB described the Executive Director as the “chief planning officer”. Furthermore, participant BB offered that “the role is to understand the needs of the organization and can articulate the needs of the organization today and five years from today and can successfully engage a board of directors to help move the organization forward” (interview response, March 3, 2017). At the same time, participant CC stated the role of the Executive Director “is to find money” (interview response, March 6, 2017). Using member checking, I confirmed the accuracy of Participant BB and participant CC’s intended meaning (communications, April 26, 2017). Participants BB and CC did not offer any correction regarding the researcher’s interpretation of the interview response.

Participant MM stated that Executive Director “leadership is a skill and character trait that some people possess and others do not, and I think it is often unrelated to what your job title is in your office” (interview response, March 21, 2017). At the same time, participant NN suggested being an Executive Director “is hard work”, and that not all who think they could be an effective Executive Director can be an effective Executive Director (interview response, March 30, 2017). Participant NN’s perspective regarding this question aligned with what I found from direct field observation (observation, April 24, 2017; reflective journaling, April 24, 2017). Also, the response from participant NN seemed consistent with analysis from field notes and document review and analysis demonstrating the complexities involving the Executive Director leadership role (field notes, March 30, 2017; see Appendices M – Q).

Interpretation of effective nonprofit performance (Theme Eight). The theme I demonstrate in Table 24, is also associated with analysis that produced theme five and aligned with how participants comprehend effective decision-making within the nonprofit sector. For further understanding of effective nonprofit performance, I demonstrated in Table 24 the relation of the combined data analysis regarding the research topic, the research question, and the conceptual framework for the study. The theme helped to identify participants understanding of the nonprofit sector.

From direct observation and document review and analysis, I observed and identified how the nonprofit group Bird engaged an effective overall operation (direct observation, April 24, 2017; reflective journaling, April 24, 2017; document review and analysis, see Appendix J; see Appendices M – Q). From data analysis, I identified themes that aligned with the nonprofit organization mission program performance. Participants PP and MM suggested that unlike the private sector, the nonprofit sector uses a different measurement regarding effective performance.

Participant PP offered that effective performance is determined based on “a variety of different metrics, viability, and appropriateness of a nonprofit organization” (interview response, April 27, 2017). Participant MM agreed and suggested that “a not-for-profit institution is more intangibles than nonprofits, and it is difficult to measure success in a metric based on the many external factors that affect nonprofit performance” (interview response, March 21, 2017). Based on field notes, I observed that participant MM seemed excited about answering the question and seemed challenged by the question (field notes, March 21, 2017). For instance, participant MM often smiled throughout the

interview, used a gleeful voice, and the participant referred to several interview questions as “very interesting.”

Participant DD described the effective nonprofit performance as having a “strategic plan objective, and the organizations should be working on that plan all the time” (interview response, March 20, 2017). Further, participant DD offered that “you have got to have good management. You have got to have fiscal responsibility. You got to have board leadership. You got to have board participation, leadership, and oversight. You got to have executive leadership” (interview response, March 20, 2017). Based on triangulating direct observation (direct observation, April 24, 2017) and field notes (field notes, March 20, 2017), I observed a similar operation of staff involvement and staff collaboration while interviewing participant DD as observed while conducting a direct observation of the nonprofit, Bird.

Not all participants supported the notion that measuring a nonprofit performance is different from measuring private or public-sector organizations. Participant LL suggested “there is a different leadership style or performance expectation from anybody who is running a business” (interview response, March 24, 2017). From field notes and based on what I observed of participant LL’s serious demeanor, business attire, and careful dissecting of the question, the participant’s response was not surprising (field notes, March 24, 2017). Participant LL expressed the opinion “that the expectation and performance outcomes are the same” with any business (interview response, March 24, 2017). The opinion expressed by participant LL is particularly noteworthy when

considering participant LL's funding performance leads the funding performance of all participants in the study (document review and analysis, see Appendix J; Table 4).

Participants KK (interview response, March 21, 2017), participant BB (interview response March 3, 2017), participant NN (interview response March 30, 2017), and participant CC (interview response, March 6, 2017) expressed that effective nonprofit organization performance is about, stability, efficiency, donor retention, and fundraising. Participant BB suggested that the competition amongst nonprofit organizations for funding has allowed donors to become more selective concerning mission programs, and funding levels. Moreover, participant BB described effective performance in the nonprofit sector as meaning "people who are working with extremely limited and consistently limiting resources, so funders tend to and are now streamlining their giving and are trying to give to less people to do the large amounts of work" (interview response, March 3, 2017). From the member checking process, participants KK, BB, and CC did not offer any correction regarding the researcher's interpretation of the participants' meanings (member checking communications, April 26, 2017).

Effective funding practice (Theme Nine). I demonstrate this theme in Table 24, which I derived from an analysis of combined data sources. The theme aligned with funding strategy and effective fundraising performance within nonprofit organizations. The theme produced in Table 24 further illustrated patterns involving the analysis of data relating to the research topic and the conceptual framework lens for the study. Moreover, the theme helped to identify models concerning leadership styles and effective nonprofit organization fundraising performance.

In my data analysis (see Table 13), I demonstrate support for the literature claim involving internal and external factors impact on organizational performance. Even amongst situations of best possible internal conditions such as effectively shared leadership styles (see Table 14) impacts performance (Birken et al., 2017). Moreover, encouraging organizational culture, and control of external factors such as fluctuation in donor support, and modification in a social environment could impact organizational performance as described by Birken et al. (2017). For example, I suggest that effective fundraising performance might depend on services provided (see Table 4). Changes to mission programs are amongst factors that potentially affect organizational performance (Birken et al., 2017).

Participant CC suggested that even nonprofit organizations that have traditionally depended on mandated funding are now finding it necessary to engage other funding options for survival (interview response, March 6, 2017). Participant CC expressed concern and a display of frustration that the nonprofit organization, which participant CC represents, has not engaged any form of fundraising during the organization's almost four decades in business (interview response, March 6, 2017; field notes, March 6, 2017). Participant CC stated: "I do not even understand how it survived without a fundraiser. It must be by the grace of some spiritual power because it is not a common thing for such a long period of years, that is like unbelievable" (interview response, March 6, 2017).

Participant NN suggested that "accountability and transparency are how we can ensure our funding" (interview response, March 30, 2017). Participant NN proposed that those nonprofit organizations face a potential problem if the organization relies solely on

what is coming in through the State for their funding (interview response, March 30, 2017). Participant NN stated that, “you must have development. You must get into other areas to be able to expand, and you should have board members that can bring something to the table” (interview response, March 30, 2017). From document review and analysis, the nonprofit organizations engaged in diverse mission programs and mixed funding options seem to fare better than the nonprofit with a single mission program and single funding source (see Appendices M - Q; see Appendix J). From direct observation and reflective journaling, I found that engagement of different organizational activities seemed to excite and energize leadership and staff toward performance (direct observation, April 24, 2017; reflective journaling, April 24, 2017). For instance, staff appeared to be self-motivated and synchronized in executing various organizational activities aimed at fundraising.

Participant MM described effective funding as responding to the measures established by funding sources (interview response, March 21, 2017). Participant MM articulated measures used to determine funding and program success depends on statistics (interview response, March 21, 2017). With the use of member checking, I confirmed that accuracy of participant MM’s intended meaning of the interview response (communication, April 26, 2017). In response to the interview question, participant BB suggested that during the eight years under participant BB’s leadership, the organization has “increased funding by \$250,000 over an eight-year period,” improved “staff outcome,” improved “staff satisfaction,” improved “participant outcome, family outcome,” and improved “family satisfaction” (interview response, March 3, 2017).

Participant KK sees effective funding practice as beginning with the mission (interview response, March 21, 2017). Based on field notes, I observed that participant KK was interested in talking about this aspect of the nonprofit sector (field notes, March 21, 2017). From field notes, I observed that participant KK seemed to take more pleasure in some areas of nonprofit discussion than others; the participant seemed particularly focused on this question, which the participant demonstrated with the below response statement:

What do you do well? It is kind of the notion of Jim Collins's good to great, you have got to be able to redefine what your hedgehog is, you have got to focus in on that, and then once you have focused in on what that is, you cannot be all things to all people. (interview response, March 21, 2017; field notes, March 21, 2017)

Participant PP described effective fundraising practices as finding Board of Directors member who is willing to do fundraising (interview response, April 27, 2017). Based on handwritten field notes recorded before, during, and after the interview, I observed behavior and gestures as the participant discussed fundraising (field notes, April 27, 2017). The participant spoke with confidence regarding the role of Executive Director as head of operations and staff, and work of the Board of Directors as primary fundraisers for the organization (field notes, April 27, 2017).

Participant DD displayed expressions I interpreted as a rejection of the idea of fundraising (field notes, March 20, 2017). With member checking, I confirmed the researcher's interpretation of the participant's intended meaning regarding the interest in fundraising (member checking communication, April 26, 2017). As I continued the

discussion about effective fundraising practice, participant DD further reacted with facial suggestions of puzzlement that as a self-described successful nonprofit Executive Director, the participant was not an effective fundraiser (field notes, March 20, 2017).

Participant PP responded to the question with; “we have a very hard time raising money in the private sector” (interview response, March 20, 2017). Participant PP went on to say that “our funding strategy has been; contracts with the city and the state, and federal government, cooperative agreements, responding to RFPs, governmental support primarily” (interview response, March 20, 2017). Participant DD explained other funding options described by the participant as secondary funding that involves project “development fees,” profits from property development, and property ownership, which I demonstrated from document review and analysis reflected in the mission program and IRS 990 filing (Appendices J and P).

Finally, participant LL described effective fundraising practices as being complex and involving of a combination of things (interview response, 2017). Participant LL suggested that fundraising strategies must also include donors, new mission programs, and everything. According to participant LL, “it just can't be one thing for me” (interview response, March 24, 2017).

Understanding of nonprofit organizations (Theme Ten). This theme, demonstrated in Table 24, I derived from analyzing the combined data within the conceptual framework of blended qualitative research as expressed by Fusch et al. (2017). To further understand nonprofit sector functionality, in Table 24, I demonstrated the association between analysis of data concerning the research topic, the research

question, and the conceptual framework for the study. The theme helped to identify participants understanding of the nonprofit sector. For example, both participants PP (interview response, April 27, 2017) and BB (interview response, March 3, 2017) expressed that “nonprofit organizations bridge the gap where government and the private sector does not respond to the needs of the community.” From the member checking process, Participants PP (communication, May 5, 2017) and BB (communication, April 26, 2017) did not offer any correction regarding the researcher’s interpretation of the participants’ meanings. Based on field notes, I observed that both participants PP (field note, April 27, 2017) and BB (field notes, March 3, 2017) displayed persuasive positive feelings and a commitment for the need of nonprofit organizations.

Participants DD (interview response, March 20, 2017) and LL (interview response, March 24, 2017) expressed that nonprofit organizations are like “private corporations established for public benefit,” and thus functions as a “business” that offers “services.” Participant MM (interview response, March 21, 2017) seemed to agree that nonprofits are business entities and offered, “I understand nonprofit is a business that is not run for a financial profit that is subject to the vagaries from the government or the profit sector or a combination of both where there is a series of employees.”

From the member checking process, participants DD (member checking communication, April 26, 2017), LL (member checking communication, April 26, 2017), and MM (member checking communication, April 26, 2017) did not offer any correction regarding the researcher’s interpretation of the participants’ meanings. Based on field notes, I observed participants DD (field notes, March 20, 2017) and MM (field notes,

March 21, 2017) in an office setting. I observed that participant DD acted as the person completely in charge and reflected an attitude of total confidence in the position of Executive Director as a position of power (field notes, March 20, 2017). For example, participant DD spoke critically and voicefully about working with past Executive Directors who did not know how to use their power as a leader.

Participant DD expressed that nonprofit leaders and Executive Directors need to be more of an entrepreneurship mindset. I observed a different perspective regarding participant MM. For instance, I observed that participant MM seemed less concerned with the position and power. Participant MM, with a softer tone, spoke passionately about the social service role of the nonprofit sector in society (field notes, March 21, 2017). As I observed participant LL in an off-site setting, I observed that participant LL was completely business oriented, and seemed to dress for the part with neatly matching and coordinated business attire. Participant LL, without smiles or gesture, sat directly across from me and was intensely focused on discussing the business operations of nonprofit organizations and innovative ideas such as new programs, which participant LL suggested are important for nonprofit organization survival.

Participants KK, NN, and CC described the nonprofit sector as less of an independent sector and as more of a social entity for government and community objectives. Participant KK suggested nonprofit organizations are, “entities that have been so designated by federal government for some charitable or societal kind of purpose” (interview response, March 21, 2017). Participant NN proposed that nonprofit organizations exist to meet the needs of the constituents...and that nonprofits like to

compare themselves to for-profits, but each is a completely different line in the sand type of establishments (interview response, March 30, 2017). Participant CC seemed to express that nonprofit is not about the financial outcome. Participant CC's expressed the perspective that "a nonprofit organization is not based on making a whole lot of money. Yet still, they are very instrumental in working with the community, working with different sponsors and donors" (interview response, March 6, 2017).

From the member checking process, participants KK (member checking, April 26, 2017), NN (member checking, April 26, 2017), and CC (April 26, 2017) did not offer any correction regarding the researcher's interpretation of the participants' meanings. Based on field notes, I noted observations regarding the demeanor meeting environments involving participants KK, NN, and CC before and after the interviews. The interviews with participants KK and NN were conducted off-site. I observed that participant KK spoke in academic terms about KK's experience involving the nonprofit sector. Participant KK seemed to welcome this question and the opportunity to describe the participant's involvement in the nonprofit sector (field notes, March 21, 2017). I observed that at first participant NN seemed a bit reserved when discussing the nature of the nonprofit sector though it did not last long. I observed that participant NN seemed proud of the organizations and the work the organizations were providing to constituents (field notes, March 30, 2017).

Emergent Themes from Direct Field Observation

With direct observation the researcher can get closer to the research topic (Runfola, Perna, Baraldi, & Gregori, 2017). I employed direct field observation and

reflective journaling as a nonparticipating observer in this study. Moreover, as a nonparticipating observer of the daily operations involving the Community Partner Bird, I recognized themes identified in Tables 13-16 and noted such in reflective journaling and while conducting analysis using NVivo11. I recorded the theme in both NVivo 11 memos and also in a separate *Themes and Code* folder saved on a computer. I also saved the themes in a Word Frequency query word cloud feature in a NVivo 11 project folder.

I did not actively engage in events of the observation as discussed by Runfola et al. (2017). For the nonprofit organization Bird and the participant RR, illustrated in Table 5, I conducted a nonparticipating observation where I observed the Executive Director from 9:30 a.m. to 4:17 p.m. to understand the participant's leadership style based on interactions and decision-making involving staff and clients. I used codes for executive titles to further protect the participants' information.

Emergent Theme One: Staff and meeting (Table 11). I began data collection with scheduling and conducting semistructured interviews, and continued with direct field observation, and document review and analysis. Direct field observation helped to understand the culture of the organization's business operations and answered the overarching research question: How are nonprofit organization leaders in shared leadership situations affected by the leadership styles of matched and unmatched leader style that impacts nonprofit organization funding performance? With direct observation, I could gain understanding regarding the experiences of being part of a nonprofit business culture situations of matched and unmatched leadership styles, and the impact on organizational performance.

As a nonparticipating observer, I observed the normal operations of Community Partner, Bird, for a full regular business week-day. Based on the observance of operations, I gained insight from the interaction amongst the ten staff workers. At one point, during a staff meeting, all ten staff persons were seated around a wood colored conference table and conference room décor consisting of dark wood floors and light gray walls. The staff was engaged in a discussion of current business affairs and the planning of fundraising events. I observed staff being completely involved in what was going on and each appeared to be serious and committed to both individual tasks and concern for ensuring the success of the upcoming fundraising event.

I observed staff and the Executive Director constantly throughout the day while each passed each other back and forth, often moving rapidly, acknowledging the researcher's presence with an offer of water, coffee, or beverages and at the same time, each seemingly never lost focus on the work to be done. Watching the staff produced a reminder of how, as a kid, I would watch with amazement how ants moved around with organizational fortitude and a sense of both collective and individual awareness of task. I observed as the staff seemingly functioned in an ongoing state of readiness for challenges and responsibilities of a nonprofit organization.

I first recognized this theme when I walked into the setting, greeted immediately by the Executive Director and then promptly escorted into the staff meeting already in progress. I observed staff routinely on the phones, in one-on-one meetings with other staff members, or small groups likely discussing fundraising activities and planning events. I also recognized this theme again when recording the reflective journaling soon

after completing the direct observation.

Emergent theme two: Operations (Table 11). The direct observation helped with understanding the group culture and business nature of nonprofit decision-making. I observed the operations taking place on two floors of the office building with staff and Executive Director moving from floor to floor. I walked from floor to floor as I observed operations and staff interactions. From what I observed, the business operations promote the idea of shared operational benefits and responsibilities. Employees seem to embrace the idea of sharing. I observed staff sharing refrigerators, sharing a desk, sharing lunch, and sharing open floor space on both floors to conduct business.

While I was observing operations, a staff person with whom I had past business relationship, walked onto the floor with a business contact and to where I was sitting. I was sitting at the only conference table on the floor. Rather than asking if I would share the table or relocate, the staffer was about to move to another floor with the business contact when I stood up and offered the staffer the conference table. I got up and moved to a sofa just about 12 feet away from where I used the opportunity to observe the staffer interact with the business contact.

I first recognized this theme when I entered the building secured by a camera and door buzzer system. I continued to recognize this theme as I moved from floor to floor observing how the executive leader and staff engaged the business operations. I further recognized this theme when I recorded reflective journaling immediately after completing the direct observation.

Emergent theme three: Office space (Table 11). The observation helped to

understand the culture of the nonprofit organization regarding individual's beliefs, attitudes, and impressions about positions and power within the nonprofit setting. I immediately observed there were no walls, partitions, or separation of any kind. I could not help but notice the glass wall that enclosed the front entrance of the conference room office space. Employee desks were all aligned against the walls, facing outward with the employees' backs against the walls. In some cases, office desks lined up face-to-face allowing two employees to face each other. The office space design consisted of a comfortable décor with an arrangement of flowers, plants, wall photos, water cooler, suggestion box, stocked pantry area, and access to a backyard patio area suited with colorful garden furniture. There were no desktop computers on any desk; staff used only laptop computers and tablets.

I first recognized this theme as I walked around the office spaces observing the office environment. I continued to recognize this theme when employees were returning to desks on one of the two floors occupied by the nonprofit organization. I further recognized this theme when I recorded reflective journaling after concluding the direct observation.

Emergent theme four: Role of the president (Table 11). The observation helped to understand the organization's business culture and answered the overarching research question: How are nonprofit organization leaders in shared leadership situations affected by the leadership styles of matched and unmatched leader style that impacts nonprofit organization funding performance? Moreover, the observation helped the researcher to understand the Executive Director's and Board Chair's interaction involving

shared leadership, and how nonprofit executive leaders' function in situations of matched and unmatched leadership styles that impact nonprofit organizational performance.

After being greeted at the office by the Executive Director, I observed the Executive Director leading a staff meeting. I observed the Executive Director displaying leadership by both asking questions and offering directions, and demonstrating teamwork while leading the meeting. As this was not a Board of Directors meeting, the Board Chair was not involved and not present for the meeting. I observed during the staff meeting, the Executive Director discussing with staff the Board of Director's issues involving political figures and corporate leaders.

I observed the Executive Director conducting the staff meeting with the use of a printed agenda. During the staff meeting, I observed the Executive Director expose a light moment when the Executive Director spoke about an interesting and funny encounter during a past weekend networking event. After offering comments and opinions concerning the matters on the table, the Executive Director reminded staff the decision concerning the issue belongs to staff. I observed the Executive Director to be passionate about issues that seem especially important to the Executive director.

The location of the Executive Director's office was on the upper floor as were most of the employee desks. I observed the Executive Director's work desk as being similar in size and design as the work desks used by staff. The almost plain desk of the Executive Director sits in the middle of the floor in a "T" shape formation with no walls or partitions separating the Executive Director's desk from staff. I observed the Executive Director's desk has no phone, no desktop or laptop computer, and no files of papers on

the desk expect a paper or two apparently awaiting the Executive Director's review. I observed the office manager's desk is just off to the right of the Executive Director's desk, almost in arm's length of the Executive Director's desk.

I observed the Executive Director's leadership style, which I identified as leader-member exchange and transformational. I observed the Executive Director often interacting with staff, asking questions, providing directions, answering employee questions, offering motivation and team involvement while at the same time displaying clear indications of being in charge. I observed staff discussing fundraising plans with the Executive Director, as well as questions about the role of the Board Chair concerning the fundraising event. I observed the Executive Director describing to the staff person the importance of involving the Board Chair regarding the planned fundraising event.

Following the greeting by the Executive Director, I began to recognize this theme outside the conference meeting that was in progress. I further recognized this theme as I observed the Executive Director's interacting with staff and the way the Executive Director engaged the leadership role of the operations. Finally, I recognized this theme when I recorded handwritten reflective notes at the end of direct observation.

Emergent Themes from Document Review and Analysis

The document review and analysis phases of data collection allows the opportunity for the researcher to explore information that provides a theoretical and practical study of leadership and organizational effectiveness within the nonprofit sector (Pacesila, 2016). The use of document review and analysis helped to identify each organization's profile regarding the diversity of programs, the organization's social focus,

social change solutions offered, funding activity and strategy, and the underscoring of social and economic problems as described by Pacesila (2016). The document review and analysis consisted of public related documents only. Attempts to gain access to internal documents were not successful. I conducted a review of mission statements, organizational charts, financial statements, IRS 990 filings, internet article, and the organizations' websites.

Emergent theme one: Community (Table 12). The document review and analysis helped to understand how the nonprofit organization governance structure organizes regarding the role of leadership and responsibility (see Appendix L). I reviewed and analyzed program mission documents, which provided an understanding of the organizations' goals, visions, and values concerning services to communities. The document and analysis review helped the researcher to understand the Executive Director's and Board Chair's challenges involving shared leadership, and how nonprofit executive leaders function in situations of matched and unmatched leadership styles impacting nonprofit organizational performance.

I reviewed and analyzed documents that provided insight into how leadership expectation and resource expectation are fused together and interpreted as the best way to deliver effective programs to communities. I reviewed and analyzed mission statement documents that described the organizations' commitment to the community, the goal of improving the quality of life, teamwork, access to funding, and opportunity. The document review and analysis demonstrated difficulty comparing the overall meaning of shared leadership's impact on effective organizational performance since the program

missions represent some key distinctions. For example, one group's program focuses on youth juvenile detention needs, another focuses on mentoring high school youth education and awarding college scholarships, another focuses on senior citizen needs, another focuses on housing development, and yet another focuses on developmental disabilities.

I recognized this theme as I began reviewing the organizations' program mission and mission statements. I further recognized this theme (Table 12) as I reviewed and analyzed the organization's IRS 990 filings and identified the emergent theme. I also reviewed and analyzed articles from the internet posted by customers and clients such as the comment posted about the nonprofit organization Tiger, which said: Tiger "has no concern for the community it claims to serve." Another customer comment posted on the internet about the nonprofit organization Cub, stated: "This is the worst organization to be involved with. Management mistreats the staff and clients. The working conditions at the...are deplorable." Other articles concerning the nonprofit organization participants in this study were also posted reflecting various comments about this theme (see Table 12) involving the delivery of community services.

Emergent theme two: Services (Table 12). The document review and analysis helped to provide insight regarding the effectiveness of funding performance by each nonprofit participant organization. I did not use this mini-ethnographic case study out of an attempt to measure the value of each service provided since this qualitative study would not be appropriate for measuring the nonprofit organization's funding performance. Rather, I reviewed and analyzed the IRS 990 filing documents (see

Appendix J) and financials (Figure 6, see Appendix R) to understand the meaning of shared leadership styles impact on funding performance.

I used the document review and analysis to help understand the how nonprofit organization leaders in shared leadership situations are affected by the leadership styles of matched and unmatched leader style impacting nonprofit organization funding performance. I approached the document review and analysis methodically. For example, I reviewed and analyzed the funding performance for the nonprofit organizations Cub, which showed an average 24.09 million dollars for program funding (see Table 4) over the immediate past three years.

I reviewed and analyzed another nonprofit organization participant Bear, which showed an average .99 million dollars funding (Table 4) over the immediate past three years. I reviewed and analyzed the number of years each organization was in business (Table 1, and Table 4). I reviewed and analyzed the primary service each organization provided (Table 4, and Appendices M - Q). I reviewed and analyzed the organization's structure where available (see Appendix L).

I reviewed and analyzed other supportive or ancillary services offered by the nonprofit organization (see Appendices M - Q). I considered the culture of each nonprofit organizations' operations based on field notes and the direct observation I conducted. Finally, I reviewed and analyzed the leadership styles of Executive Directors, Board Chairs, and Board of Directors' members based on field notes, participants' interview response, and the researcher's interpretation of the nonprofit executives' leadership styles (Table 8, and Table 17).

I began to recognize this theme (see Table 12) when conducting the document review and analysis involving the organizations' program missions. I also recognized this when conducting participant interviews, and when conducting the direct observation. Lastly, I recognized this theme from reflective journaling and hand-written field notes.

Emergent theme three: Mission (Table 12). The document review and analysis helped to understand the operations strategy employed by Executive Directors, Board Chairs, and Board of Directors to promote and fund the organization's mission. I reviewed and analyzed the documents concerning program mission (Appendices M - Q), and the IRS 990 filing information documents (see Appendix J) to gain insight into how donors have responded to the nonprofit organization's mission. I reviewed and analyzed the participants' responses to interview question nine concerning effective funding practices in order to understand the meaning of the organizations' mission and fundraising performance. I also reviewed field notes and reflective journaling to help understand the affect of leadership styles impact on the effectiveness of the organization's mission and fundraising performance.

To understand how Executive Directors and Board Chairs construct reality within nonprofit organizations concerning effective funding practice, interpretation regarding effective funding practice, and to establish a framework of the Executive Director and Board Chair behavior regarding effective funding practice, I conducted a limited review of external factors. The nonprofit sector does not engage broad practices of donor sophistication and implementation of funding strategies amongst small nonprofit organizations (Amin & Harris, 2017). Amin and Harris (2017) posited a sophisticated

donor relation means that donors have a thorough understanding of the nonprofit organization's operations and practicability.

I recognize this theme (see Table 12) when conducting the document review and analysis involving the organizations' mission statements. I also recognized this when conducting participant interviews, and when conducting the direct observation. While conducting direct observation, the Executive Director appeared relaxed and focused on the organization's mission, which the Executive Director seemed to demonstrate in instructions to staff on the importance of prioritizing funding strategy to achieve the mission.

Finally, I recognized this theme (Table 12) from reviewing and analyzing the IRS 990 filing (Appendix J) and program mission (Appendices M - Q). The document review and analysis revealed that for each of the immediate past three years, the mission and nonprofit organization leadership involving all except one nonprofit organization participant, have experienced consistent funding growth. Also, there were no changes in the document review and analysis regarding the mission.

Third Wave of Emergent Themes from Semistructured Interview Questions

I began the data collection process using field notes in conjunction with interview questions and continued the process with direct observation, reflective journaling, and document review and analysis. The data collection and analysis aimed to produce an understanding of each executive leaders' interpretations and perceptions of nonprofit leadership styles and effective nonprofit organization performance. To help understand how executive leaders form attitudes and behaviors concerning nonprofit organizations, I

also used follow-up questions and sensemaking to explore nonprofit executive leaders' interpretations and perceptions.

The overarching research question was selected to help understand the culture of the nonprofit organization and regarding shared leadership style's impact on nonprofit organization performance. I first recognized the emerging themes (Tables 13-16) after I had analyzed interview transcripts, field notes, reflective journaling, direct observation, and after I had interviewed at least three participants. After the third interview, I began to recognize an indication of saturation of participant responses. I employed member checking to confirm the participants' intent concerning meaning to ensure the accuracy of emergent themes (Tables 13-16).

Emergent theme one: Nonprofit sector organization (Table 13). This theme aligned with seven of the eight executive leaders' propositions that the nonprofit sector is about delivering program services and the private sector is concerned with delivering revenue. One executive leader expressed that nonprofit organizations are nothing more than private organizations with a different mission. I also observed from document review and analysis and response to interview question, two executive leaders who viewed nonprofits as resembling the private sector. These two executive leaders head nonprofits that involve almost no private funding and little public funding (document review and analysis, see Appendices J, N, and P). Rather, according to participants DD (interview response, March 20, 2017) and LL (interview response, March 24, 2017), funding for their organizations is primarily from contract services and community projects. Mission program competition from new nonprofit organizations, increasing

costs from a growing and expanding the economy, and increasing struggle for donor market segment and public grants means that traditional nonprofits must find new and innovative ways to grow and expand (Grizzle & Sloan, 2016). The nonprofit organization must identify ways to work with private sector organizations to replace traditional funding strategies (Grizzle & Sloan, 2016).

All eight executive leaders were courteous, respectful, and seemed to welcome the opportunity to discuss views regarding nonprofit organizations (field note, March 3, 6, 20, 21, and 24; April 14, and April 27, 2017). All eight executive leaders' reactions to the interviews seemed to show a sense of pride and excitement when discussing the role of nonprofit leadership and the function of nonprofit organizations (field note, March 3, 6, 20, 21, and 24; April 14, and April 27, 2017). The executive leaders view nonprofit sector organizations as representing a unique and critical role in society (interview responses, March 3, 6, 20, 21, and 24; April 14, and April 27, 2017).

To ensure that I accurately captured each executive leaders' perspective about the role of nonprofit leadership and the function of nonprofit organizations, I engaged the use of member checking (see Appendix H; communication, April 26, 2017; May 5, 2017). I produced an interpretation of the responses and shared the interpretation with each executive leader. Also, I shared with participants the perceptions that I had formed based on the interview responses and field notes that helped generate the emergent themes illustrated in Tables 13, 14, 15, and 16. Seven of the eight executive leaders did not offer any comments or corrections to the researcher's interpretation of the participants' responses. Also, participants were sent a copy of the original transcript of comments (see

Appendix G) and followed up with a copy of the researcher's interpretation for member checking (see Appendix H). From member checking request, one participant commented that the interpretation had accurately captured the participant's intent.

As illustrated in Table 13, participants responded to interview questions (IQ) about the meaning of nonprofit organizations. All eight executive leaders offered repeated comments concerning the importance of the nonprofit organization Board of Directors (interview responses, March 3, 6, 20, 21, 24, and March 30, 2017; April 27, 2017). In response to interview questions, participants also offered a comparison with the private sector, the role and responsibility of nonprofit leaders, and the significance of leadership styles in nonprofit organizations.

From field notes, I observed the participants expressions and comments. Participants expressed commitment to the notion that the nonprofit sector is equal in some instances to private sector, and more important in other situations (field notes, March 3, 6, 20, 21, 24, and March 30, 2017; April 27, 2017). Traditionally, the literature has viewed the nonprofit sector as the frontline social innovators for civil society in the United States (Langer & Leroux, 2017). The participant response to interview questions, for example, was not inconsistent with the literature, which asserts that the nonprofit sector through contribution to conditions and gaps in society allows positive change to succeed (Langer & Leroux, 2017).

Interview responses to nonprofit sector: Emergent theme one (Table 13). This emergent theme derived from analysis of participant responses, field notes, member checking, and literature review. I produced the emergent theme, nonprofit sector

organization, as illustrated in Table 13. The interview question associated with this theme explored how Executive Directors and Board Chairs characterize the experiences of nonprofit sector organizations. Executive leaders' responses provided a foundation for how nonprofit executives view the nonprofit sector versus the private sector, and how these views relate to performance and performance expectations within each sector. Table 13 represents themes and codes that align with responses to interview questions, field notes, member checking, and literature review.

In describing the nonprofit sector organization, participant DD responded: "Well, in short words, they are private corporations established for the public benefit".

Participant LL responded that: "Nonprofits are businesses...it's just that at the end of the year, we don't have monetary outcome that we are seeking". Participant PP described the nature of nonprofits as "the partnership between the nonprofit Board of Directors and the organization's staff." I produced the *Participant References to Theme* shown in Table 13, and the *Percentage (%) of Coverage for this Theme* illustrated in Table 13 from NVivo 11 coding. The themes derived from data analysis involving the researcher's observation of the interviewed participants, interview responses, and member checking. From participant DD's perspective, nonprofit organizations are multifaceted.

Nonprofit organizations are private corporations established for public benefit.

These organizations do not pay taxes, and the contributors benefit from tax exemptions, which enables fulfillment of goals and objectives for public benefit.

Nonprofit organizations are in the private sector, part of the private sector, and part of the public sector. (interview response, March 20, 2017)

Part of the innovation amongst current nonprofit sector entities involves embracing ideas of entrepreneurial interests and activities, which includes offering services for a fee as in the case of Community Partners Tiger and Community Partner Cub. To a lesser degree, Community Partner, Rex, has also engaged in entrepreneurial activities. As suggested by Langer and LeRoux (2017), for example, participants such as NN questioned the impact that this new nonprofit sector direction in entrepreneurial activities might have on cultural factors that historically associated with the nonprofit sector. In response to interview questions concerning traditional type nonprofit organizations, participant NN responded that traditional ways of nonprofit organizations:

Don't work for these generations. This generation is a whole different type of generation, and if they don't feel there is some kind of team or some kind of buy-in, it will not work, and its only going to get different as millennials come in.

(interview response, March 30, 2017)

Participant NN was referring to generation Xers when singling out this generation. Participant NN was also suggesting that a leadership style such as leader-member exchange described in Table 8 is more aligned with what should be a vision for contemporary and future leaders within the nonprofit sector organization (interview response, March 30, 201).

Interview response to shared leadership: Theme one (Table 13). I originated this emergent theme based on analysis of participants' responses, field notes, member checking, and literature review. I produced this emergent theme that associates with nonprofit sector organizations, as demonstrated in Table 13. The interview question

associated with the themes explored how Executive Directors and Board Chairs characterize the leadership style of the other involving nonprofit shared leadership. The themes and codes derived from analysis aligned with participants interview responses, research topic, and the conceptual framework lens for the study.

Interview responses to private sector organization: Theme one (Table 13).

From analysis of participants' responses field notes, member checking, and literature review, I produced the emergent theme, nonprofit sector organization, as illustrated in Table 13. The interview question associated with this theme explored how Executive Directors and Board Chairs characterize the experiences of private sector performance. The interview question associated with this theme explored nonprofit leaders' understandings of effective performance in the private sector, and effective performance in the nonprofit sector performance. The theme and code derived from analysis aligned with Executive Directors and Board Chairs' views regarding private sector leadership.

Themes one and two: nonprofit sector organization (Table 13) and different leadership styles (Table 14). I derived this emergent theme from analysis of participants' interview responses, field notes, member checking, and literature review. I produced the emergent themes, nonprofit sector organization, and, different leadership styles, as illustrated in Tables 13 and 14. The interview question associated with this theme explored nonprofit leaders' understandings of effective nonprofit organization performance. The theme aligned with Executive Directors and Board Chairs' comprehension of successful leadership within nonprofit organizations. Table 14 also provided themes and codes I aligned with this interview question. Participant LL stated:

“I disagree with those who believe that there is a different leadership style or performance expectation from anybody who is running a business. I think that the expectation and performance outcomes are the same”.

Theme two leadership style (Table 13) and different leadership and approach (Table 14, page 271). I identified this emergent theme from contrasting and analyzing participants’ responses, field notes, member checking, and literature review. I produced the emergent theme leadership style as demonstrated in Table 13, and theme different leadership and approach shown in Table 14. The interview question associated with the themes explored how Executive Directors and Board Chairs characterize the role and responsibility of a nonprofit Board Chairs. The interview question associated with this theme explored nonprofit leaders’ understandings of shared leadership involving the Board Chair. The themes and codes derived from analysis aligned with interview responses regarding participants’ views concerning shared leadership.

Theme one nonprofit sector organization (Table 13) and executive director role (Table 15, page 277). This emergent theme originated from analysis of participant’s responses, field notes, member checking, and literature review. I produced the emergent themes nonprofit sector organization shown in Table 13, and executive director role illustrated in Table 15. The interview question associated with the themes explored how Executive Directors and Board Chairs characterize the role and responsibility, and understanding of shared leadership involving the Executive Director. The themes and codes derived from analysis aligned with interview responses regarding participants’ views concerning shared leadership.

Table 13

Codes for Theme Category: Nonprofit Sector Organizations

Theme	Codes	Participants reference to theme	Percent (%) of coverage for this theme
Nonprofit sector organization	Board of directors	141	7.31%
	Private sector	129	4.29%
	Role and responsibility	101	5.28%
	Leadership styles	123	5.64%

Board of directors (Table 13). The participants described the Board of Directors as both equal and separate regarding responsibilities, and that nonprofit sector organization Boards of Directors are uniquely positioned to support effective performance of the nonprofit organization.

Where you have board members who are very hands on you know, that is not such a great balance between governance. The board knows what their roles and responsibilities are; the staff knows where their roles and responsibilities are, and there is working collaborative relationship. That is where I think the nonprofit sector can really excel whereas in the private area the board of directors of a corporation play a very, very different role than the board of directors for a nonprofit. (interview response, April 27, 2017; member checking, May 5, 2017).

Private sector (Table 13). The participants refer to the differences regarding effective performance involving private sector Boards of Directors and the nonprofit sector Boards of Directors as having to do with direct financial responsibility:

In the for-profit, they are making sure that the corporation is running and the CEO is managing that company as efficiently and effectively as possible. In the nonprofit arena that Board of Directors is responsible for raising funds. For them to be doing their jobs properly, they need to be raising money. (interview response, participant PP, April 27, 2017)

Role and responsibility (Table 13). Participants expressed that leader roles and responsibilities are different in nonprofit organizations regarding the execution of responsibility. Participants described nonprofit leaders as confronting stricter compliance issues.

My roles and my responsibilities are laid out for me and... not necessarily always laid out by the organization but is laid out for me by our regulators. So, I have to ensure that I am imparting what regulators say is the duty that I am supposed to be exercising. The organization does lay it out, but at sometimes, the organization cannot always keep up with all the mandates coming in to say what responsibilities and duties that should be added as certain roles that are within the organization. (interview response, participant NN, March 30, 2017)

Leadership styles (Table 13). Participants referred to leadership concerns in the nonprofit sector as more challenging than leadership issues in the private sector. This is mostly a result of regulatory matters that affect nonprofit organization operations. Participants in the study expressed that within the nonprofit sector, leadership styles or leadership skills relation with funding outcome gets misunderstood:

Nonprofit organizations and for-profit organizations have different leadership

styles. With all organizations, the leadership styles are probably situational based upon a circumstance, situation, or an event seasonal time. There is no clear and true leadership style for a nonprofit organization or true style for a private sector organization. The leadership styles amongst nonprofit and for-profit are interchangeable as the circumstances might dictate. (interview response, participant KK, March 21, 2017)

Participants described leadership styles as evolving attributes in some circumstances or representing many different leadership styles such as transactional, situational, and path-goal style:

In some nonprofit organizations, a certain style leaders are the right fit for the organizational challenge. At the same time, in other nonprofit organizations, there could be a perfectly acceptable leadership style, and because of the culture within the organization's governance, staffing, program directions and introductions, and growth and decline significance, the leadership style might not be the right fit for the organization. (interview response, participant PP, April 27, 2017)

Emergent theme two: Different leadership styles and approach (Table 14).

This emergent theme aligned with the executive leaders' meaning concerning matched and unmatched leadership styles impact on nonprofit performance in shared leadership situations. The theme helped to further understanding of interpretation and perception regarding the effectiveness of different leadership styles. The theme derived from analysis of data concerning the overarching research question, the topic, and conceptual

framework lens for the study.

The theme derived from analysis of participant interview responses and helped to identify patterns that aligned with fundraising effectiveness in the nonprofit sector. The theme *different leadership styles and approach* began to emerge as I discussed the description of different leadership styles with participants. Based on field notes, I observed and interpreted the participant's reaction to the question about leadership styles. Using the three leadership styles and descriptions shown in Table 8, the participants appeared challenged with a response to this question. From field notes, journaling, interview responses, member checking, and literature review, I recognized the emergence of the theme different leadership styles approach (see Table 14).

In Table 14, I illustrated how participants responded to interview questions concerning different leadership styles and approaches. The emergent team informed understanding of meanings regarding effective nonprofit leadership, shared leadership, and nonprofit performance. I observed the executive leaders response and made field notes about leadership including how the executive leader interacted before, during, and after the interview. Almost immediately after each interview, I recorded handwritten notes of what I had observed regarding the executive leaders' leadership styles. I reflected on the leader's style and the three leadership theories focused on in this study. The participant's responses revealed that different leaders (Baesu & Bejinaru, 2013), as an example, will have different viewpoints about innovation and will approach the role of leadership in producing desired outcomes in different ways.

Theme two different leadership styles approach (Table 14). From contrasting

participants' responses and analysis based on interview response, field notes, member checking, and literature review, I produced the emergent themes associated with different leadership styles and approach (see Table 14). I analyzed data concerning nonprofit leadership styles within the organization. From data analysis reiterative process, I produced further themes that aligned with how Executive Directors and Board Chairs view leadership style of leaders within the overall organization (see Table 14). The nonprofit leader's understanding of the leadership styles within the overall organization helped to establish a foundation for how leaders view their organization's practice as a whole (Table 14).

The themes and codes provided in Table 14 aligned with the analysis of field notes, journaling, interview response, member checking, and literature review. Based on data analysis, participants in the study expressed that nonprofit organizations would potentially be more effective with consideration of leadership styles when making leadership decisions (interview responses, March 3, 6, 20, 21, 24, and March 30, 2017; April 24 and April 27, 2017).

Participants in the study articulated the significance of interaction amongst different leadership styles within nonprofit organizations. For instance, participant PP stated:

There are many different leadership styles, and there is no definitive right and wrong leadership style. Leadership styles are different among leaders, and different nonprofit organizations might require a different leadership style. The decision of best leadership style is encumbering upon the board of directors of the

nonprofit organization to match the best leader styles within the nonprofit organization. For example, does the organization require a leadership style associated with a leader whose focus is on turning things around by any means necessary? The board of directors must decide if this leadership style will best fit the organization. (interview response, April 27, 2017)

Table 14

Codes for Themes Category: Different Leadership Styles and Approach

Theme	Codes	Participants reference to theme	Percent (%) of coverage for this theme
Different leadership styles and approach	Effective nonprofit leadership	105	3.86%
	Shared leadership	126	4.80%
	Nonprofit performance	133	4.81%

Table 14 reflects participants' responses that described different leadership styles as contributing to different effective performance outcome in different ways. Nonprofit organizations should include in any approached developed for organizational strategy an understanding of a leader's style and behaviors (Baesu & Bejinaru, 2013). Participant NN described effective leadership styles within the organization as based on hierarchy:

Leadership is from the top down, and the leadership style of some leaders is such that one would not want to apply the style to one's subordinates. For example, shouting at another individual is not effective. Leaders should show respect to followers and others as a way of demonstrating support. What one demonstrates

as a leader impacts the behavior of followers and culture within the nonprofit organization by setting standards. (interview response, March 30, 2017)

Themes one nonprofit sector (Table 13, page 263) and two different leadership styles and approach (Table 14). I derived the emergent themes from analysis of participants' responses, field notes, member checking, and literature review. I produced findings associated with emergent theme nonprofit sector (Table 13), and different leadership styles and approach (Table 14). The theme identified patterns that aligned with the interview response concerning nonprofit leader styles experienced in other organizations. From data analysis reiterative process, I produced further themes that aligned with how participants viewed leadership style of leaders in other organizations. Using the data analysis shown in Table 14, I explored how Executive Directors and Board Chairs interpret the leadership style of leaders in other organizations where the participant works or has worked. Both Table 13 and Table 14 provided the themes and codes that aligned with the overarching research question and conceptual framework lens for the study.

Participants in the study described the significance of leadership styles of Executive Director and Board Chair as having a direct influence on organizational effectiveness (interview responses, March 3, 6, 20, 21, 24, and March 30, 2017; April 24 and April 27, 2017). Accordingly to the perspective shared by Participant BB:

The relationship between the different leadership styles of the executive directors and the board chair is as important as each understanding one's style and effectiveness. The presence of different leadership styles creates a tenuous

situation. Under different leadership styles, the organization has produced different results...some leaders in the organization might ignore titles.

Shared leadership (Table 14). Participants described the importance of the Executive Director and Board Chair working together and avoiding a contentious relationship between two executive leaders. Participant PP responded that “in shared leadership between the Board Chair and Executive Director, there needs to exist a clear distinction between the Board Chair’s governance role and the Executive Director’s role to manage the nonprofit organization” (interview response, April 27, 2017). Participant NN offered the perspective that:

The board of directors, executive director, and board chair must effectively work in shared leadership to ensure sustainability of the nonprofit organization.

Without this effective shared leadership, the organization will not have longevity.

The nonprofit organization must see where it is going and if the leadership styles and expectations do not match amongst the leaders regarding where the organization is going, then it would be difficult to realize longevity for the organization. (interview response, March 30, 2017)

Participants provided the viewpoint that shared leadership serves both a practical and legal purpose. For instance, participant MM stated that “sharing leadership roles and responsibility between the Executive Director and Board Chair could avoid actions the organization might unwittingly or sometimes intentionally engage that undercut the authority of the Executive Director” (interview response, March 21, 2017).

Nonprofit performance (Table 14). I showed in Table 1 the fundraising

performance for the immediate past three years for each Community Partner participant. In Table 4, I illustrated the mission program associated with the funding objectives. The participants responded that nonprofit performance expectations should be no less than private sector performance expectations. Depending on programs and donor segment market, the document review and analysis reflected in Table 4 indicated that some mission programs performed fundraising and funding strategies with greater funding results than other programs with different leadership.

Based on field notes (April 27, 2017), interview responses (April 27, 2017), and member checking (May 5, 2017), participant PP regards the performance expectation concerning the organization's program mission mostly as a duty of the Executive Director. Participant PP stated that, "the Executive Director establishes the vision for the organization that identifies what to do, why the organization should engage the project, and delineate the significance of the project to the organization's mission." Participant LL expressed that with many nonprofit organizations now focused on entrepreneurial activities, a leader's skill set needed to deliver programs and resources is an important consideration for evaluating individual and organizational performance. Participants referred to the effective nonprofit performance as leaders possessing diverse skills to meet the broad social and economic demands of the nonprofit sector. The participants responded that:

...leaders with other professional skills and qualifications working within the nonprofit sector where the nonprofit is engaged in many activities such as real estate, government contracts, employment practices issues, and laws impacting

nonprofits the skills required, are the same whether these activities performed by the private sector or nonprofit sector. (interview response, participant LL, March 24, 2017; field notes, March 24, 2017; member checking, April 26, 2017)

Effective nonprofit leadership (Table 14). Ultimately, the themes derived from participant responses, field notes, member checking, and literature review produced patterns that seemingly represent consistency regarding nonprofit leadership and nonprofit organizational performance. The pattern regarding effective nonprofit leadership reflected in Table 14, is confirmed from combined analysis of all data sources as demonstrated in Tables 20-25 later in this section.

The participant's responses focused on effective nonprofit leadership as representing the appropriateness of leadership actions that reflects the strength of the Board Chair. The participants were unanimous with views that optimum leadership situation for effective leadership of a nonprofit organization is one where there is a strong Board Chair and strong Executive Director (interview responses, March 3, 6, 20, 21, 24, and March 30, 2017; April 24 and April 27, 2017). As an example, participant DD paused for several seconds, leaned back in the chair behind the desk, and expounded:

For nonprofit organization effectiveness, the organization must involve board leadership, board participation, leadership, oversight, executive leadership, proper policies and procedures, protection of integrity, good personnel, and protection of money. Effective nonprofit organizations consider their employee's welfare and requirements for sustainability such as managing expenses. (interview response,

March 20, 2017; member checking communication, April 26, 2017; field notes, March 20, 2017)

Participant KK appeared more professorial in voicing a response and expressed that any one of the leadership styles illustrated in Table 8 might represent effective nonprofit leadership, and that:

Boards of directors have all leadership styles and elements of all leadership styles at some point. If the board of directors is healthy, then the organization is healthy. An extraordinary healthy board is focused on the nonprofit organization's mission, understanding of the mission, and the appropriate board dynamics that includes correct arrangement and composition of people on the board. Board of directors is potentially transformational and team-oriented in addition to representing a type of path-goal leadership. The board of directors can represent all these leadership styles and can change directions when needed and change direction based on current events impacting the organization. (interview response, March 21, 2017; member checking, April 26, 2017; field notes, March 20, 2017)

Participant LL suggested that different leadership styles could adversely impact the productivity of an organization. Participant LL believes the organization can have a decade of healthy longevity where there are complementary leadership styles between the Executive Director and Board Chair, but then things do not go well when there is a change in the Board Chair leadership. Participant LL stated that, "the style of that new person coming in has now changed and guess what, your organization productivity now

has stopped because there is an impasse between complementary thought, focus, purpose, and I guess teamwork” (interview response, March 24, 2017; member checking, April 26, 2017).

Emergent theme three: Executive director role (Table 15). This emergent theme identified patterns that aligned with the meaning of shared leadership involving the Executive Director’s role in shared leadership and the impact on nonprofit organizational performance. The theme helped to further the understanding of interpretation and perception regarding shared leadership situation effectiveness between the Executive Director and the Board Chair. The overarching research question was selected to help understand the experiences of being part of the culture involving shared leadership between the Executive Director’s and Board Chair’s regarding matched and unmatched leadership styles impact on organizational performance.

The executive director role theme began to emerge as I explored meaning involving the Executive Director’s leadership styles within nonprofit organizations. I recognized the emergence of this theme (see Table 15) as I conducted data analysis of direct observation, reflective journaling, interview responses, member checking, and field notes. Furthermore, I recognized the emergence of this theme from document review and analysis and the engagement of sensemaking while conducting the semistructured interviews.

I recorded the theme, executive director role (Table 15), in both NVivo 11 memos and also in a separate *Themes and Code* folder saved on a computer. I recorded handwritten interview observation notes after each interview and transcribed and saved

the document to a computer. Also, as a nonparticipatory observer of a nonprofit organization's daily operations, I documented this theme in reflective journaling and also saved the theme in Word Frequency query word cloud in an NVivo 11 project folder. Finally, I observed the emergence of this theme in the literature review concerning Board Chair and Executive Directors relationship.

In Table 15, I illustrated how executive leaders responded to interview questions four and five concerning the Executive Director role. The emergent theme informed understanding of meanings regarding the role of the Executive Director and the relationship between Executive Director and Board Chair. Empirical debate during 2016 and 2017 suggests there is pressure from both internal and external factors regarding responsibility and subrogation of power involving Executive Director and Board Chair (Krause & Semadeni, 2013; Peter & Rehli, 2012).

The emergent theme, executive director role, was informed by subthemes or codes, responsibility, and funding strategy (see Table 15). The emergent theme informed understanding of meanings of responsibility and power involving the relationship between Executive Director and Board Chair and how the shared leadership impacted nonprofit organization performance. I observed the executive leaders response and commented about the role of leadership and how the executive leader interacted before, during, and after the interview. After the interview, I immediately recorded handwritten notes regarding what I observed and perceived to be the executive leader's leadership style amongst the three leadership theories focused on in this study.

Executive leaders stood unevenly split about the fundraising responsibility of the

Executive Director (interview responses, March 3, 6, 20, 21, 24, and March 30, 2017; April 24 and April 27, 2017). All executive leaders supported the notion that daily operations responsibility belongs with the Executive Director (interview responses, March 3, 6, 20, 21, 24, and March 30, 2017; April 24 and April 27, 2017). The lack of specificity or worse, impaired weak governance policies about responsibility and means of executing the essential function of how fundraising might jeopardize the nonprofit organization's effectiveness (Hiland, 2015).

The key relationship within nonprofit organizations impacting organizational effectiveness is the working functionality between the Executive Director and Board Chair (Hiland, 2015). While empirical data produced from studies of the undercurrents such as leadership styles of the Executive Director and Board Chair relationships is limited regarding meaning and impact on nonprofit organizations, the assertions that when this relationship is weak or in disorder, the organization suffers, is instinctively correct (Hiland, 2015).

Theme three executive director role (Table 15). From contrasting and analysis of participants' responses, analysis of field notes, member checking, and literature review, I produced findings associated with the emergent theme, executive director role, as demonstrated in Table 15. The theme derived from analysis produced patterns that aligned with the interview response concerning question four (see Table 13). Also, from this theme, I identified patterns that aligned with participant responses to question five (see Table 14), and participant responses to question eight (see Table 14).

The themes derived from participant responses identified patterns that I used to

explored how Executive Directors and Board Chairs interpret effective funding practices. The theme helped to identify patterns regarding how shared leadership involving matched and unmatched leadership styles impact nonprofit organization fundraising performance. The emergent theme provided further understanding of the data analyzed concerning the research topic and the conceptual framework for the research. In Table 15, I demonstrate the themes and codes I used aligned with this research question.

Table 15

Codes for Themes Category: Executive Director Role

Theme	Codes	Participants reference to theme	Percent (%) of coverage for this theme
Executive director role	Responsibility	183	16.66%
	Funding strategy	116	2.65%

Participants BB described effective funding practice as having a positive and active donor relation that involves sharing “enough information for donors to really understand how the resources are used, how the donations are being spent” (interview response, March 3, 2017; member checking communication, April 26, 2017). The themes produced from data analysis revealed that executive leaders characterize funding structure of nonprofit organizations using many different factors including skills and forms of incentives involving Board of Directors. *Donative* suggests that most nonprofit funds derive from contributions, and *commercial* is generating funds from specified projects (Waters, 2014).

Although participants viewed Executive Directors and Board Chairs as having

the lead responsibility for facilitating fundraising and fund development, not all see it that way (interview response, March 3, 6, 20, 21, 24, and March 30, 2017; April 24, 2017, and April 27, 2017). For instance, participant PP expressed that “it is important for Board members to understand they have a role, they have a variety of very important roles in terms of overseeing financing of an organization as performing their fiduciary responsibility” (interview response, April 27, 2017; member checking May 5, 2017).

Responsibility (Table 15). Participants BB responded to the question about Executive Director responsibilities and effectiveness by stating: “Leaders...responding to needs across the board for the areas not served. This type effort to reach the unserved and underserved involves careful planning on how Executive Directors apply services” (interview response, March 3, 2017; member checking communication, April 26, 2017). The participants expressed that Executive Directors should engage a kind of critical thinking that considers both the needs of the community served and the way that nonprofit deliver services to the community such as human capital and financial resources. Participant PP offered a specific description and responsibility of the Executive Director:

The role and responsibility of the executive director or CEO of a nonprofit organization are to act as the organization’s lead person, the lead professional while meeting all the different leadership expectations of the executive director. The executive director establishes the vision for the organization that identifies what to do, why the organization should engage the project, and delineate the significance of the project to the organization’s mission. The executive director

has the duty and responsibility of hiring and firing staff to ensure appropriate levels of accountability. The executive director must motivate staff towards meeting task objectives and provide necessary resources for staff to use for accomplishing objectives. (interview response, April 27, 2017)

When asking participants to describe the leadership styles and role of the Executive Director and Board Chair, participants responded that the two responsibilities are necessarily problematic for an organization. The participants expressed that having different or competing leadership styles between the Executive Director and the Board Chair does not necessarily mean conflict. Participant PP articulated that:

Even though there are a board chair and an executive director who possess completely different leadership styles, the fact that they both acknowledge what those styles are, and that those styles impact the way each exercise the respective responsibilities such as working with the board and the organization, this is more important than leadership styles. (interview response, April 27, 2017)

Participant KK linked the effectiveness of Executive Director leadership to the effectiveness of the Board of Directors (interview response, March 21, 2017). Participant KK proposed that the issues that can complicate the Executive Director's ability to exercise responsibility include "Board of Directors lack of training and understanding about what their roles and responsibilities are!"

Funding Strategy (Table 15). Participants referred to current funding strategy as basically developing responsive programs to what is becoming a more selective program approach engaged by donors. Participant BB described effective fundraising as having:

An effective donor relationship that enables the donor to understand the mission program and how the nonprofit uses its resources and funding. Some nonprofits have been forced to work within a system that requires the nonprofit to tailor the organization's work or projects as means of qualifying for funding. Other nonprofits have accepted this constriction where others have found it necessary to chase funding using projects that are not directly related to the organization's mission program. (interview response, March 3, 2017)

In describing relationships with donors, participant BB responded that, "community foundations are donating to fewer organizations while at the same time expecting delivery of the same amount of work. Donors are finding that many services are replicated amongst the nonprofit sector" (interview response, March 3, 2017; member checking communication, April 26, 2017).

As I observed Community Partner Bird, I sat through an early morning staff meeting lead by the Executive Director RR with ten staff members present. Community Partner, Bird, was actively involved with fundraising strategies. The activities displayed by Bird were consistent with performance expectations described by participant BB (direct observation, April 24, 2017; interview response, March 3, 2017). For instance, community foundations have begun increasingly scrutinizing nonprofit operations for more effective methods to engage in strategic community projects (Warner, 2015). The community foundation strategic initiative involves working as partners with local community nonprofit organizations (Warner, 2015). Several participants, such as participant LL (interview response, March 24, 2017) suggested partnering with program

supporters as a funding option. The focus of the partnership between community foundations and local nonprofit organizations is on providing significant funds and human resources to deliver a specific community concern over a specified period (Warner, 2015).

Participants in the study stressed the importance of funding strategy as a key factor that is influencing change within nonprofit organizations. Even nonprofits receiving mandated funding must look for other alternative funding according to participant CC. Participant DD (interview response, March 20, 2017) suggested that nonprofits engaged primarily in entrepreneurial initiatives are now recognizing the need to expand beyond current funding comfort zones if these organizations expect to remain relevant and competitive. Participant CC spoke about the funding challenge this way:

Now the organization is funded by the Department of ..., and because we get our money from them, I think the organization did not feel they needed to go out and get any more funds. We receive mandated funding of almost a million dollars a year. My thinking is, suppose the funders say, we are not giving you a million dollars this year, and we are only giving you seven hundred and fifty thousand. That would totally shut us down because we have no other means of getting any funds in because the organization has never had a fundraiser. (interview response, March 6, 2017)

At the same time, document review and analysis, field notes, and responses from participants described the difficulty with attracting or engaging effective donor solicitation in for private sector funding. Consistent with document review and analysis

of funding performance (see Appendix J), participant DD responded that “we have a very hard time raising money in the private sector, so our funding strategy has been contracts with the city and the state, and federal government, cooperative agreements, responding to Request for Proposals, and governmental support primarily” (interview response, March 20, 2017; member checking communication, April 26, 2017).

Emergent theme four: Understanding relationships (Table 16). This emergent theme identified patterns aligned with the meaning of leadership styles that match as being different on fund development performance than long-standing shared leadership of any styles. The theme helped to further understanding of matched and unmatched leadership styles meaning regarding nonprofit organization longevity. The overarching research question was selected to help understand the experiences of being part of the culture involving shared leadership between the Executive Director’s and Board Chairs regarding matched and unmatched leadership styles impact on organizational performance.

This emergent theme, understanding relationships (see Table 16), derived from data analysis of field notes, direct observation, journaling, document review and analysis, member checking, and literature review. The theme produced patterns based on analysis of the research subquestion that aligned with nonprofit organization donors relations as demonstrated in Table 16. The theme (Table 16) produced from research subquestions, advanced understanding involving the data analysis concerning the overarching research question, research topic, and the conceptual framework for the study.

Effective fundraising and effective donor relations will create a more flexible and

stronger nonprofit organization (Blansett, 2015). Community Partners such as Bird and Cub, both appear to enjoy good fundraising and donor relations (direct observation, April 24, 2017; reflective journaling, April 24, 2017, interview response, March 24, 2017). The fundraising strategies demonstrated by participants Bird and Cub are not inconsistent with the literature review regarding donor relation building while at the same time exposes in important areas as suggested by Blansett (2015). As an example, data analysis showed that some organizations like Tiger, have effective mission programs, market security, effective leadership, indications of stable funding, and have created positive branding and positive social change in the community. At the same time Tiger has relied almost exclusively on commercial type funding approach and; therefore, has not developed a reliable donative or donor segment strategy.

Theme four, understanding relationships, from follow-up (Table 16). I

contrasted and analyzed participants' responses to the follow-up research subquestion and produced themes (see Table 16) based on analysis of participant response, field notes, member checking, and literature review. The emergent theme, understanding relationships (Table 16) demonstrated association with different leadership styles such as the styles illustrated in Table 8, and as shown in Table 17. The emergent theme helped to expand meaning of matched and unmatched leadership styles' impact on nonprofit performance and alignment with the research topic, overarching research question, and the conceptual framework lens for the study.

Donor relations (Table 16). When initially developing funding relationships, donors are more inclined to commit to funding decisions based on the donor's

involvement and knowledge of a specific initiative and the level of association with an initiative (Khodakarami, Petersen, & Venkatesan, 2015). The statement from participant BB that “people give to things that are close to them or things that they have a significant connection” (interview response, March 3, 2017), is consistent with the literature review. Most participants in the study expressed that significance of the Board of Director and Board leadership, Chair, are key to a strong donor and stakeholder interest.

Table 16

Codes for Themes Category: Understanding Relationships

Theme	Codes	Participants reference to theme	Percent (%) of coverage for this theme
Understanding relationships	Donor relations	102	3.82%

Participants described good donor relations as requiring an understanding of roles and responsibilities amongst nonprofit organizations’ actors. Almost all participants emphasized the need for partnership understanding between the Executive Director and Board Chair concerning donor relations. For example, participant LL expressed that this “partnership does not mean go along to get along; rather the partnership requires a clear vision regarding the nonprofit organization’s mission and strategy on how we do things” (interview response, March 24, 2017; member checking communication, April 26, 2017). The Board Chair for Community Partner Bear, described an implausible scenario regarding the absence of donors relations and survival of the organization for almost 40 years, at least until now:

And the only way they are going to survive is to bring in money to the organization...trying to raise money and get funds in by grants; donors can find organizations that have a similar mission or common mission...compete with other. The nonprofit without donors, like this organization here, I do not even understand how it survived for 39 years without a fundraiser. This has to be by the grace of some spiritual power because it is not a common thing, and for such a long period of time, 39 years, that is like unbelievable. (participant CC, interview response, March 6, 2017; field notes, March 6, 2017; member checking communication, April 27, 2017)

The participants proposed that establishing effective donor relations is not likely to succeed without a Board of Director's policy and involvement, which participants referred to as the reason that Board of Directors came to the table. For instance, participant BB expressed that what "is important for Board members to understand is that they have a role, that they have a variety of very important roles in terms of overseeing financing of an organization, so they are performing their fiduciary responsibility" (interview response, March 3, 2017; member checking communication, April 26, 2017).

Research Subquestion

I used intervention of subquestions as part of the interview protocol to further explore participants' responses regarding the significance of matched and unmatched leadership styles. With the use of the subquestion, I delved into the nonprofit leaders' interpretation of matched and unmatched leader styles impact on the organization's effective performance and longevity. I formed conclusions concerning the subquestion

based contrasting data from journaling, field notes, direct observation, document analysis, member checking, and literature review. The data analysis of responses to interviews, field notes, journaling, direct observation, document analysis, and member checking involving research subquestion D, derived themes associated with Table 13-16.

Themes from research subquestion (Tables 13-16). I produced themes that aligned with the research subquestion based on analysis of participants' responses, field notes, member checking, and literature review. The emergent themes shown in Tables 13-16 demonstrated patterns regarding the meaning of how matched and unmatched leader styles impact organizational performance and organizational longevity. The emergent themes further demonstrated association of the leadership styles shown in Table 8 and Table 17, and the analysis of the research topic, overarching research question, and the conceptual framework for the study. Tables 13-16 provided several themes and codes as patterns that I aligned with the impact of shared leadership and nonprofit performance.

Type Leadership Styles Recognized

In Table 17, based on direct observation, field notes, journaling, literature review, and member checking, I identified leadership styles that I aligned with the nonprofit organization, executive leaders, and Board of Directors. I identified each leadership style in Table 17 based on what I observed and interpreted from participant interviews. Some self-description of leadership styles as described and offered by the participants did not fit categorically into the basic descriptions shown in Table 8. Most of the participants rejected the notion of being labeled and categorized into one specific leadership style.

Despite the participants' rejection of the idea of a single leadership style of a

nonprofit leader, when presented the option of identifying with the three leadership styles highlighted in Table 8, participants favored one of the leadership styles illustrated in Table 8. I used reflective processes in addition to reflexive discussions with the participants as expressed by Storesund and McMurray (2009). For example, I combined the analysis of interview responses with field notes, direct observation, document review and analysis, literature review, and member checking. The use of this reflective process of all the data helped to identify patterns and themes that associated the participant with the leadership styles shown in Table 17.

For example, participant LL's self-described leadership style is an approach that represents different styles depending on the personal interaction, the situation, and the outcome. According to participant LL, there is no single leadership style of these different leadership ways that works best. When I asked participant LL to describe a leadership style shown in Table 8 that might associate with the participant, the responded stated that, "if I had to put those three in an order for me - transformational, LMX, and then path-goal" (interview response, March 24, 2017; member checking, April 26, 2017). Participant PP expressed: "I think that in most cases it's almost always the staff or the senior staff that are driving, are being more transformational than the Board themselves." Participant PP articulated further that "in terms of the overall directions of most nonprofits that I have worked in really has been very much a team approach with clearly the CEO and Executive Director needing to take a leadership role in setting that direction" (interview response, April 27, 2017; field notes, April 27, 2017; member checking, May 5, 2017).

Table 17

Nonprofit Organization Executive Officers' Leadership Style

NPO	Executive participant	Executive title	Leadership style
Cub	LL	10	Transformational
Rex	PP	2	Transformational
Tiger	DD	1	Transformational
Bear	KK	9	Transformational
Bear	BB	2	Transformational
Bear	MM	9	Path-goal
Cub	NN	4	Leader-member
Bear	CC	3	Leader-member
Bird	RR	11	Leader-member

Based on observation, field notes, and interview responses, informed by the constructivist view, and hermeneutics and symbolic interpretation, I associated participants with specific leadership styles as illustrated in Table 17. For example, I observed participant DD's leadership aligned with the themes of traditional perceptions within the culture of a nonprofit leader's capacity to engage effective fundraising with the use of *personality* type leadership style as discussed by Yildizbas (2017), Colbert, Barrick, and Bradley (2014). The executive leaders' titles were coded to further the confidentiality of participants.

Participant DD described a reference to personality type of leadership style as charismatic leadership (interview response, March 20, 2017). Participant in the study did not appear impressed with the idea of charismatic leadership style effectiveness in the nonprofit sector (field notes, March 3, 6, 20, 21, 24, and March 30, 2017; April 24, and

April 27, 2017). For example, participant DD posited that despite the success of charismatic leadership, in challenging situations, experience has shown that “charisma was not enough and the whole thing crashed” (interview response, March 20, 2017; field notes, March 20, 2017). Moreover, participant DD, when describing nonprofit leadership style stated:

...there are different types of nonprofit leaders. My instance, I have been sort of, I am more the sort of take charge, pull ahead. Sometimes I get in trouble. I lead the board, the board does not lead me, and that is the type of nonprofit executive I have always been. I am always leading the board. I am always telling them what to do rather than them telling me what to do, and sometimes it gets me into trouble, but, I mean there are some executive directors that want to wait before doing anything until their board of directors tells them what to do. (interview response, March 20, 2017).

Furthermore, data analysis of participants’ responses to interview questions along with data from the field notes, journaling, direct observation, member checking, and literature review points to the nonprofit organizations as representing multiple types of leadership styles within the third sector. The data analysis of this study suggested that nonprofit leaders seemed challenged when asked to label or identify specific leadership styles within nonprofit organizations. The data analysis of all data including participants’ responses, field notes, journaling, observation, and member checking suggested nonprofit executive leaders were not aware of or had minor acquaintance with leadership styles such as path-goal and leader-member exchange theory. The data analysis pointed out that

nonprofit leaders showed greater familiarity with transformational leadership theory.

The data analysis showed nonprofit executive leaders also seemed knowledgeable of other leadership theories such as situational, and transactional leadership style. Participants expressed some degree of contradiction concerning the effectiveness of leadership styles. For example, participant DD offered self-described leadership styles that did not align with any of the styles categories shown in Table 17 and Table 8. Rather, participant DD offered a self-described leadership approach described as “take charge” leadership style (interview response, March 20, 2017). What was striking about participant DD’s assessment is that this perspective tends to support the private sector view that *talk is not a substitute for action* articulated by Pfeffer and Sutton (2000). From field notes, I observed this to be an interesting perspective regarding nonprofit leadership. According to participant DD, a nonprofit leadership style is destined for failure if not representative of a take charge leadership approach, and:

If you ask me, those are not the very successful ones because the board of directors is too scattered in their beliefs and their ideas, and if you have a board of directors, and if that is the way it is going to be, then you are going to have somebody like me on the board of directors that is going to pull the organizations and provide the leadership. (interview response, March 20, 2017; field notes, March 20, 2017)

Participant KK agrees with the notion that nonprofit organizations are not homogeneous regarding leadership styles and expressed:

...they are different leadership styles, but again, in all organization probably

leadership styles are situational, right, based on a particular kind of circumstance, situation, or even seasonal times. So, I don't know if there is any clear right leadership style for a non-for-profit or right style for a for-profit. I think that they can be interchangeable. It is about again, what the circumstance dictates.

(interview response, March 21, 2017)

In Tables 19-25, I identified themes derived from combining all the data sources that include interview responses, direct observation, field notes, journaling, document review and analysis, and member checking to form conclusions from the study. In Table 18, using NVivo 11, I produced a comparison of nodes and different data sources. I searched to identify with each comparison review, what each comparison has in common. Further, I searched for any distinctive differences concerning each comparison as demonstrated in Figure 1, and Appendix T. Based on interview responses, field notes, observation, document review and analysis, and member checking from participant KK, I compared the node (Node) *Matching Styles*, which represented 4.74 % (% Cov). The node *Matching Styles* from participant BB showed no coverage (% Cov) regarding *Matching Styles*. At the same time, data analysis of participant DD regarding *Matching Styles* represented 29.28% (% Cov) as illustrated in Table 18.

Based on interview responses, field notes, observation, document review and analysis, and member checking, when I compared the nodes *Nonprofit Sector* and *Matching Styles* using the NVivo 11 Comparison Diagram feature for different participants, I produced uniquely different coverage outcomes. For instance, the data analysis involving participant CC's regarding the node *Nonprofit Sector* represented

5.67%, while data analysis involving participant KK concerning the node *Nonprofit Sector* represented 1.50% of coverage (Table 18).

Table 18

Comparison Demonstration of Different Data Sources to Support Codes Categories

Comparison nodes of different data sources			
Participant	Data source	Node	% cov
KK	Member checking	Matching styles	4.74%
BB	Transcribed interview	Matching styles	0
DD	Transcribed interview	Matching styles	29.28%
CC	Transcribed interview	Nonprofit sector	5.67%
KK	Transcribed interview	Nonprofit sector	1.50%
BB	Member checking	Different responsibilities	27.54%
LL	Field notes	Demeanor interactions	37.03%
RR	Direct observation	Demeanor interactions	17.43%
Rex	Document review	Mission	63.56%

The comparison of different data sources and different nodes produced a much different revelation. For instance, the comparison review of nodes *Different Responsibilities*, 27.54% (% Cov), and *Matching Styles*, 4.74% (% Cov) between participant BB and participant KK respectively, based on member checking data source (Data Source), produced a much different revelation regarding coverage. In Table 18, I show the comparison analysis for Participant BB regarding member checking data source (Data Source) regarding the node (Node), *Different responsibilities*, at 27.54% coverage (% Cov). Also shown in Table 18, is *Document Review* and analysis of data source (Data Source) involving the Rex organization concerning the node (Node), *Mission*, at 63.56% coverage (% Cov).

Matched and Unmatched Leadership Identified

I produced the themes aligned with matched and unmatched leadership styles from contrasting data analysis of interview responses, field notes, journaling, direct observation, document review and analysis, the overarching research question, conceptual framework, member checking, and literature review. The themes derived revealed nuances of shared leadership experiences, and how matched and unmatched leadership styles impact nonprofit performance. I found from direct observation of Community Partner nonprofit organization Bird that I could characterize the Executive Director's leadership style as leader-member exchange shown in Table 17. Although I was not able to interview the Bird Board Chair, emergent themes suggested expectations are that the Executive Director must act as the lead executive for the nonprofit organization. The Executive Director as lead executive seems to contradict what is indicated in a typical organizational chart for nonprofit organizations (see Appendix K).

Analysis of data identified patterns regarding funding performance based mission programs and leadership style. From the analysis, I did not confirm or disaffirm the effectiveness of performance involving the matching of specific type leadership styles. The findings produced from analysis of participants' interview responses, field notes, journaling, direct observation, document review and analysis, member checking, and literature review concerning the meaning of the specific matching leadership styles was inconclusive. I identified indications that matching or unmatched leadership styles do impact nonprofit organizational performance. Other findings indicated that matched and unmatched leadership styles between the Executive Director and Board Chair could have

an impact on organizational performance. What remains to be studied is, which leadership styles when matched produce an optimum nonprofit performance.

I observed each participant throughout the interview process before, during, and after to identify leadership characteristics. Based on field notes and direct observation, I observed that each participant displayed different leadership behavior. The interviews occurred in a diverse setting including off-site workplace offices, on-site workplace offices, restaurants, and a church. I focused attentively on each participants demeanor such as voice projection, sitting posture, dress appearance, hand movement and gesture, indications of comfort, attitudes responses, and eye contact to identify leadership characteristics. For example, for participant LL, and based on field notes (field notes, March 24, 2017), I interviewed the participant while the two of us ate lunch in a busy local restaurant.

The participant LL wore a blue business suit and tie. Before starting the interview, the participant and I exchanged pleasantries. The participant spoke about the participant's current pursuit of an advanced degree. The participant also currently holds an advanced professional degree. Participant LL appeared to be excited and sincere about discussing leadership in the nonprofit sector. The participants seemed to have enjoyed the topic. The constant customer and worker movement during a busy lunchtime did not distract the participant and me. I almost immediately began to identify certain leadership characteristics concerning participant LL, such as motivation, passion, forceful, attentive, listens, and easy with people (field notes, March 24, 2017). I began to associate participant LL's leadership style as potentially transformational, or leader-

member exchange theory.

From direct field observation (direct observation, April 24, 2017), I observed a leadership style in that situation that appeared to associate with the potential of transformational or leader-member exchange theory. In the case of participant LL, the participant demonstrated both practical experience and scholarly knowledge concerning leadership theories (interview response, March 24, 2017; field notes, March 24, 2017). Similarly, with each participant, I observed indications of the participant's experiences and knowledge to identify emerging themes. For example, as I proceeded with the interview and observation of participant LL, emerging themes surfaced that I eventually identified in data analysis demonstrated in Table 14.

As the interview question concerning the meaning of leadership styles and matched and unmatched leadership styles impact continued, the participant LL stopped eating momentarily, focused on the question, and reflected concerning the participant's leadership style. The participant then proposed that all three leadership styles, transformational, leader-member exchange, and path-goal are representative of the participant's overall leadership style (interview response, March 24, 2017; field notes, March 24, 2017). I was moving more towards the notion that participant LL inhabited both transformational and leader-member exchange leadership styles. Participant LL articulated that considering the complexity of the nonprofit organizations, a nonprofit leader should have flexible leadership styles that can adapt to any needed situations.

The data analysis shown in Table 18, suggested that matching of leadership styles, identifying different leadership responsibilities, leader behavior interaction, and

the mission program are a key factor affecting nonprofit organization performance. Even so, some participants proposed that leadership change, concurrent with matched or unmatched leadership styles involving transformational leadership might be of little consequence organizational performance. For example, LL stated:

There are non-for-profits that have been around for 200 years. So they have had a lot of changes in the same way and everybody bring a new style to it, but even the for-profit organizations can survive in all of the transitions as well, and I think that we have seen it in Exxon Mobile and we have seen it with the transition of Apple and the fact that there have been new leaders, one leader came and gone, and then came...it really depends on their dominant leadership style in the moment. In periods of conflict or in the periods of change, I believe transformational is more appropriate and some path-goal because we need focus and direction, but you also need this culture that it's going to be new, it's going to be different, you know, and that kind of stuff. (interview response, March 24, 2017; field notes, March 24, 2017)

With the use of member checking, I confirmed participant LL's intended meaning as accurately interpreted (member checking communication, April 24, 2017; see Appendix H). Emergent themes illustrated in Table 14, also showed consistency with observation, member checking, and interview responses from participant KK, who described longevity of nonprofit organizations as associated with the organization's overall history of leadership styles within the organization (interview response, March 21, 2017; member checking, April 26, 2017). In responding to the question of matched

and unmatched leadership styles meaning to the organization's long-term sustainability regarding fundraising performance, Participant KK stated that:

...it does matter on leadership styles, and leadership styles have to be complementary. They do not have to be the same. They don't have to be exact, right, but they have to be nimble enough for there to be some room for growth. It's kind of, like, I use this, and I tell folks, listen, leadership styles have to be like the bridge that has been standing for a hundred years, right. You see the bridge, it looks the same, whenever you see it, it looks like it has never changed, but what you don't know is that that bridge has moved several inches back and forth over its one hundred years because it has had to have room enough for the contracting and expansion that is necessary for it to stay stable. That is the same thing that has happened with leadership styles. (interview response, March 21, 2017; member checking communication, April 26, 2017; see Appendix H)

Overview: Observation, Document Analysis, Interview Response

I found from direct field observation of Community Partner Bird and participant RR that emergent themes identified in Tables 14-18 aligned with participant RR's demeanor. I observed participant RR's appearance and conduct to be informal, loose, and in some respects purposefully unstructured (direct observation, April 24, 2017; journaling, April 24, 2017). I observed participant RR often moving around the two office floors, randomly stopping to engage staff about whatever was happening at the time (direct observation, April 24, 2017; journaling, April 24, 2017). I observed from direct observation, situations where participant RR walked up to the desk of a staff

person and seemingly with no purpose except to engage in friendly chat. At other times involving the direct field observation, participant RR approached staff members who were grouped or paired in the discussion. Participant RR interjected opinions and comments about whatever the topic staff was discussing (direct observation, April 24, 2017; journaling, April 24, 2017).

Based on direct observation of participants Bird and RR, I found that the constant traffic movement within the organization was not limited to participant RR. From directly observing, I saw the entire staff in a constant state of movement, discussions, and meetings throughout the almost eight hours of direct observation (direct observation, April 24, 2017; journaling, April 24, 2017). Based on field notes from observation of participant DD, I observed similar levels of constant staff movement within the operations (field notes, March 20, 2017). From direct observation of participant RR and staff activities and field notes regarding observation of participant DD, I identified emergent themes that aligned with the theme, nonprofit organization, illustrated in Table 13 and different leadership styles demonstrated in Table 14.

From direct field observation, I observed that participant RR spent limited time sitting at the participant's office desk. I observed that characteristics regarding the leadership style of participant RR were more noticeably revealing than leadership styles of executive leaders who participated in the semistructured interviews and who mostly were sitting at a desk (direct observation, April 24, 2017). Direct field observation identified emergent themes illustrated in Tables 14-18 that aligned with participant RR's demonstrated leadership style. Furthermore, I identified participant RR's leadership style

seemed agreeable with motivational and team-oriented characteristics, which are consistent with transformational leadership and leader-member exchange respectively as illustrated in Table 8, and Table 17.

From direct observation, I identified themes, illustrated in Table 8, Tables 14-18 that aligned with the different leadership styles observed regarding a participant in the different interview settings. For instance, I observed that participants I interviewed at lunch interview settings, away from the participants' offices and away from the participants' work desk, revealed leadership characteristics consistent with each of the leadership styles focused in this study. At the same time, I observed participants that I interviewed at the participant's work site or the participant's work desk, revealed more indication of leadership. As an example, participant NN focused on the descriptive response to the question about the effectiveness of leadership styles:

Without a leader member-exchange type leadership in both a team need and inspirational need, the organizations will not achieve longevity. Both the team concept and inspirational, motivational, type leadership must align in some way to accomplish longevity for the organization. (interview response, March 30, 2017; field notes, March 30, 2017)

The observation of participants' demeanor within the workplace and outside the workplace was not unexpected. The idea is that participants are more comfortable if the interview is carried out in the participant's setting (Tekel & Karadag, 2017). The notion of more of a natural response was also applicable to the interview of Board of Directors members since such interview was carried out in the Board members office setting.

I found from the document review and analysis that it is difficult to conclude leadership styles impact the organizational fundraising performance shown in financial document information Appendix J, Figure 3, and Appendix R, Figure 6. From direct field observation, document review and analysis, field notes, and interview responses, I derived emergent themes illustrated Table 4, Table 8, and Tables 11-19 that associated with leadership styles as significant factors involving nonprofit organizational performance. The emergent theme from analysis of direct observation (Table 11), document review and analysis (Table 12), and interviews response (Tables 13-16) aligned with the conceptual framework for the study. The themes derived from analysis, as illustrated in Tables 11-16, aligned with the theory of nonprofit organization leadership, which supports the literature argument concerning the complexities of nonprofit organizations. The finding showed consistency with participant responses. For example, almost all participants suggested that nonprofit organization leadership styles must represent flexibility to ensure organizational effectiveness (interview responses and field notes, March 3, 6, 20, 21, 24, and March 30, 2017; April 24 and April 27, 2017).

Crystallization and Triangulation of Data and Themes

Using NVivo 11 for thematic analysis, and with crystallization and methodological triangulation, as noted in Chapter 3, I considered different points of view concerning the data in this study and examined sources of different data collection. I blended multiple methods of data collection and analysis that produced multiple categories of interpretation into a comprehensible description and a series of related accounts as described by Ellingson (2009). Based on document review and analysis,

direct observation, journaling, field notes, interview responses, member checking, and the literature review, I identified the key themes shown in Tables 10-16 in this study. I then, combined all the data sources and identified the emergent themes demonstrated in Tables 19-25 in this study

I combined the data analysis that informed the emergent themes shown in Tables 19-25 to construct a rich and an appropriately limited account as explained by Ellingson (2009). For example, the impact of shared leadership styles and nonprofit performance. The combining of data is consistent with Chapter 3 concerning constructing of crystallization and triangulation approach. I reflect the crystallization narratives in the overarching themes illustrated in Table 19 that emerged from collective analysis of (a) themes one through four produced from analysis of direct observation shown in Table 11, (b) themes one through three produced from document review and analysis shown in Table 12, and (c) themes one through four derived from review and analysis of semistructured interview responses shown in Tables 13-16.

Themes Derived from Combining Data Analysis

From methodological triangulation involving analysis of direct observation, document review and analysis, field notes, interview responses, journaling, member checking, and literature review, I produced an arrangement of significant emergent themes. There were no unexpected or surprising themes derived from the analysis. Three groups of important themes emerged from the data: four major themes, two intermediate themes, and four minor themes.

For the major group, four overarching themes emerged from data analysis: (a)

leadership styles, (b) Board Chair and Board of Directors, (c) organization services, and (d) nonprofit organization activities (Tables 20-23). For the intermediate group, two themes emerged from data analysis: (a) funding, and (b) understanding (Table 24). For the minor group, three themes emerged from data analysis: (a) trust, (b) voice, and (c) behavior (Table 25). I conducted a final search of the data for an additional explanation and patterns in this study. In Table 19, I expanded the themes to represent all the sources of data collection and analysis to understand the overarching meaning of how the concepts, nodes, and themes, support the conceptual framework.

Using the NVivo Word Frequency Query and Word Cloud feature, I explored the data to determine at what point in the direct observation, reflective journaling, document review and analysis, field notes, interview responses, and member checking did a specific phrase or various phrases occurred. I reviewed the themes and nodes to understand the context and the meaning of the phrase of phrases involving all the sources of data used in the study. In Table 19, I demonstrated major themes and sub-themes derived from the analysis.

I entered the identified codes from Table 19 into the grouping option in NVivo 11, which allowed the grouping of words and phrases together that have the same stem to identify general themes. I validated the codes and themes demonstrated in Tables 20 – 25 using the data from interview responses, member checking, field notes, document review and analysis, reflective journaling, literature review and descriptive notes from direct observation. I analyzed the combined data to explore significant phenomena that identified commonalities, discrepancies, patterns and constructs as discussed by Basit

(2003). Also, with field notes and direct observation, I accomplish the explorative nature of this study, which derived from exploring the perceptions and experiences of nonprofit executive leaders and their actual behavior within the culture of nonprofit organizations as described by Van Praag, Boone, Stevens, and Van Houtte (2015).

The emergent themes illustrated in Table 19 summarized the themes derived from the first and subsequent wave of coded nodes and themes in this study. I aligned the major themes in Table 19 with total references (*Ref All Data*) and the percentage coverage of all data (*% Cov All Data*). I produced the major themes (Table 19) based on analysis of direct observation descriptive notes, reflective journaling, field notes from observation of participants and interview setting, document review and analysis, interview responses, and member checking.

As shown in Table 19, I analyzed the themes and codes iteratively to ensure proficient structuring and categorization of the data effectively. I used the query feature of NVivo 11 to search a minimum word length of three words to identify frequently occurring terms in the data sources. To further explore the coded information, I conducted iterative searches of all data sources combined: interview responses, field notes, direct observation descriptive notes, reflective journaling, document review and analysis, and member checking.

From the member checking process, only one participant offered additional comments regarding the transcript meaning and intent of the participant. The member checking comments offered by the one participant was noted and considered with data analysis. All other participants confirmed my interpretations. The comments received in

response to member checking, and sensemaking engaged with participants throughout the interview did not reveal any new or different themes and patterns.

Table 19

Themes and Categories/Nodes Derived From Collective Data Sources

Themes	Nodes	Ref all data	% cov all data
Leadership styles	Measure leadership styles Nonprofit organization leadership Nonprofit performance Matched and unmatched Executive director Transformational Path-goal leadership Shared leadership Complementary leadership Effective leadership Leadership role and responsibility	1046	1.94%
Board chair and board of directors	Operations, Staff reaction, Interacting, Demeanor, Beliefs, Assumption, Board of directors members, Fundraising, Role	938	1.74%
Organization services	Work environment, Employee relation, Goals, Values, Donor relationship, Program mission, Culture, Partnership, Longevity	926	1.72%
Nonprofit organization	Community, Nonprofit sector, Nonprofit leaders, Nonprofit setting, Branding	882	1.63%

In Tables 20-25, I illustrated codes and themes that associate with information about the affect of leadership styles in nonprofit shared leadership situations and the

impact of matched and unmatched leader styles on organizational performance. The *Count* shown in Tables 20-25 illustrated the number of times themes and codes occurred based on participant responses, field notes, direct observation, document review and analysis, journaling and member checking. Grounded in analysis of all data sources combined, the *Weighted Percentage (%)* shown in Tables 20-25 illustrated the frequency of the words and phrases associated with the total words and phrases counted.

Major Themes

I identified the major themes as topics that reoccurred most frequently in the data analysis and appeared in more than half the participants' interview responses as described by Pianosi, Bethune, and Hurley (2016). Using NVivo 11 Word Cloud feature, and Word Frequency Criteria, I analyzed all data sources: direct observation, document review and analysis, interview response, journaling, member checking, and field notes. Tables 20-23 demonstrate the major themes I identified in this study. The themes identified include: (a) leadership styles of nonprofit executive leaders as being both different and the same as private sector, (b) type organization service and funding performance, (c) nonprofit organizations are unique and complex, and (d) Board Chair and Board of Directors interaction with the Executive Director's role.

Emergent Theme One: Leadership Styles (Table 20)

In complex organizations, such as in the case of nonprofit organizations, shared leadership symbolizes an encouraging practice of flexibility, leadership advancement, and stakeholder situations (Freund, 2017). In this study, analysis of the data sources showed the emergent theme, leadership styles, is a significant consideration amongst the

nonprofit leadership. The emergent theme is indicative of nonprofit leaderships' diverse views regarding the importance of distinctions between the role of traditional leadership models and contemporary leadership models. Nonprofit executive leaders view traditional leadership styles as questionable leadership styles in situations where teamwork, mutual influence, group accomplishments, and organizational mission programs in contemporary nonprofit organizations (Freund, 2017).

The theme is consistent with the literature review and the conceptual framework used in the study. Constructed from direct observation, journaling, field notes, interview responses, member checking, results pointed to the notion that executive leaders view nonprofit leadership styles as different from private sector leadership styles. At the same time, participants in the study expressed the view that nonprofit sector leadership and private sector leadership are the same in many respects. Participant PP, for instance, suggested there are many different leadership styles, and there is no definitive right and wrong leadership style (interview response, April 27, 2017). Based on field notes, I observed how participant PP demeanor appeared much more serious, placing hands on the conference table, when the interview turned to the discussion about leadership (field notes, April 27, 2017). Participant PP further expressed that leadership styles are different among leaders and different nonprofit organizations might require a different leadership style (interview response, April 27, 2017).

From the study, I identified themes that might help nonprofit leaders understand the meaning of matched and unmatched leadership styles in ways that could advance training and education (Grille, Schulte, & Kauffeld, 2015). From direct observation and

field notes, I observed the participants as each responded to interview questions. For instance, I asked each participant questions about matched and unmatched leadership styles between the Executive Director and Board Chair (field notes, March 3, 6, 20, 21, 24, 30, and March 30, 2017; and April 27; direct observation, April 24, 2017). I asked participants to relate the question to other executives with whom the participant shared leadership.

As recorded in field notes, I observed that participants seemed reluctant to express description of leadership styles regarding current executive leader colleagues (field notes, March 3, 6, 20, 21, 24, and March 30, 2017; April 27, 2017). Participants, based on field notes, appeared to show more comfort with discussing past leadership styles rather than discussing the participant's leadership style (field notes, March 3, 6, 20, 21, 24, and March 30, 2017; April 27, 2017). The leadership styles of transformational, leader-member exchange and path-goal were the focus of this study, and each showed association with the theme shown in Tables 20, which aligned with the leadership role of the Executive Director and Board Chair. From document review and analysis, field notes, direct observation, interview responses, journaling, and member checking, the themes demonstrated a connection between leadership styles and organizational performance as illustrated in Table 20.

In Table 20, the theme illustrated a link between leadership role of the nonprofit organization Executive Director and the leadership role of the Board Chair regarding organizational performance. Based on direct observation, interview responses, field notes, journaling, document review and analysis, literature review, and member checking,

I found that Executive Directors view nonprofit organization culture as a significant factor involving the role and responsibility of Executive Director as discussed by Langer and LeRoux (2017). The study indicated that to accomplish effective organizational change, nonprofit executive leaders view the role of the Executive Director as the main factor influencing nonprofit efficiency as articulated by Langer and LeRoux (2017).

Table 20

Second Wave Themes and Nodes Used to Categorize Nodes Derived From Leadership Styles

Theme	Nodes/Categories	Count	Weighted percentage (%)
Leadership styles	Shared leadership styles Matched and unmatched styles Leadership role	1145	1.91%

The theme (see Table 20) suggested that leadership styles and the role of the Board of Directors could not have complete separation from performance outcome. Moreover, it is important to note that 2016-2017 researchers have not yet demonstrated consensus concerning what best describes nonprofit organizational effectiveness (Mitchell, 2013). From direct observation, interview responses, field notes, journaling, document review and analysis, literature review, and member checking, the study revealed that Board of Directors are significant actors as discussed by Maurer (2016), for instance, Board of Directors' leadership impacts the effectiveness of fundraising and achieving mission program objectives.

With this study of shared leadership and the impact of shared leadership relation

to organizational performance, I identified notable discrepancies concerning the role of the Board of Directors. For example, one perspective is that the role of the Board of Directors is to ensure nonprofit organizations match the best leadership styles within the organization. At the same time, the theme (Table 20) revealed that executive leaders' hold the perspective that Board Chairs, Executive Directors, and Boards of Directors must work cohesively to move the organizations toward effective performance, while also maintaining very clear and distinctive roles as illustrated in Table 21.

**Emergent Theme Two: Balance Between Board Chair and Board of Directors
(Table 21)**

The theme demonstrated in Table 21, revealed that Board of Directors could excel nonprofit organizational performance with the correct balance of hands-on and governance involving the duties of the Executive Director, Board Chair, Board of Directors, and staff. The theme derived (see Table 21) from analysis of all combined data suggesting the notion that clear and specific separation of the duties (Krause & Semadeni, 2013) involving, for example, the Executive Director and Board Chair duties has no typical effect on organizational performance. Considering the conceptual framework for the study, and the complexity regarding contemporary leadership in shared leadership situations as described by Ali et al. (2015), Calvin (2014), Kaiser and Wallace (2016), the theme identified was not surprising.

From the data analysis of field notes, document review and analysis, interview responses, journaling, literature review, member checking, and finding from direct observation, the executive leader's title within the nonprofit organization does not

necessarily identify the true nature of the leader's duty and the relationship. For the Executive Director, Board Chair, and Board of Directors, participant BB shared earlier in this study that, "some leaders in the organization might ignore titles" and might possess a need to control everything." (interview response, March 3, 2017; member checking, April 26, 2017). To this point, participant PP sounded a cautious note that "the Board of Directors involvement in certain daily operations matters of the nonprofit organization can confuse the responsibilities of the Executive Director, Board Chair, and Board of Directors" (interview response, April 27, 2017; member checking, April 26, 2017).

The study results (Table 21) suggested Executive Director duties can involve as many designated roles as needed to accomplish effective organizational performance. Some participants, for example, participant PP suggested that Executive Directors serve at the will of the Board Chair and Board of Directors (interview response, April 27, 2017; member checking, May 5, 2017). The finding was anticipated and expected to align with the conceptual framework involving nonprofit organization theory (Anheier, 2000). Traditional nonprofit organizational structures (Anheier, 2000; 2005; 2014), for example, might involve the Executive Director reporting to all standing committees while maintaining direct reporting duty to the Board of Director, which presumably includes reporting to the Board Chair as shown in Appendix K.

I observed the interaction between participant RR and staff regarding the role of the Board Chair and identified the emergent theme illustrated in Table 21 (direct field observation, April 24, 2017; reflective journal, April 24, 2017). I also witnessed the nonprofit operations while participant RR and staff discussed and planned fundraising

events. I noticed how both participant RR and staff developed activities that involved the Board Chair role associated with the theme derived and shown in Table 21 (direct field observation, April 24, 2017; reflective journal, April 24, 2017). Although the Board Chair was not an active participant in the planning and direct observation, participant RR indicated acknowledgment of the Board Chair duty. For instance, participant RR requested staff to ensure involvement of the Board Chair as the key actor in the fundraising activity.

The way participants responded throughout the study was important to the interpretative framework of this mini-ethnographic case study as expressed by Sanfuentes and Acuna (2014). I combined data analysis to understand the organization's past as recommended by Sanfuentes and Acuna (2014). For example, I conducted document review and analysis of mission program history and funding history that produced themes illustrated in Tables 21-23 (see Appendix J and Appendices M-Q). Using the handwritten notes, in which I journaled observance of participants before and after each interview, I noted observation of the demeanor of each interviewed participant. Based on the field notes, I identified themes I illustrated in Table 21. Based on field notes and interview responses, participant CC showed concern that the organization did not engage in a more proactive approach to develop fundraising strategy (interview response, March 6, 2017; field notes, March 6, 2017; member checking, April 26, 2017). I found from field notes that participant DD seemed to reflect the attitude that the Executive Director should be the more aggressive actor for the organization's fundraising activities (field notes, March 20, 2017; interview response, March 20, 2017; member checking, April 26,

2017).

The theme shown in Table 21 derived from document review and analysis suggests that a more contemporary nonprofit organizations structure might reflect greater transparency. The analysis suggests the Executive Director report to the Board Chair and the Board of Directors presumably in that order. Through my data , I found that the standing committees report to the Board of Directors with limited reporting to the Executive Director (see Appendix). Participant PP shared the idea that ultimately “the Executive Directors’ responsibility includes helping the Board of Directors recruit and sustain a good Board of Directors. The Executive Director works in conjunction with the Board of Directors to create the vision and mission programs for the organization” (interview response, April 27, 2017; field notes, April 27, 2017; member checking, May 5, 2017).

The themes (Table 21) illustrated inconsistency amongst executive leader’s perspective of shared leadership between Executive Director, Board Chair, and Board of Directors. Participant KK, for instance, disclosed that “the Board Chair's responsibility is to work alongside the Executive Director and support the Executive Director with goals and strategic focus of the organization that have been established by shared agreement between the Board and Executive Director” (interview, March 21, 2017).

A review of the literature, interview responses, document review and analysis, and direct observation linked Board of Directors duty with some degree of accountability as described by Maurer (2016), for example, regarding assurance that organization achieves resources needed to accomplish missions. Nonprofit organizations that employ

governance practices of clarity involving responsibilities, duties, and authorities along with optimum donor strategy and mission program could improve the potential of organizational effectiveness (Murphy, 2016).

Table 21

Second Wave Themes and Nodes Used to Categorize Nodes Derived From Board Chair and Board of Directors

Theme	Nodes/Categories	Count	Weighted percentage (%)
Board chair and board of directors	Executive director duty Board chair duty Board of directors' duty	674	1.12%

Establishing clarity regarding the duties of Executive Director, Board Chair, and Board of Directors is a significant practice for ensuring organizations reach full potential as effective nonprofit organizations (Murphy, 2016). This perspective seems to contradict other revelations derived from themes shown in Table 21, which suggested that clear and specific separation of duty has no normal influence on organizational performance as articulated by Krause and Semadeni (2013). However, the two perspectives might not conflict with the outcome of separation of duty based on the type of separation as expressed by Krause and Semadeni (2013).

Emergent Theme Three: Organization Services (Table 22)

Nonprofit organization services involve many different mission programs (Table 4; see Appendices M - Q), which aim to produce social and economic benefit effect (Brown, 2017). If the work of nonprofit organizations is to examine the value produced

from the mission programs provided, as a means of identifying improvements in program performance, a combination of input, process, output, and outcome procedures are required (Gage, Prykanowski, & Hirn, 2014). In Table 4, I demonstrated a mix of mission programs associated with each nonprofit Community Partner nonprofit organization participants in the study (see Appendices M-Q).

In this study, illustrated in Table 22, I refer to nonprofit organization program activities as *mission programs*. The IRS refers to these mission programs as *program services* and requires that all tax-exempt nonprofit organization IRS 990 Form filing provide detail concerning program services accomplishments as explained by Brown (2017). Organizational services (see Table 22), are the focus of nonprofit organization attempts at measuring the effectiveness of the nonprofit organization's use of resources as described by Payntner and Berner (2014).

Direct observation of operations involving nonprofit organization Bird showed indications of some form of strategic planning was used to accomplish funding initiatives to support the organization's mission program (direct field observation, April 24, 2017; journaling, April 24, 2017; see Appendix O). The theme (Table 22) derived from document review and analysis, interview response, direct observation, journaling, field notes, and member checking aligned with effective organizational performance. The document review and analysis did not include review and analysis of a formal strategic plan for participant Bird. A review of the literature suggested that an organization's capacity noticeably enhances with the use of strategic planning as a method to guide organizational vision and performance as described by Paynter and Berner (2014).

From direct field observation, demonstrated in Table 22, I observed the behavior and interaction amongst staff, executive leadership, as part of Community Partner Bird's, daily operations (direct observation, April 24, 2017; journaling, April 24, 2017). I identified from direct field observation descriptive notes, and reflective journaling, several observations that seemed important to accomplishing effective delivery of services. From direct observation, I identified themes (see Table 22) aligned with mission programs, promoting positive organizational culture, the concept of effective leadership, and overall organization performance (direct observation, April 24, 2017; journaling, April 24, 2017).

Table 22

Second Wave Themes and Nodes Used to Categorize Nodes Derived From Organization Services

Theme	Nodes/Categories	Count	Weighted percentage (%)
Organization service	Mission programs Nonprofit culture Leadership and performance	1393	2.32%

I also noted other significant direct observations that aligned with the theme shown in Table 22 and the reliability of the study. I observed that in most cases, staff personnel did not provide written or formal reports relating to staff meetings presentations, which appeared consistent with the informal culture of the operations (direct observation, April 24, 2017; journaling, April 24, 2017). I identified the theme (Table 22) from direct observation and document review and analysis of the daily

operation and analysis of the type of service delivery and community engagement (direct observation, April 24, 2017; journaling, April 24, 2017; document review and analysis, see Appendix O). I also illustrated the theme from observation of the level of *respect* shown amongst staff and toward client beneficiaries (direct observation, April 27, 2017; reflective journal, April 24, 2017).

Emergent Theme Four: Nonprofit Organization Activities (Table 23)

Like the private sector, the nonprofit sector is full of potential for positive impact within communities (Grizzle & Sloan, 2016; Rayne, 2016). Unlike the private sector, however, the nonprofit sector depends on funding performance from public, private, and grants sources to remain in business (Grizzle & Sloan, 2016; Rayne, 2016). Hence, the lack of appropriate funding performance could impede the nonprofit organization's potential or force the nonprofit organization to close the business (Rayne, 2016). In this study, I explored leaders' styles in shared leadership situations and the affect of leadership styles on nonprofit performance. I explored the meaning of matched and unmatched leader styles impact of organizational performance and identified themes from direct observation, interview response, field notes, reflective journaling, document review and analysis, and member checking.

Participant PP shared that "effective performance for the nonprofit sector and effective performance for-profit sector are very, very different" (interview, April 27, 2017). At the same time, member checking confirmed participant LL's notion that there is no difference in leadership style expectation regarding performance in the nonprofit organization and leadership style expectation of performance in the for-profit sector.

Both the leaders in the private sector and leaders in the nonprofit sector are the same (member checking communication, April 26, 2017). Member checking confirmed participant NN advocated that the nonprofit leader is the one who is responsible for outreach efforts to raise money from the private sector and once they have received training on how to do fundraising, will fare better than the private sector leader who has the responsibility of generating revenue dollars (member checking communication, April 26, 2017).

Table 23

Second Wave Themes and Nodes Used to Categorize Nodes Derived From Nonprofit Organization

Theme	Nodes/Categories	Count	Weighted percentage (%)
Nonprofit organization	Staff and nonprofit organization performance Nonprofit sector and private sector Responsibility of executive director Responsibility of board chair	1059	1.76(%)

The theme illustrated in Table 23, derived from direct observation and reflective journaling conducted throughout direct field observation of Community Partner nonprofit organization Bird (direct observation, April 24, 2017; reflective journaling, April 24, 2017). I further derived the theme in Table 23 from semistructured interview responses involving each of the eight participants in the study (interview response, March 3, 6, 20, 21, 24, and March 30, 2017; April 27, 2017). Moreover, handwritten field notes analysis

informed the theme demonstrated in Table 23 (field notes, March 3, 6, 20, 21, 24, and March 30, 2017; April 27, 2017).

Additionally, indications of the theme (Table 23) derived from member checking all participant to ensure that I had interpreted participants' responses in ways that captured the participants' intended meaning (member checking communications, April 26, 2017; May 5, 2017). Moreover, the theme in Table 23 emerged from an analysis of sensemaking communication I engaged with participants throughout the interview process that ensured I made sense of the participants meaning concerning leadership theories and performance (see Tables 8, 17, and 18). I engaged sensemaking discussions with participants concerning definitions and descriptions of leadership theories (see Table 8), and meaning of matched and unmatched leadership styles (see Table 17).

The nonprofit sector remains frequently condemned as inefficient, and its leadership stands sometimes labeled as ineffective. The accountability and performance of nonprofit executive leaders and Board of Directors of nonprofit organizations has received limited exploration (Stewart & Diebold, 2017). Based on member checking, participant DD expressed there is a different leadership style required for the nonprofit sector where concentration is on effective means of causing people to perform as necessary to produce the type services needed for accomplishing the mission (member checking communication, April 26, 2017). Participant CC shared that "nonprofits are limited in certain things based on being a nonprofit organization" (interview response, March 6, 2017). However, the literature review indicated that such limitations expressed by participant CC are likely from a misunderstanding of duties (Balsam, Puthenpurackal,

& Upadhyay, 2016).

The Board Chair is a significant actor within the nonprofit organization and potentially has a major effect on the performance of the Board of Directors, and consequently, also has a major effect on organizational performance (Balsam et al., 2016). The nonprofit Executive Director, Board Chair, Board of Directors perform an important function in motivating staff within the organization (Schwepker, 2015). From direct observation, I observed how the Executive Director, RR, motivated staff using positive work attitude, friendly and welcome behavior, team interaction amongst staff, complete open office environment, and task delegation (direct observation, April 24, 2017).

Increasingly, empirical data suggests that leadership behavior is linked the degree of staff performance and work gratification (Mustafa & Lines, 2013). As I observed from direct observation, the Executive Director's leadership style can directly impact the staff's perception of value contribution (direct observation, April 24, 2017). I identified from direct observation, interview responses, and member checking that leadership styles of nonprofit Executive Directors and Board Chairs can shape staff performance as well as Board of Directors performance as argued by Balsam et al. (2016). Consistent with the literature review (Lyubovnikova, Legood, Turner, & Mamakouka, 2017), from reflective journaling, I found that the Executive Directors can influence staff attitudes, beliefs, values, and work ethics (reflective journaling, April 24, 2017).

The theme shown in Table 23, aligned with empirical data, which has thoroughly established that leadership performs an essential contributory role for influencing team

activities and organizational efficiency as expressed by Lyuboynikova et al. (2017).

Participant LL's interview response seems to support the reflective journaling I recorded, direct observation, and literature review regarding the notion that executive leadership styles can impact organizational performance.

Participant LL stated "I cannot base my performance on what I accomplished" (interview response, March 24, 2017; member checking, April 26, 2017). Based on member checking, participant LL confirmed that the meaning intended is that "explaining and quantifying nonprofit performance means questioning whether people are satisfied and happy in their employment with the nonprofit organization. Effective performance is not based on what is accomplished by the nonprofit organization" (member checking communication, April 26, 2017). The influence of leadership styles as expressed by participant LL align with the theme and conceptual framework for the phenomenon (interview response, March 24; member checking communication, April 26, 2017).

Intermediate Themes

The intermediate themes reoccurred in all the data analysis and appeared with less frequency or appeared in five or more of the interviewed participant with various interpretations within a data set. I identified the intermediate themes (see Table 24) as significant repetition of a phenomenon amongst data sources that do not equal major themes and represent reoccurring regularities much beyond minor themes. The reoccurring frequency of data deemed sufficient to constitute an important theme to be identified is a decision only the researcher can determine (Ryan & Bernard, 2003).

I used NVivo 11 Word Cloud, and Word Frequency Criteria features to analyze

the collective data sources: direct observation, document review and analysis, interview responses, member checking, and field notes. The reference to intermediate theme suggests the researcher's reiteration of the theme based on all known data concerning the participants (Dahlvig, 2013). As in the analysis approach, I used to produce major themes, through an iterative process, the intermediate data derived two themes: funding and understanding (Table 24). I derived the themes (Table 24) from the processes of direct observation, field notes, document review and analysis, interview response, and member checking: funding and understanding.

The two intermediate themes (Table 24) accounted for 581 counts (*count*), which represented the total frequency the words reoccurred in the collective data sources. The two intermediate themes accounted for 0.97 % (*weighted percentage %*), which represented the total occurrence of the word relative to the entire number of words counted.

Emergent Theme Five: Leadership Impact on Funding Performance (Table 24)

The intermediate theme, funding (Table 24), emerged in the data relating to fundraising practice and effective organizational performance. Themes derived from the literature review, document review and analysis, direct observation, interview responses, reflective journaling, sensemaking, and member checking aligned with funding of nonprofit organizations (see Appendices M-Q; Appendix J; direct observation April 24, 2017; interview responses March 3, 6, 20, 21, 24, and March 30, 2017; April 27, 2017; and member checking April 26, 2017, and May 5, 2017). The findings identified from the theme (Table 24) is consistent with the idea that many factors, which include mission

programs, leadership styles, governance structure, and racial dynamics impact funding performance as described by Huang (2016).

Table 24

Intermediate Themes and Categories Derived From Collective Data Analysis

Intermediate theme	Nodes/Categories	Count	Weighted percentage (%)
Funding	Fundraising	334	0.56%
Understanding	Expectations	247	0.41%

Fundraising is an essential function of nonprofit organizations (Moon & Azizi, 2013). However, research cautions nonprofit organizations that the focus on fundraising should not produce challenges involving public relations that might impede organizational improvement (Huang, 2016). From a review of the literature, factors such as stereotype resulting from racial differences might impact fundraising within the nonprofit sector (Huang, 2016). Hence, leadership styles are important responses to fundraising challenges since leaders' understanding, and knowledge can help to establish a positive quality of life for people, and cultural development for society (Yang, 2011).

Participant BB offered that in the current climate, donors tend to streamline funding selection, give to fewer organizations, and give selectively to a nonprofit organization that provides the largest amount of work (member checking, April 26, 2017). Based on field notes, I observed that the Community Partner nonprofit organization Bear, where participant BB is associated, is a relatively smaller facility operation (field notes, March 3, 2017). Rather than a commercial building space, Bear

operates from what appears to be a residential property converted to an office facility (field notes, March 3, 2017). From interview responses and document review and analysis, Bear's source of funding derives solely from mandated funding from a single funding source (interview response, March 3, 2017; document analysis, see Appendices J and Q; Table 4). Participant CC offered that "a major thing in any nonprofit organization is fundraising, bringing in money, and how do you have an organization that does not bring in money for over 40 years. It makes no sense" (interview response, March 6, 2017).

Community Partner Cub, sees the funding aspect differently and driven by mission program (see Table 4). Participant LL, associated with Cub, explained that "we don't have a large donor database and fundraising strategy, but I can see the benefit if we did because we run a program that is funded through fundraising" (interview response, March 24, 2017). Based on field notes, I observed the demeanor of participant LL as highly focused on innovation and business models as guides to success (field notes, March 24, 2017). Despite the observation, participant LL described the organization as not having a formal strategic plan operation (interview response, March 24, 2017). Participant LL acknowledged that lack of a strategic plan could become problematic. Participant LL offered that "if fundraising goes because it's not a government-funded program, we have got to find ways to fund it because people depend on it now" (interview response, March 24, 2017; field notes, March 24, 2017).

Document review and analysis showed that two Community Partner groups have been in business significantly less time than most. Cub has been in business for less than

a third of the time than most participants in this study. Bird has been in business for less than half the time as most other Community Partner participants in this study (Table 4; see Appendix J). At the same time, Cub produced annual funding at more than double the rate of what the other participants in this study have produced annually (Table 4; see Appendix J). Participant LL viewed funding results as a collective activity and expressed that “I cannot base my performance on what I accomplished. It has to be based on what services are provided, what outcome people feel, what things we were able to help them accomplish” (interview response, March 24, 2017).

From direct observation, I observed the role of leadership interaction with staff, and the leader’s ability to affect factors that determine funding outcome such as the business culture (direct observation, April 24, 2017). Participant NN viewed funding as a more straightforward process. Participant NN stated that “accountability and transparency are how we can ensure our funding, but here is the problem, sometimes organizations rely solely on what is coming in through the State and through for their funding when you must also have development” (interview response, March 30, 2017).

Emergent Theme Six: Understanding Nonprofit Organizations (Table 24)

The intermediate theme, understanding (see Table 24), emerged concerning the effectiveness of nonprofit organization leadership. The Executive Director, Board Chair, and Board of Directors can advance understanding of nonprofit marketing and the procedure needed for nonprofit communications that will ensure effective performance of the organization (Waters, 2014). Based on direct observation, field notes, interview responses, and member checking, this study showed consistency with the literature

review concerning nonprofit performance expectations in shared leadership situations. Executive Directors, Board Chairs, and Boards of Directors must understand that their role as individuals burdened with performance expectations (Stewart & Diebold, 2017). As expressed by Stewart and Diebold (2017), with the nonprofit organization, the duration of leadership status is whether the leader's status satisfies overall efficiency and effective performance.

Participant PP expressed that understanding nonprofit organizations are requiring knowing what to expect from leadership. Participant PP offered that measuring the performance of leadership styles is more complicated in the nonprofit sector than examining performance of leadership styles in the private sector (member checking communication, May 5, 2017). At the same time, participant LL expressed a different perspective in that nonprofit leader performance expectation such as Executive Director performance and private sector leader performance expectation are not different (member checking communication, April 26, 2017). Based on field notes, I observed that participant LL dressed in a manner that some would say was a Wall Street appearance (field notes, March 24, 2017).

From the data analysis, and direct observation of the nonprofit group Bird, I observed and identified behavior that symbolized understanding of operations that seemed focused on stakeholder expectations (direct observation, April 24, 2017; reflective journaling notes, April 24, 2017; Table 4; see Appendix O). Document review indicated that participant Bird focused on expanding a single mission program (see Appendices J and O). Participant CC offered that for a nonprofit organization to move

beyond a single mission program and single funding source, “a change in the mindset” of the Board of Directors is necessary (interview response, March 6, 2017). Participant KK suggested that “a healthy Board of Directors” drives nonprofit organizations that accomplish expectations (interview response, March 21, 2017). Participant KK expressed that an unhealthy Board of Directors “lacks a kind of training and understanding about what their roles and responsibilities are as board members” (interview response, March 21, 2017).

Based on document review and analysis, and field notes, the nonprofit organization Cub has focused on more than a single mission program and seem to emulate private sector marketing and branding strategy (field notes, March 30, 2017; see Table 4; see Appendices J and N). Participant NN suggested that leadership expectations are higher in the nonprofit sector than is the case in the private sector (member checking communication, April 26, 2017). From field notes journalled before and after interviews, I noted the observation of participant NN’s office setting. I observed a professional office setting appearance that one might expect to find in a multimillion-dollar private sector corporate office (field note, March 30, 2017). I interviewed in a conference room suggested by participant NN (field notes, March 30, 2017). Participant NN’s workplace was a multi-commercial office building located in an industrial and retail shopping area (field notes, March 30, 2017).

Upon entering the building, guests approach a large reception area within the building. No security or check measures are required (field notes, March 30, 2017). After arriving on the floor of participant NN’s office, I stepped off the elevator to a

double glass door with a view ahead of a sizable oval shaped receptionist desk stationed in the middle of a waiting room area (field notes, March 30, 2017). Entrance through the double glass doors required a buzzer from the receptionist desk. Entrance to participant NN's office required passage through another double glass door and a buzzer from the receptionist desk (field notes, March 30, 2017).

Based on the literature review and document review and analysis, this study showed that at the end of the day, what Executive Directors and Board Chairs must understand is that a breach of expectations by the organization can cause a decline in the organization's credibility amongst stakeholders as articulated by Gomulya and Mishina (2017). From direct observation, I observed the Executive Director's understanding of the importance of meeting expectations and the seemingly positive impact on organizational culture and fundraising performance (direct observation, April 24, 2017).

Minor Themes

Minor themes (see Table 25) are less frequently reoccurring themes from data analysis and appeared for less than four of the interviewed participants. The thematic analysis in this study allowed the researcher to organize and identify patterns from which I answered the central research questions as articulated by Wolcott (2010). Consequently, from analysis of interview responses, direct observation, field notes, document review and analysis, member checking, sensemaking, literature review, and member checking, several themes emerged in this mini-ethnographic case study concerning the impact of shared leadership and nonprofit performance.

In addition to the four major themes demonstrated in Tables 20-23, and

intermediate themes shown in Table 24, three significant minor themes emerged: (a) trust, (b) voice, and (b) behavior. The minor themes (Table 25) emerged from analysis of interview response, document review and analysis, field notes, direct observation, reflective journaling, sensemaking, literature review, and member checking.

Emergent Theme Seven: Trust Factor (Table 25)

The minor theme, trust (Table 25), emerged in the data concerning nonprofit leadership. The theme aligned with the participant's performance. From direct observation, I observed that trust amongst leaders and staff has a positive impact on follower satisfaction (direct observation, April 24, 2017). I identified findings showing *trust* (Table 25) represents a key element of an organization's lasting and effective performance as proposed by Kujala, Lehtimaki, and Pucetaite (2016). From direct observation, I observed staff's interactions with internal and external constituents that displayed respect for the value of all constituents (direct observation, April 24, 2017). Based on direct observation, the building of trust seemed fundamental for the way participant RR engages the role of leadership (direct observation, April 24, 2017).

Participant LL shared that "it is respect, trust, and commitment that makes effective leadership" (interview response, March 24, 2017). From the use of member checking, I confirmed Participant LL's intended meaning. The point participant LL was making is that nonprofit leaders can build a relationship of trust where followers believe in the leader and the leader's commitment, thereby accomplishing positive organizational performance (member checking communication, April 26, 2017).

Table 25

Minor Themes and Categories Derived From Collective Data Analysis

Minor theme	Nodes/Categories	Count	Weighted percentage (%)
Trust	Commitment	8	0.01%
Voice	Leadership style	8	0.01%
Behavior	Interaction	8	0.01%

Emergent Theme Eight: Voice of Leadership (Table 25)

The minor theme, voice (Table 25), emerged from data analysis concerning leadership styles of nonprofit organization Executive Directors and Board Chairs. The theme aligned with how participants interpret and define leadership styles. I engaged sensemaking with participants to ensure I made proper sense of the participants' perception regarding leadership styles. I shared the descriptions of the three leadership styles focused in this study, transformational, path-goal, and leader-member exchange (Table 8). Participant MM expressed acquaintance with the two leadership styles, autocratic and charismatic leaders (interview response, March 21, 2017).

Participant MM described an experience of working with an Executive Director who was autocratic. The participant described the autocratic leader as “deeply committed to us working together as one big unit and did not delegate, which in the long run turned out to be a very significant problem for the executive director and for all of us” (interview response, March 21, 2017). With the use of member checking, I confirmed participant MM's intended meaning regarding autocratic leadership. Member checking confirmed participant MM suggested that despite an autocratic style, the Executive Director

displayed a deep commitment to working together with the Board of Directors as one big unit but did not delegate. In the long run, this approach can create a significant problem for the Executive Director and the Board of Directors (member checking communication, April 26, 2017).

Participant DD associated transformational as resembling “charismatic leadership” (interview response, March 20, 2017). Member checking confirmed participant DD’s perspective that transformational Executive Directors lead by voice and inspiration (member checking, April 26, 2017). Member checking confirmed participant DD’s intended meaning that some nonprofit organization executive leaders are very charismatic, but not very hands-on with the administration of the organization or operations. Participant BB expressed that transformational leadership in nonprofit organizations “works because you get your followers to buy into doing things and then the board buys in” (interview response, March 3, 2017)! From member checking, I confirmed participant BB’s intention that transformational leadership works because leaders motivate followers to buy into performing a task, and then the Board of Directors buy into that task (member checking, April 26, 2017).

Emergent Theme Nine: Behavior Impact (Table 25)

The minor theme, behavior (see Table 24), derived from the collective data analysis concerned leaders’ behavior and interactions with staff, stakeholders, and community constituents. The behavior of a leader can have various effect on results and worker satisfaction (Joshi, Kaur, & Jain, 2016). The theme aligned with the two factors,

effective leadership and follower work satisfaction, identified in the literature review as fundamental for effective organizational performance as described by Joshi et al. (2016).

Like trust, leadership behavior is informed by internal and external factors such as long-term relationship, support elements, stakeholders, and office facility and operations as expressed by Kujala et al. (2016). For example, from observation field notes, I recorded before, and after interviewing participant DD, certain external and internal factors could have affected the interview. I conducted the interview meeting in the office of the participant (field notes, March 20, 2017).

The site was a multi-commercial dwelling office building facility with security check-in. Visitors must show identification and sign in. The office building's surrounding consisted of commercial and retail establishments near parking lots and busy streets. I arrived at the interview on time for a scheduled 1:00 p.m. meeting with the participant (field notes, March 20, 2017). I was asked by the receptionist to have a seat. She informed she would let participant DD know I had arrived (field notes, March 20, 2017). There was some confusion involving the receptionist, which resulted in the participant not being informed of my arrival for the scheduled interview. Consequently, I remained seated in the waiting area from 1:00 p.m. to 3:50 p.m. before the participant was made aware of my arrival (field notes, March 20, 2017).

The waiting area was busy with visitors and employee movements as the elevator opens into the waiting area (field notes, March 20, 2017). There was a video television display in the waiting area showing the various activities such as projects and mission programs engaged by the Community Partner (field notes, March 20, 2017). The

ambiance displayed projects success and accomplishment as visitors walked off the elevator onto the office floor (field notes, March 20, 2017). As employees walked throughout the floor, I observed that staff dressed consisted of casual and business attire (field notes, March 20, 2017). The receptionist front desk was a large surround type wood stained petition with the Community Partner's large logo brand behind the receptionist area (field notes, March 20, 2017). A large clock was on the wall behind the receptionist desk. A water fountain was in the waiting area and plants were stationed throughout the waiting area (field notes, March 20, 2017).

The Board of Directors meeting room was located directly off from the receptionist area (field notes, March 20, 2017). Janitorial staff was busy cleaning and removing trash containers (field notes, March 20, 2017). There was artwork displayed on the walls of the offices and waiting room area (field notes, March 20, 2017). The office projected a friendly work environment (field notes, March 20, 2017). While remaining in the waiting area, on separate occasions, two staff persons passed by who I knew from other business and personal relationships. I engaged in a few minutes of conversation with each (field notes, March 20, 2017).

Eventually I was greeted by participant DD. Together we walked back to the participant's office all the while the participant was offering an apology for the confusion and wait (field notes, March 20, 2017). Participant DD's office was down the hall, and the participant's secretary was seated directly outside the participant's office (field notes, March 20, 2017). The participant's office was a large office with a conference-meeting table. The participant sat behind an office desk, and I was seated directly across from the

desk while conducting the interview (field notes, March 20, 2017).

The operations involving participant DD was not typical of nonprofit community-based organizations. Participant MM, for example, based on the field notes, I observed some similar but distinctively different events starting with an office building configured with small office spaces and cubicle (field notes, March 21, 2017). Based on field notes I observed that participant MM was seemingly relaxed, less formal, and expressed great interest in the study and discourse throughout the interview (field notes, March 21, 2017). Participant MM appeared in regular business attire (field notes, March 21, 2017).

While I conducted the interview sitting across the desk from the participant, the participant would sometimes lean forward while answering questions and at other times lean backward (field notes, March 21, 2017). This behavior of leaning forward and leaning back is a behavior I also observed with other participants who were seated behind a desk while participating in the interview. I observed that the leaning forward and back behavior was not present when I interviewed at a conference table and lunch meeting interviews. I observed, based on field notes, while interviewing participant MM, the phone would occasional ring, and the participant ignored the calls (field notes, March 21, 2017). Participant MM stopped at one point in the interview to address a phone call and at another point to address something brought into the interview setting by the participant's assistant (field notes, March 21, 2017).

What I observed involving each participant interview is diverse leadership styles within the nonprofit sector (field note, March 3, 6, 20, 21, 24, and March 30, 2017; April

27, 2017; direct observation, April 24, 2017). The behavior of a leader can have various effects on results and worker satisfaction (Joshi, Kaur, & Jain, 2016). The theme aligned with the two factors, effective leadership and follower work satisfaction, identified in the literature review as fundamental for effective organizational performance (Joshi et al., 2016).

Unexpected Results

The themes illustrated in Tables 19-25 derived from analysis of all data sources combined, which included sensemaking and member checking. The analysis of the data revealed no surprising themes or unsuspecting revelations from document review and analysis, interview responses, and direct field observation. The confirmation process involving member checking identified no changes, corrections, or new information differing from the researcher's interpretation of the participants' meaning.

Collective Data Analysis and Research Questions

The overarching focus of this study explored the impact of shared leadership styles and nonprofit performance. In this study, I concentrated on understanding the meaning of shared leadership in the nonprofit sector and matched and unmatched leader styles impact on nonprofit organizational performance. I used interview questions, direct observation, field notes, journaling, member checking, document review and analysis, and sensemaking to inform the finding of nonprofit shared leadership and nonprofit performance.

Triangulation of the data permitted a history review of mission programs and financial aspects of nonprofit performance, leadership styles, and the factors impacting

nonprofit organizational performance as indicated by Salicru, Wassenarr, Suerz, and Spittle (2016). Triangulation of the primary data consisting of semistructured interviews and direct field observation, and the secondary data consisting of document review and analysis, helped in understanding the meaning of shared leadership and allowed understanding of matched and unmatched leader styles impact on nonprofit performance.

Through interviews guided by nine semistructured questions, I identified how participants expressed their unnoticeable behaviors, feelings, and intentions as proposed by, Benschhoff, Barrera, and Heymann (2014), and Tekel and Karadag (2017). With the use of direct field observation, I could mix with the nonprofit groups as a nonparticipant to become immersed in the data as articulated by Benschhoff et al. (2014). Using direct observation, I derived an understanding regarding nonprofit organization operations, which I recorded with handwritten descriptive notes and reflective journaling.

Finally, the document review and analysis involved the collection of secondary data used to assess the leadership, mission programs, and organizational practices of the nonprofit as articulated by Nickson (2014). Due to document review and analysis consisting of a website and official public records information, I was able to explore the funding history, organization structure, and program performance of each case study nonprofit organization participant.

Discrepant Cases and Nonconfirming Data

Implicit in the idea of shared leadership in the nonprofit sector is a collaborative working situation involving an Executive Director and Board Chair. While responses provided by participants did not reveal any major discrepancies, I observed the

participation between the percentage of Executive Director participants and the percentage of Board Chair participants in the study. Board of Directors represented 12.50% of participants interviewed.

Executive Directors represented 62.50 % of participants interviewed which included an Assistant Executive Director. Board of Directors members represented 25% of participants interviewed. Despite the disproportionate participation between Executive Director participants and Board Chair participants, all partakers in the study answered all the semistructured interview questions and the follow-up questions that consisted of describing the role, responsibility, and expectations concerning the Board Chair relation with the Executive Director.

Except for a short experience in the private sector when the participant MM first entered the workforce, participant MM, now with many years of workforce experience, has worked almost exclusively in the nonprofit sector. All other participants in the study have worked significant years in both the private sector and nonprofit sector. Despite this discrepancy, participant MM responded to all the interview questions including responding to questions and follow-up questions regarding private sector performance.

I observed discrepancies between some Executive Directors' perspectives regarding the role and significance of Board Chair responsibility. For example, participant LL expressed that Board Chair leadership does not matter as much as the leadership style of the Executive Director. Participant LL stated that: "I don't think it matters and I don't think it matters in this way. The leader, not the Board Chair has to be able to go in and out of every style that he approaches" (interview response, March 24,

2017; field notes, March 24, 2017; member checking, April 26, 2017). At the same time, participant PP stated:

...the board chair is my boss. And so, there is an important relationship there and an important dynamic recognizing that I serve at the will of the chairperson of the board, and the board of directors. And so, they are not my Board; they are the Board of the organization. And I think that is a really important distinction....

(interview response, April 27, 2017; member checking, May 5, 2017)

I observed that participant DD shared more of the perspective expressed by participant PP emphasizing that a strong Board Chair strengthens the overall organization performance through a shared role with the Executive Director. Participant DD stated that:

...Board Chair can play a pivotal role in keeping everybody in order and let them understand what their roles are respectively and keeping the Executive Director or the President in line and making sure of checks and balances in that regards so that stuff does not get out of control. (interview response, March 20, 2017; member checking, April 26, 2017)

Finally, I observed that participant BB reflected positions shared by many participants in the study. Participant BB articulated that the role of Board Chair is a completely different function than the Executive Director; while at the same time, from direct observation, some leaders viewed the role of Executive Director and Board Chair as both must be complementary (observation, April 24, 2017). From field notes and member checking, participant BB described the distinction of the Board chair role as:

I think if you have an understanding, and clear understanding of each role needing to work in partnership, it works best for the organization. I think there is sometimes, I sense, that the Board Chair who is charged with leading Board of Directors with giving them directions to work in concert with the ED who forms the vision for the organization, so the board supports the organization. The Chair of the Board of Directors, that type of leadership, is shared in the sense that they both are working to move the organization forward, but they each have very clear and distinct roles. (interview response, March 3, 2017; field notes, March 3, 2017; member checking, April 26, 2017)

Summary

I used data collection to answer the overarching research question for the study: How are nonprofit organization leaders in shared leadership situations affected by the leadership styles of matched and unmatched leader style that impacts nonprofit organization funding performance? As described by Storesund and McMurray (2009), I approached the interview questions with three basic objectives: establish a context for the study, determine how participants construct, and contrast information to understand the participants' meanings. I established the context for the study using in-depth exploratory interview questions such as: Can you tell me how you would describe your understanding of nonprofit organizations?

To explore the question of the effectiveness of nonprofit leaders, I sought to understand nonprofit leaders' perceptions concerning how leaders view the role and significance of nonprofit organizations. Participants described what is essentially two

views about the existing function of nonprofit organizations. Participants viewed nonprofit organizations as aligned closely with the private sector and private corporations that are primarily focused on profit with the distinction being that nonprofit organizations are primarily focused on public good.

Participants described nonprofit organizations as entities that have a special relationship with the Board of Directors that in some cases mean shared leadership with the Executive Director represented by the Board Chair. Another perspective offered by participants is that nonprofit organizations are distinguished because nonprofit organizations require different leadership styles than applicable in the private sector. Participants offered diverse views concerning the nuisances impacting nonprofit organization performance, while also in complete agreement that leadership style of the Executive Director is key to the effective performance of nonprofit organizations.

To ascertain how participants construct and form conceptions regarding nonprofit organization culture, I explored the participants' experiences and understanding through interview questions such as: How would you describe effective performance involving nonprofit organizations, and how would you describe the role/responsibility of a nonprofit executive director? Participants viewed executive director and board chair leadership roles and responsibilities as working in conjunction with the board of directors to create the vision and mission programs for the organization.

Participants expressed experiences with each of the three leadership styles highlighted in this study, transformational, path-goal, and leader-member exchange. Each of the three leadership styles I focused on in the study offered similarities in

appropriateness concerning the application for nonprofit organizations: leadership trust, follower satisfaction, accountability, and mutual respect and exchange of views between followers (Bower & Hamby Jr., 2013; Landrum & Daily, 2012; Yang, 2014). In contrast, transformational leadership aims to create a new perspective, whereas leader-member exchange does not focus on perception, rather, aims to create teams. Finally, the path-goal theory has been the most confusing concerning which behavior is most appropriate regarding task and follower motivation.

Nonprofit leader participants in the study posited that current nonprofit sector culture means leadership styles are diverse within the nonprofit sector. For example, participant LL expressed that “effectiveness of leadership styles depends on the individual and how leaders apply styles such as leader-member exchange because of the relationship between the leader and the member.” Based on the researcher’s observation and reflexivity of transcribed interviews most participants interviewed fit more closely into transformational leadership styles as described in Table 8. In responding to questions concerning leadership styles, the participant LL articulated that if the “relationship is encouraged, if it is urged and supported, then LMX potentially is the best things for nonprofit organizations because followers increase commitments, give more, followers feel valued, which leads to a connection with followers that improves organizational performance” (interview response, March 24, 2017; field notes, March 24, 2017)

To contrast the participants’ interview responses concerning the partakers understanding and meanings regarding different leadership styles in different situations, I

explored interview questions such as: How would you describe Executive Director and Board Chair leadership styles that match as being different regarding fund development performance than the long-standing shared leadership of any styles? Participants' responses in most situations suggested that when Executive Directors, Board Chair, and Board of Directors do not share leadership perspectives, the organization's potential for accomplishments is damaged. Participants KK expressed that "leadership styles that are complementary for change are more likely to produce that change as opposed to leadership styles that are inconsistent amongst leaders" (interview response, March 21, 2017; field notes, March 21, 2017; member checking, April 26, 2017).

Despite this majority perspective, other participants expressed a leadership style that leads the Board Chair and the Board of Directors. From observation of participant DD, field notes, and interview questions, the participant's self-described leadership style, which seems consistent with the researcher's observation is a style that instructs the Board of Directors and Board Chair as opposed to being directed by the Board Chair and Board of Directors. The participants expressed that this approach comes with difficulties when comparing the notion of shared leadership.

The data analysis and conclusions revealed several themes that informed the questions of nonprofit organization shared leadership and the meaning of matched and unmatched leader styles impact on funding performance and organizational performance. The reiterating between data collection and interpretation, and evaluation of the answers and assumptions occurring are indications of theoretical saturation in data analysis (Heinze, Babiak, & Banaszak-Holl, 2016). From support of the themes throughout data

analysis, I accomplished theoretical saturation. No new perceptions surfaced. Among small organizational settings, perception effects on performance have yet to receive adequate comprehension (Jing, Avery, & Bergsteiner, 2014), which I identified as a consistent finding in this study. However, related to performance, research has demonstrated a positive connection between perception and sharing (Jing et al., 2014).

In Chapter 4, in addition to the study setting, I presented and described the demographics, data collection, data analysis, evidence of trustworthiness, and the study results. In Chapter 5, I provide interpretation of the findings, limitations of the study, recommendations, and implications of the study.

Chapter 5: Discussion, Conclusions, and Recommendations

Nonprofit organizations are increasingly becoming the central actors responding to emerging social change issues in typical communities without direct services (Shier & Handy, 2015). The nonprofit sector produces more than 10.3% of all U.S. private sector workforce (DeBoskey, 2017; Vogelsang et al., 2015). Moreover, the nonprofit sector is the third largest employer of the United States labor force (Vogelsang et al., 2015). Consequently, the nonprofit sector contributes more than five percent (5.4%) to the U.S. gross domestic product (McKeever, 2015; Shier & Handy, 2014). Despite the economic contribution and growing significance as positive social change agents, there is also increasing acceptance of the important role of governance practices that optimize nonprofit organization performance (Bruni-Bossio, Story, & Garcea, 2016).

The social and economic significance of nonprofit organizations to society has drawn attention regarding questions about the organizational effectiveness and nonprofit leadership (Harrison & Murray, 2012; Mitchell, 2013). How nonprofit leaders in charitable organizations perform in shared leadership situations between Board Chairs and Executive Directors, and how each interacts and interprets different leadership styles can affect fundraising performance, and, as a result, overall organizational effectiveness.

Hrywna (2017) shared the perspective that within the nonprofit sector there is talent but no talent strategy. Hrywna (2017) went on to suggest that it is important to be strategic about who is performing what function. In this study, for instance, I explored the meaning of matched and unmatched leadership styles impact on the functionality of nonprofit organizations and attempted to go beyond the notions about what is needed to

accomplish tasks within nonprofit organizations.

The purpose of this mini-ethnographic case study was to explore the affect of leadership styles in shared leadership situations and the impact of matched and unmatched leader styles on nonprofit organization funding performance. I accomplished the purpose through analyzing the data from five nonprofit organizations including a nonparticipating direct field observation and semistructured interviews. Further data analysis included field notes, journaling, literature review, document review and analysis, reflective journaling, sensemaking, and member checking.

The participants in this study involved five Community Partner organizations and eight Executive leaders consisting of Executive Directors, Board Chairs, and Board of Directors' members. Furthermore, I accomplished the purpose of the study through exploring the cultural concepts involving matched leadership styles between the Executive Director and Board Chair, and unmatched leadership styles between the Executive Director and Board Chair. Next, I sought to understand meanings of shared leadership impact on fundraising performance.

Based on the overarching research question and conceptual framework that informed data collection and analysis, the findings from the study helped to advance existing literature presented in Chapter 2 titled "Literature Review." Moreover, the study findings helped to validate research concerning Executive Director and Board Chair leadership in the nonprofit sector. Furthermore, findings from the study helped to answer the literature gap identified in Chapter 1, concerning the limited understanding of how nonprofit organization leaders in shared leadership situations are affected by leadership

styles, and the impact of matched and unmatched leader styles involving nonprofit performance.

The findings from the study revealed that as articulated by Javidan et al. (2016), nonprofit organization shared leadership situation consisting of matching leadership styles offer a more effective organizational performance. I exposed from the finding matching leadership styles does not mean necessarily matching of two of the same leadership styles such as transformational and transformational. Rather, matching leadership styles could be any combination of two complementary leadership styles. I did not explore in this study what combination of leadership styles are complementary styles. The idea of complementary leadership styles is an area for additional research.

The study revealed key findings that nonprofit leaders hold wide-ranging views concerning the understanding of the nonprofit sector, nonprofit leadership, and effective performance. While I did not use the study to focus on nuisance such as ethical standards impact on effective leadership, I revealed findings suggesting contemporary culturally diverse nonprofit organizations operate without benefits of common meanings about efficient and effective organizational performance as articulated by Fusch, Ness, Booker, and Fusch (2017). For example, the findings showed that some nonprofit leaders viewed nonprofit organizations as private corporations created to perform public service functions. Hence, nonprofit organizations exist and survive in a private sector world, not the other way around. All together, the findings from direct observation, interview responses, and document review and analysis revealed that other nonprofit leaders viewed the nonprofit sector as distinctively unique and apart from the role of the private

sector.

Using triangulation and crystallization strategies to validate data analysis, I identified findings that revealed nonprofit organization leaders are reluctant to categorizing ons's leadership style as representing any specific leadership approach. Evidence from data analysis suggests nonprofit leaders' conception of leadership styles is that at any given situation, any nonprofit leader's leadership style could represent multiple leadership types. Furthermore, findings suggested effective nonprofit leaders possess the ability to shift in-and-out of styles to accommodate the leadership need at the time. The study findings can assist nonprofit organizations' leaders with identifying strategies that might strengthen shared leadership performance and organizational effectiveness.

Interpretation of Findings

Findings from the study confirmed the literature review in Chapter 2, and builds on existing nonprofit sector research and scholarship involving organizational theory, leadership theory, fund development theory, and shared leadership theory. From the study findings, I identified leadership approaches and leadership styles associated with nonprofit Executive Directors and Board Chairs in shared leadership situations that might impact effective organizational performance. In this study, I did not identify or attempt to draw any distinctions concerning the concepts of effective leadership and effective management. The findings in the study suggest that nonprofit performance tends to focus on leadership theory in connection with expectations regarding effective organizational performance.

With the use of the study findings, I advanced the understanding of shared leadership situations involving matched and unmatched leader styles and how leader styles impact nonprofit performance. The interpretation of the findings suggest different leadership styles can produce different outcomes, confirming the review of the literature. Moreover, analysis of the data suggested that for effective organizational performance, the Executive Director and Board Chair styles must allow for a cohesive work arrangement. Also, the findings described organizational fundraising performance outcome as related to the type program mission the nonprofit organization engages.

The interpretation of the study findings supports the literature review regarding the notion that (1) many nonprofits operate without the benefit of a strategic fundraising plan, and (2) that effective fundraising requires an understanding of the roles of Executive Director, Board Chair, and Board of Director. Furthermore, the findings offered understanding consistent with the review of the literature concerning the importance of (1) staff must feeling valued, (2) of leaders projecting onto staff a demeanor that voices the leader's commitment and support of staff, (3) follower satisfaction, and (4) recognizing that behavior derives from both external and internal factors to impact organizational performance.

Findings One: Inconsistent Definition

With this finding, I discovered results that indicated a nonprofit organization with a single mission program could accomplish effective fundraising and organizational performance. Multiple mission programs is not indicative of effective organizational performance since donors are increasingly reviewing efficiency as a measure of

performance. Thus, the nonprofit organization managing two, three, or more programs might not be considered a suitable social cause outlet for a donor where efficiency is a factor involving donor contribution. The finding associated the activities of fundraising and nonprofit organizational performance with leadership styles of executive leaders. Understanding of the roles and responsibilities of executive leaders is a significant factor concerning effective organizational performance. For example, the interpretation of shared leadership between Executive Director and Board Chair potentially impacting fundraising performance and organizational effectiveness might include having a donor relations strategy, active cultural diversity engagement, and having an engaged follower reward programs.

I applied certain characteristics for interpreting a nonprofit organization's effective performance that might not necessarily represent a measure of effective nonprofit organizational performance. For example, I identified two nonprofit organizations that have similar mission programs involving education activities, with noticeably different funding outcomes and different leadership styles of the Executive Directors. Despite the program similarity, the fundraising performance for one of the two nonprofit organizations showed an averaged funding outcome that is more than two times the funding average shown for the other nonprofit organization. Of the two nonprofit organizations, one has been in business for 13 years and the other has been in business for 42 years.

The nonprofit organization with 42 years longevity applied the leadership style of the executive leader as transformational leadership style. Despite my classification of the

executive leader's leadership style as transformational based on an interpretation of the best fit regarding Table 8, one could make the case that the executive leader's leadership style is not specifically unique to any one of the leadership styles shown in Table 8 of this study. Moreover, the executive leader of the 42 year organization was reluctant to categorize nonprofit leaders as transformational, leader-member exchange, path-goal or any other leadership style.

As for the organization in business for 13 years, which is 29 years less than the 42 years organization, I identified the leader's leadership style as leader-member exchange. I supported the review of the literature that leadership styles within the nonprofit sector are largely inconsistent and lacks definitive descriptions concerning leadership styles and the meaning of leadership styles within the nonprofit sector. The findings demonstrated from this study provide the need for further research to understand leadership within nonprofit organizations.

Findings Two: Difference Leadership Perspectives

The literature review exposed the complexities surrounding the ongoing debates concerning whether there are any meaningful differences in the private, public, and nonprofit sector involving leadership styles and approaches (Ali et al., 2015; Bish & Becker, 2016; Bryman, 1992; Hu & Kapucu, 2015; Solomon et al., 2016; Yukl, 2006). Some nonprofit leaders see leadership as the same regardless of the sector. They claim there is no important difference between leadership in the private sector and leadership in the nonprofit sector.

When taken together, the different perspective suggested nonprofit leadership

confront more demanding performance expectations and involves much more from leaders concerning shared leadership duty and skills requirements to accomplish effective organizational performance. Nonprofit Executive Director and Board Chairs have different perspectives concerning leadership styles needed for effective organizational performance. However, Executive Directors and Board Chairs share coherent views regarding the significance of the nonprofit leader's contributions contrasted with leadership contribution of private and public sector leadership.

The different views about the private sector and nonprofit sector identified in this study are consistent with the literature debate. There are many complex prescribed components of managing nonprofit organizations typically involving more complex leadership than private sector organizations of comparable configuration (Anheier, 2000). The findings I identified in the study showed consistency with the literature regarding the conceptual framework relating to the organizational theory, which places nonprofit sector leadership apart from private sector leadership. Moreover, nonprofit organizations might perform better in situations involving special activities with knowledge and skills specific to the nonprofit sector (Toepler & Anheier, 2004). As shown in the study, use of specific competency does not necessarily establish the nonprofit organization as distinct from the public and private sector.

Overall, the findings from the study concerning nonprofit leadership accurately revealed that participants supporting the perception of some distinctions between private sector leadership and nonprofit sector leadership. Private sector leaders might opt to wear the position as the boss of the organization, whereas the nonprofit leaders usually

must wear the position as leader of the organization. Nonprofit Executive Directors and Board Chairs view the difference regarding being a boss or leader in the private sector and nonprofit sector.

In the private sector, to be a leader, one is not required to head up the organization. Some view the nonprofit organization leader's performance expectation of a specific leadership style as having the same performance expectation for that same leadership style in the private and public sector. Some consider the central position or leadership status of the Executive Director as representing the same central position or leadership status associated with leaders of private sector organizations.

Findings Three: Specific Styles, Shared Leadership

The findings of the study are consistent with the literature review regarding the significance of leadership competence factors amongst institutions as described by Bish and Becker (2016), Solomon et al. (2016), and Taylor et al. (2014). Specific nonprofit leadership styles might be effective in some situations and ineffective or even detrimental in other situations (Baesu, & Bejinaru, 2013), as an example. Moreover, study findings were consistent with the literature review that pointed to limited empirical data describing the nature of leadership styles and leadership style meaning concerning nonprofit organizational performance as expressed by Cray et al. (2007).

Furthermore, I confirmed the literature review regarding shared leadership. Shared leadership sources remain limited regarding antecedents explaining shared leadership relation with nonprofit organization performance (Hoch, 2013). In this study, I focused on the meaning of nonprofit leadership styles in shared leadership situations

and how leaders' styles impact effective organizational performance. The finding confirmed the literature regarding shared leadership as representing an important system for checks and balances as articulated by Waldman and Balven (2014). Nonprofit leaders view the checks and balances of shared leadership between the Board Chair and Executive Director as important to helping avoid unwitting and intentional activities that potentially undercut the role and responsibility of Executive leaders.

The study finding extends existing knowledge regarding shared leadership to the more specific meaning of shared leadership between the Executive Director and Board Chair and the impact on nonprofit organizational effectiveness. The finding showed consistency with the literature that advocates organizational management is increasingly more difficult. From the study, I found that shared leadership, while challenged with limited understandings, is characterized as an encouraging strategy for facilitating greater flexibility, leadership progress, and stakeholder commitment as described by Freund (2017). Findings from the study identified expectations of nonprofit executive leaders include: (a) leaders must be open to adapting to change situations; (b) focused on teamwork; (c) establish and maintain clarity of the role and responsibility of the Executive Director, Board Chair, and Board of Directors; and (d) the relation between the Board Chair and Executive Director cannot become contentious and strained.

Based on the overarching research question, I did not elicit data analysis regarding the role and distinctions involving organization management. All the same, findings in the study support the argument of the organizational theory described in Chapter 2, "Literature Review," as proposed by Anheier (2000; 2005; 2014). For both

shared leadership and shared management, the primary duty of the Executive Director is to handle the nonprofit organization's daily operations. Further, the primary duty of the Board Chair is to lead the nonprofit organization's policymaking.

Findings Four: Organizational Effectiveness

I identified findings in the study confirming the review of the literature concerning organizational theory as argued by Anheier (2014), Birken et al. (2017), Dinh et al. (2014), and Northouse (2013). For example, these researchers argued that the nonprofit leader, same as other sector leaders, engages the democratic process of decision-making. In their study finding, they revealed that nonprofit leaders expected effective organizational strategy to be achievable when Board of Directors, Board Chair, and the Executive Director work together to promote organizational effectiveness. If the philosophy and perspective of the Board of Directors do not align with the Executive Director and Board Chair leadership, the nonprofit organization encounters competitive disadvantages. Optimal organizational performance involving the complex interaction as described by Birken et al. (2017), for example, involve the relation between Executive Director, Board Chair, and Board of Directors requires that each has a very clear and distinct role in the decision-making process.

In the findings from this study, I revealed that nonprofit organizations are reluctant to engage the type relationship that embraces intimacy of the organization's operations. However, even if there is openness regarding relationships with donors, from which the organization benefits through increases in funding amount and organization development as discussed by Herman and Renz (2008), for example, this is not

necessarily an affirmation of nonprofit organization effectiveness. In addition to being open about a funding relationship, I confirmed the literature concerning nonprofit organization fundraising practices. For example, the disclosure of the type of fundraising and contributions activities, and disclosure of internal organization performances and financial, strategic, and social functioning, can ease complications associated with donor contributions as expressed by Zhuang, Saxton, and Wu (2014).

The finding identified in the study is consistent with the literature regarding accountability and transparency. Executive leaders acknowledged that donors view accountability and transparency as effective tools for ensuring funding, and as a measure of effective organizational performance. Accountability and transparency are elements of effective funding strategy. By relying solely on mandated funding or public funding sources from state, federal, and local government, the nonprofit organization is less likely to have in position a fund development strategy. Moreover, there is no single activity recognized as a best effective fundraising practice.

Not only did the finding show there to be no single best effective fundraising practice, nonprofit organization effectiveness as being multidimensional as expressed by Herman and Renz (2008). Organizational effectiveness pursuit could involve a basic specific set of phenomena and practice as articulated by Herman and Renz (2008). Hence, there are positive indications for the small nonprofit organizations since nonprofit organization effectiveness is not determined based on a sole indicator. The study finding is consistent with the review of the literature.

Findings Five: Perspectives

The nonprofit organization Executive Director's and Board Chair's social construction of reality recognizes the nonprofit organization as a complex entity that requires special skills. Despite findings illustrating differences involving the private sector and nonprofit sector, nonprofit leaders view nonprofit organizations as having many of the same social challenges of decision-making as the private sector. I suggested society established both nonprofit organizations and private sector organizations for public benefit. With use of a social constructivist approach, the finding was influential in helping to identify how nonprofit leaders distinguish reality regarding the nonprofit sector. The social constructionism theory as described by Galbin (2014), for example, relates to the finding regarding the culture and communications amongst nonprofit leaders identified leadership characteristics that allowed for a mutually constructed comprehension of the nonprofit world.

The study finding revealed social constructivist views regarding the participants' beliefs, for example, concerning the value of community service and the degree of personal experience within the nonprofit sector that depends on social and interpersonal influence as described by Galbin (2014). From the study results, I discovered that nonprofit leaders see the role of nonprofit leadership as protectors of community and individual rights regarding access to social and economic benefits. There is a worldview amongst nonprofit leaders that suggests being an Executive Director is hard work and leadership expectations are higher in the nonprofit sector.

Finally, the study finding revealed a social construction of reality theory

regarding nonprofit leaders who demonstrated specific norms about effective nonprofit organizational performance. For instance, nonprofit leaders do not base effective performance on what is accomplished by nonprofit organizations. Rather, from the nonprofit leader's reality, effective organizational performance derives from the community services provided, outcomes people feel, and assistance people received. Furthermore, from the nonprofit leader's reality, the community, when given the opportunity of choice, will work with and support the missions of nonprofit organizations.

Interpreting the Conceptual Framework

In constructing a conceptual framework for this study and to understand the nature of the organization, I applied the concept of organizational theory to help explain, albeit limited, the complex interaction between the nonprofit organization and external environments as advanced by Birken et al. (2017). Consideration of the external environments is an unavoidable component of nonprofit organization effectiveness.

I analyzed and interpreted the study findings in the context of the conceptual framework. The findings showed complexity regarding the way nonprofit organizations conduct business. The study results related to the conceptual framework are consistent with the literature that antecedents use to explain nonprofit ideas and behaviors concerning the way nonprofit operations conduct business. They mostly involve incorrect assumptions as suggested by Anheier's (2000) theory of nonprofit organization.

I used hermeneutics review to form research questions that allowed for determining by beliefs, assumptions, conditions, and interpretation of meanings. With

the symbolic review, I explored meanings of shared leadership from a cultural perspective. The assumptions, beliefs, and demeanors shared by participants include the assertion that nonprofit organizations are private corporations established for public benefit as illustrated with theme one (Table 13) concerning the interview questions I used to ask participants to describe one's understanding of nonprofit organizations. Moreover, I formed assumptions and beliefs based on demeanor as noted in field notes, reflective journaling, and direct field observations as demonstrated in Table 7, Table 11, and Tables 19-20, which consisted of combining all data for analysis.

Beliefs and experiences also shared by participants concerning the interview question about the understanding of leadership styles of colleagues discussed as shown in Table 14 and Table 17. Furthermore, I analyzed the conceptual framework to understand fund development theory to form assertions about fundraising practices. The themes revealed in the study (Table 13 and Table 24) identified participants assumptions and beliefs that not all nonprofit leaders require skills in funding, fiscal, and knowledge of how things work within the nonprofit structure.

I focused on leadership and three leadership styles to answer the interview question involving nonprofit organization effectiveness (Table 8). The above beliefs and behaviors expressed by participants do not comport with Barnard's (1938) theory of leadership. Barnard cautioned that although factors such as inadequate leadership are amongst structural deficiencies within organizations, the basis for the lack of stability and limited sustainability of nonprofit organizations has a connection with external factors. Barnard (1938) suggested leadership which does not strategize for external forces, can

limit the organization's effectiveness.

I identified results consistent with Anheier's (2000; 2014) organizational theory suggesting nonprofit organizations are turning to the private sector as a model for identifying solutions to leadership and funding challenges. At the same time, from interview responses, field notes, reflective journaling, direct observation sense making, member checking, and document review and analysis, I identified that participants were divided on views concerning the comparative role of leadership in the nonprofit sector and the private sector. For example, participant NN articulated that complexities of nonprofit leadership are far more challenging than leadership in the private sector. Conversely, participant KK suggested that the business leadership concepts are the same in private sector and nonprofits; it is just that the two have different leadership styles. Furthermore, there is participant BB's concept that leaders move in and out of the nonprofit sector and private sector without changing leadership styles. The leader will infuse the incoming leadership style with the needs demanded by the new sector.

Limitations of the Study

I accomplished this mini-ethnographic case study inquiry in compliance with the limitations of trustworthiness identified in Chapter 1 regarding five nonprofit groups and eight Executive leader participants. The potential limitations of the study I highlighted, as indicated in Chapter 1, included five significant issues for concern. The strategy I implemented to perform the research helped to mitigate limitations I acknowledged in Chapter 1, and to ensure trustworthiness from the study.

In Chapter 1, I suggested transferability can be limited when involving extremely

small samples. To mitigate this limitation, I used purposeful sampling to gather rich and in-depth information concerning the participants. I was able to learn extensively about the participant's understandings regarding shared leadership, leadership styles, nonprofit organization performance, and perspectives about the nonprofit sector. By identifying and selecting the Community Partners in the study, I was able to derive participants who best answered the research question.

I expressed in Chapter 1 that understanding the real lives involving shared leadership experience between Executive Director and Board Chair, and the meaning of matched and unmated leadership styles impact on nonprofit organization performance was a potential limitation. To gain an understanding of the participants' real lives and meanings to mitigate this limitation, I incorporated into the blending of case study design and mini-ethnographic approach the use of hermeneutic and symbolic inquiry. I ensured mitigation of this limitation with the use of methodological triangulation, sensemaking, crystallization, and member checking.

I was concerned that the attempt to understand the issues of funding performance and effective organizational performance without the use of quantitative approach was a limitation of the study. I was able to mitigate this limitation by blending case study design with the mini-ethnographic approach. With the case study design, I was able to mitigate this limitation by focusing on each of the five Community Partner participants as a single case to identify specific documents explanations involving the organization's fundraising performance. I was able to explore leadership styles and was able to identify a participant's leadership style, organizational funding performance, and the

organization's mission programs about specific Community Partner nonprofit organizations.

I did not offer a conclusion regarding whether the nonprofit organization's funding performance has any relation to the Executive Director's and Board Chair's leadership style. Despite this inconclusiveness, the study showed that in the case of Community Partner Bear, and Community Partner Bird, the leadership style of the Executive Director at Bird seems a leader-member exchange style, and the leadership style for the Executive Director at Bear seems transformational. Both participant Bear and participant Bird have similar mission programs. I showed in the study that participant Bird's funding performance is more than double the funding performance of participant Bear. At the same time that Bird's funding performance is double that of participant Bear, document review and analysis showed the newer and more productive Bird is 30 years junior to Bear.

I was able to mitigate the limitation posed from biases associated with my experiences and relationships with the nonprofit organization by disclosing and journaling any relationship with participants. Also, I did not include any community partners in the study if I had any previous work relationship with the participant. In Chapter 1, I identified the time needed to conduct the study as a limitation to conducting the research. I planned to include, as part of the study, focus group interviews consisting of Board of Directors' members, and observations of regular Board of Directors' meetings. Considering the time needed to arrange for focus group interviews and observation of a regular Board of Directors' meeting, I could not have accomplished the

focus group interviews and Board of Directors' meeting observation within a reasonable time that involved the doctoral program.

After written follow-up communications to selected potential focus group participants, I was not able to produce a response from potential participants (see Appendix S). Therefore, to accomplish the study within the scheduled time for completion of the research, I did not conduct focus group interviews, and I did not conduct a direct observation of a regular Board of Directors' meeting. Despite this limitation, I was able to answer the research question. I was able to mitigate the limitation involving the removal of the focus group interviews and Board of Directors' meeting observation with data saturation. The data saturation revealed no new information regarding interviews, themes, coding, and enabled replication of the study.

Finally, the limitations involving the meaning of leadership styles association with fundraising performance, and organizational effectiveness remain an applicable limitation of the study. A potential issue contributing to this limitation is the lack of Board Chairs who were willing to participate in the study and the seemingly protective wall presented by Executive Directors intended to avoid direct access to the Board Chair and Board of Directors. Also, the issue concerning the Executive Directors' and Board Chairs' competency involving the accuracy of information pertaining to the nonprofit sector as a whole remains a limitation.

Recommendations

In this study, I focused on concepts involving leadership within the nonprofit sector. I explored the impact of shared leadership styles and nonprofit performance. The

significant role of nonprofit organizations in society is pushing stakeholders to review more closely decision involving funding allocation and program funding outcomes amongst nonprofit organizations. Stakeholders are increasingly examining options that include third space activities such as partnership agreements between the nonprofit sector and the private sector (Mendel & Brudney, 2014). The important functions of nonprofit organizations have drawn attention to questions that focus on the role of leaders within the nonprofit sector. The literature cited the scarcity of effective leadership within nonprofit organizations as amongst the reasons prompting donors, supporters, and followers to become less passionate about contributing resources to nonprofit organizations (Berry, 2005).

I propose more study of nonprofit leadership styles and how nonprofit leadership styles influence organizational performance to advance the meaning further on the impact of shared leadership. Although there are many assumptions about nonprofit leaders, nonprofit leadership lacks a definitive theoretical assessment regarding placement within the nonprofit sector and standing relative to the private sector. I recommend expanding or reproducing this study to include a larger sample size beyond the New York City area potentially conducted over a much longer data collection timeframe. I suggest that expanding study include a focus group and direct observation involving Board of Director meetings. I recommend that future research includes a mixed method study to address potential quantitative aspects of nonprofit organization funding statistics.

The participant's responses to interview questions showed consistency with the literature review that nonprofit leadership practice is more complicated than private

sector leadership practice. I propose future research expand exploration regarding the understanding of nonprofit leadership distinction concerning private sector leadership. Shared leadership is a key function of leadership structure within nonprofit organizations. I recommend future research expand the study of leadership styles between the Executive Director and Board Chair of nonprofit organizations to advance knowledge about complementary leadership styles. Although I used this study to explore share leadership styles in the nonprofit sector, I endorse the need for a broader study in the areas of different leadership styles.

What I identified in this study is that Executive Directors and Board Chairs have different beliefs about whether leaders in the nonprofit sector have different leadership styles than any other sector. Also, I identified that leaders are either conflicted or uncertain about what type of leadership style nonprofit leaders represent. For example, Executive leaders suggested a nonprofit leader can and might necessarily represent several leadership styles depending on the situation at the time. Duplication of this study is suggested to advance further research involving the three specific leadership styles referenced in the study relating to Executive Director and Board Chair role and responsibility.

Recommendation for Practice

The study findings based on data analysis and direct observation suggests that understanding leadership styles and organizational styles of Executive Directors and Board Chairs impact organizational performance. Funding is essential for social engagement undertakings that represent the social agenda (Corrigall-Brown, 2016).

Interpreting the relationship between the funding essentials and the effective implementation of social undertakings is the challenge of leadership. A better understanding of the role of shared leadership and the significance of leadership styles in the duty process is what I have attempted to present in this study.

Giving USA (2016) reported that nonprofit donation reached an estimated \$373.25 billion in the year 2015, which according to the report, was a record-setting year. With billions of dollars at stake and societal dependency of efficient and effective organizational management regarding funding, nonprofit organizations cannot afford to ignore the potential challenges of unsuitable leadership. A thorough evaluation of leadership styles dynamics can be a major undertaking while also critical for fundraising performance considering the competitive environment that in many cases means nonprofit organizations are seeking the same dollars.

The data analysis suggested nonprofit organizations that engage practices involving complementary leadership styles fair better than an organization where leadership styles are not complementary as argued by Jayidan et al. (2016). Another way of stating this finding is that the right matched leadership styles fair better than leadership styles that are unmatched and not properly balanced. The study results are consistent with the literature perspective on this issue. The study findings based on participant interview revealed leadership styles that are complementary regarding change are more likely to produce change as opposed to leadership styles representing inconsistency amongst leadership styles. Nonprofit organizations could use the study as a foundation for discourse regarding the leadership styles of leaders and what does that mean to

organization effectiveness. The study findings revealed the perspective that it is important for nonprofit organization Executive Director and Board Chairs to each understand the other's leadership style and effectiveness.

I identified two primary recommendations from the study to help address shared leadership challenges possibly helping lead to effective organizational performance. First, leadership and leadership styles represent prominent discourse amongst the scientific community as expressed by Jelaca, Biekic, and Lekovic (2016). Based on findings from data analysis, it is recommended nonprofit organizations include discussion about leadership amongst agenda items at organization meetings, conferences, training, and governance and policy review. Participants interviewed in the study expressed that, except for regulatory compliance, roles and responsibilities are not always clear. Second, the study revealed based on participant responses that there is not a lot of sophistication involving creation and implementation of donor strategies. I identified findings from the study suggesting nonprofit organizations lack consistency regarding the practice and perspective concerning the role of the funding strategy.

Recommendation 1. Regarding the first recommendation, I propose organizations establish a leadership model that discusses, defines, and identifies leadership criteria addressing organizational performance factors such as: Does the organization require a hands-on type leadership? Do leaders know respective roles and responsibilities? I did not focus on the Board of Directors in this study. Despite the absence of a focus on Board of Directors, nonprofit organizations could benefit from an established balance of power, authority, and responsibility for operations leadership and

policy governance.

Based on field notes, interview response, reflective journaling, direct observation, document review and analysis, literature review, sense making, and member checking, a nonprofit organization could have a perfectly acceptable leadership style. However, for reasons that might involve the culture of the organization's governance and staffing, the program directions and introductions, and growth and decline significance, the leadership style might not be the right fit for the organization. The study findings indicated there are many different leadership styles, and there is no definitive right and wrong leadership style.

Leadership styles are different amongst leaders, and different nonprofit organizations might require a different leadership style. The decision of best leadership style is encumbering upon the Board of Directors of the nonprofit organization to match the best leader styles within the nonprofit organization. For example, does the organization require a leadership style associated with a leader whose focuses is on turning things around by any means necessary? The Board of Directors must decide if the above leadership style will best fit the organization.

Recommendation 2. I recommend nonprofit organizations adapt to what participants described as recognizing the need to bring millennials into the organizational structure. Also, I suggest nonprofit organizations support a philosophy and perspective that aligns with leadership responsibility such as aligning donor interest and the mission program. The study findings suggested nonprofit organization fundraising strategy must encourage a team concept reflective of contemporary culture. This perspective is

consistent with the literature. The literature review pointed out that fundraising performance and assessment of nonprofit organizational performance could derive from establishing a fundraising model that creates criteria including input from organization leaders of various experiences and disciplines (Erwin & Landry, 2015).

The nonprofit organization challenges expectations and leadership approach of decades ago. It requires a different approach to new challenges and in some cases new leadership skills. Based on findings from the study, I propose nonprofit leadership could make a difference with the creation of instructions regarding steps and different path selections for accomplishing the most effective outcome through sharing of the process for support from leaders, stakeholders, and followers. From indications derived from analysis in the study, I recommend the adoption of steps in recommendation two to help produce effective fundraising performance.

The study findings suggested that with a team buy-in approach, the organization could potentially increase funding, improve staff outcome, improve staff satisfaction, improve participant outcome, improve family outcome, increase family satisfaction with programs, and improve employee retention. Finally, reshaping the leadership, which would include the Executive Director, Board Chair, and Board of Directors is not necessarily a disadvantage for the organization. For example, new leadership could represent new desires and new perspectives concerning fundraising strategy leading to organizational effective that aligns with the purpose of organizational change.

Strengths and Limitations of the Current Study

I explored the general problem that nonprofit organizations under shared

leadership between Executive Directors and Board Chairs are losing donor support for social programs. I identified in the study that the majority, three of the five Community Partner nonprofit organizations, had steady funding growth during the available IRS 990 reporting for the immediate past three years. Two of the three Community Partner organizations, Tiger and Rex, showed a decrease in funding from the earlier 2013-year funding to the later 2015-funding year. Tiger has been in existence for 45 years, and Rex has been in business for 41 years.

I was not able to interview the Board Chairs for participants Tiger and Rex. The interviews consisted only of the Executive Directors from each Community Partner, with one exception. Based on participant interview response, field notes, direct observation, sense making, and member checking, I identified the leadership style for Executive Director DD of Community Partner Tiger, as path-goal leadership. I identified the leadership style for Executive Director PP of Community Partner Rex, as leader-member exchange leadership. Furthermore, from themes derived from data analysis, I identified the leadership style for Executive Director RR for Community Partner Bird as indications of both transformational and leader-member exchange. However, based on direct observation, I associated participant RR's leadership style more with leader-member exchange (Table 17).

The strengths of the study include the blending of multiple case studies and a mini-ethnographic approach to understand the meaning shared leadership and leadership styles impact on nonprofit performance. This study intended to understand the meaning of shared leadership involving matched and unmatched leadership styles and any affect

on fundraising performance. Based on themes derived from data analysis, saturation, triangulation, and crystallization, I identified that leadership styles represent factors in determining the level of performance within the nonprofit sector.

The study results support a conclusion that leadership styles symbolize consequential affects on shared leadership effectiveness, and impact on nonprofit organizational performance. The study findings helped to close the literature gap regarding the specific problem concerning limited understanding of how nonprofit organization leaders in shared leadership situations are affected by the leadership styles. Moreover, the findings of the study helped to close the literature gap concerning matched and unmatched leader styles that impact nonprofit organization funding performance.

A limitation of the current research is that I did not include a broad selection of Board of Directors' members and the number of Board Chair participants was limited. The limitation of the study represents an opportunity for further research concerning shared leadership and matched and unmatched leadership styles within the nonprofit sector. I recommend further research advance the limited empirical data regarding leadership practices within the nonprofit sector, which has placed nonprofit organizations at a disadvantage concerning leadership effectiveness as articulated by Harrison and Murray (2012).

Strengths and Limitations of the Literature Review

The literature review overwhelmingly pointed to limited empirical information about management and leadership within the nonprofit sector. In this study, I focused on literature involving shared leadership within the nonprofit sector. The literature review

result concerning shared leadership was not inconsistent with the literature findings concerning leadership in general amongst the nonprofit sector. The findings I identified in the study are consistent with the literature review claim of limited empirical data concerning antecedents involving nonprofit leadership and shared leadership meaning within the nonprofit sector is limited.

From the literature review in Chapter 2, I revealed considerable debate involving differences in concepts concerning management and concepts concerning leadership. In this study, I did not focus on the differences between management and leadership and the application of any differences and what such differences might mean for effective nonprofit performance. Any true meaning for effective nonprofit organization performance that might associate with the definition of an effective manager and an effective leader could be the subject of future research. The literature review from Chapter 2 pointed to the many different comparisons of management and leadership related to the nonprofit sector, public sector, and private sector as an ongoing debate.

If I examined this study based on Kotter's (2001) theory, then the notion of management impact on effective nonprofit organizational performance would not be appropriate for the study, since in such case the expectation is that a nonprofit executive leader must demonstrate creativity and be able to take charge. For instance, from the study findings I identified suggested nonprofit leaders are both creative and tend to be take-charge types. The study revealed that Executive Directors must establish vision and motivation. According to Kotter, management and leadership are separate functions and management has no connection to personality traits such as motivation. The study

findings showed motivation to be an accepted and common element of nonprofit leadership. The limitation concerning the understanding of the relationship role of management and leadership regarding the impact on nonprofit organizational performance is an area for future study. Despite this limitation, Bryman (1992) cautions against making too much of distinctions associated with leadership and management.

Consistent with the literature review regarding the importance of shared leadership patterns, I identified themes in the data analysis that characterized specific perceptions concerning shared leadership. For example, patterns produced based on data analysis indicated support for the literature review regarding the idea of complementary leadership styles. The study findings suggested complementary leadership that is in support of the idea of organizational change, for example, are more likely to produce change as opposed to leadership styles inconsistent amongst leaders. A limitation of the literature review is that I focused specifically on three leadership styles: transformational, leader-member exchange, and path-goal theory.

Some participants in the study suggested situational and charismatic leadership styles are styles present in nonprofit leadership. I limited follow-up interview questions with participants concerning situational and charismatic leadership styles. Since these styles were not a focus of this study and not included amongst the interview protocol, I did not pursue the participants' discerning regarding these other leadership styles. Expanding this study to consider other leadership styles might provide an opportunity to explore how these other leadership styles comport with shared leadership and nonprofit organization performance.

Further Research

The themes I identified in the study characterized specific understanding of the participants' perception of shared leadership and meaning of matched and unmatched leadership styles impact on organizational performance. Through the interviews, participants were asked to describe how Executive Director and Board Chair leadership styles that match, as being different regarding fund development performance are the long-standing shared leadership of any styles. Although many factors can impact nonprofit organization longevity such as mission program, participants interviewed in the study articulated effective performance that drives organizational longevity as linked to leadership styles.

The above conclusion is not inconsistent with the literature review concerning factors affecting leadership performance. Factors that influence individuals the most within nonprofit organizations include culture, leadership styles, and potentially the shared leadership structure (Ali et al., 2015). I propose further research be conducted to explore whether organizational longevity has any association with shared leadership structure and performance, and leadership styles.

Finally, regarding shared leadership and nonprofit effectiveness, the literature pointed to the notion that complementary leadership styles produce a more positive outcome. The study findings are consistent with the literature regarding this point. The literature and findings from this study do not describe or identify what represents complementary shared leadership situation. I endorse future research exploring the area of complementary shared leadership styles.

Implications

I used the research question to construct the type study used for this project. Guided by the overarching research questions, the themes and patterns produced from interview responses, direct field observation, field notes, literature review, document review and analysis, reflective journaling, and member checking showed evidence that leadership styles impact shared leadership and nonprofit organizational performance. As a purveyor of essential community resources, the nonprofit sector performs an important societal function. The important societal function nonprofit organizations have brought about increasing pressure for nonprofit Executive Directors, Board Chairs, and Boards of Directors to demonstrate greater efficiency and effectiveness in performing mission program objectives.

Founded in document review and analysis, field notes, direct observation, reflective journaling, interview responses, sensemaking, and member checking, the problem I identified is that there is limited understanding of how nonprofit organization leaders are affected by the leadership styles. The finding is consistent with review of the literature. Also, findings suggested there is limited understanding of shared leadership situations and the affect of shared leadership styles on nonprofit organization funding performance. I explored the problem with the use of a mini-ethnographic case study in which I attempted to answer the question: How are nonprofit organization leaders in shared leadership situations affected by the leadership styles of matched and unmatched leader style that impacts nonprofit organization funding performance?

Implications of this study suggest understanding the relevancy of leadership

styles of Executive Directors, Board Chairs, and Board of Directors might offer nonprofit organizations options for consideration when developing an organizational strategy aimed at improving organizational effectiveness. The study helped to advance understanding of shared leadership within the nonprofit sector. The finding of the study can help leaders in both the nonprofit sector and private sector with developing a management decision-making model that helps to respond to challenges in governance, accountability, donor segment strategy, and sustainability.

Implications for Leadership and Leadership Styles

The implication of the study is that leadership style is a major issue of concern amongst nonprofit Executive leaders. Participants interviewed expressed inconsistent leader styles amongst leadership can cause divided directions for the nonprofit organization, which could derail the organization's goals and inhibit needed program development. The interview responses are consistent with what I observed from direct observation and field notes. The implications of the study also showed that nonprofit Executive leaders hold the notion that effective organization performance of a nonprofit organization is different than effective performance in a private sector organization. Direct observation, document review and analysis, and interview responses, field notes, and member checking suggested agreement with the perspective of participants concerning effective nonprofit organization performance. For example, participant PP suggested that effective nonprofit organization performance is the activity of providing a social service and the number of people served, and the manner and meaning of the benefits offered to the people served. Thus, the nonprofit leader' leadership style must

include recognize the value of serving others as a core attribute of leadership.

Implications for Funding Performance

Review of the literature suggested the lack of current fund development information regarding donor priority strategy has left a gap in the nonprofit literature concerning whether donor prioritizing yields benefits in the end. The implication from document review and analysis and interview responses regarding effective nonprofit organization funding performance is that ascertaining funding or fundraising effectiveness is a more complex issue impacted by both internal and external factors. Thus, the meaning of effective fundraising can have different implications for nonprofit organizations. For instance, participants advanced the notion that some nonprofits are all about contract services and receive all funding from this approach. At the same time, participants also argued that some nonprofit organizations are just the opposite. For example, some nonprofit organizations receive all funding from private donors, or all funding from public sector mandated programs, or a combination of all the above sources, or one or more of the above sources.

The study demonstrated that these different mission programs' focus of nonprofit organizations sets up an inherent competition with other nonprofit organizations where some nonprofits represent elite type program services reflected by the different interests and beneficiaries as articulated by Berrone, Gelabert, Masses-Saluzzo, and Rousseau (2016). Researchers have identified these elite focused programs as welfare-oriented nonprofits where the donor beneficiaries mainly represent certain classes of people such as college-educated and white-collar, while other nonprofits might represent mostly

lesser level and minority communities (Berrone et al., 2016). The study demonstrates market-oriented programs seemingly impact fundraising performance (Table 4). For example, Table 4 showed the combination of disability residential programs, child education, and support for habilitation activities leads amongst funding performance.

Finally, there was no unexpected intellectual information identified regarding the way nonprofit organization Board of Directors might affect the progress and performance of a nonprofit strategy that influence funding outcome. The finding was consistent with current studies regarding funding strategy within the nonprofit sector, (Zhu, Wang, & Bart, 2016). Based on the themes produced from data analysis, the finding suggested the responsibility for funding strategy development and implementation is not completely clear regarding responsibility. From the data analysis, I identified consistent indications that the role of the Executive Director must be communicated and understood to accomplish effective shared leadership.

Significance for Positive Social Change Impact

The significance of this research is rooted in the history of why nonprofit organizations evolved, and the conceptual framework for the study. The tradition of nonprofit functions, which began with institutions such as the Roman Catholic Church and Harvard College in the United States, has been around for thousands of years since originating in colonial times (Hall, 2016). Despite a history of being the first type of corporations created focusing on building hospitals and universities, the theory of nonprofit organizations as a unified, consistent sector has come into recognition only since the 1970s (Hall, 2016). In the twenty-first century, this unified consistency within

the nonprofit sector has evolved enormously in response to the needs of local, national, and global influence of missions that include human rights, civil rights, women rights, children rights, juvenile crisis, and more (Bies, 2010; Hall, 2016).

The literature seems united regarding the perspective that nonprofit organizations have become a necessary function in society representing both political and economic development (Mellinger & Kolomer, 2013). The nonprofit sector is facilitators of human services, advocates, education, voices for the needy, voices for communities, and so much more. The participants in the study offered consistency regarding the critical nature of nonprofit organizations. The study revealed the participants' perspective is that many nonprofits started out from an activist cause and have now evolved into effective organizations led by professional talent and skilled organizational leaders with leadership experience in both for-profit and nonprofit entities. The literature supports this evolution to effective organizational performance as inevitability.

In Korten's (2006) work, the author posited leadership will have no option but to adapt to new thinking if organizations and the earth are to sustain in the future, and that it is impractical for leaders to attempt resisting this inevitable evolutionary period of social change. Western (2013) suggested individuals acquire leadership skills through holistic experiences gathered from within organizational culture, which gets promoted through organizational processes. Therefore, as demonstrated in this research, I linked findings of this study concerning effective organizational performance to processes such as complementary leadership styles, governance policies, fundraising strategies, and competency. The study finding is consistent with the literature regarding the idea that

organizational change encompasses effective reconciliation and implementation of processes as expressed by Carter et al. (2014). The purpose of organizational change focuses on decisive goals and objectives within society that seeks to achieve efficiency and adaptation in response to a perpetually shifting environment (Carter et al., 2014).

I expressed in Chapter 1 that a culture of honesty and integrity will help nonprofit organizations improve funding programs and stakeholder interest for positive social service missions as expressed by Sharma and Good (2013). I revealed from the data analysis that shared leadership provides checks and balances between the Board Chair and Executive Director that helps to promote a culture of honesty and integrity. The study finding identified showed participants viewed shared leadership as a means that helps to avoid unwitting and intentional activities potentially undercutting the role and responsibility of the Executive Director or the Board Chair.

Implications of the study, based on data analysis, is that leadership styles impact the performance longevity of a nonprofit organization, which can be different from survival of the nonprofit organization. For example, as offered by participant CC, a leadership style over many years can sustain the survival of an organization where there is mandated funding of the nonprofit. However, to expand beyond a donor strategy such as mandated funding to a strategy of reaching out to private sector donors and grant proposals, participant CC suggested the new donor strategy approach might require a different leadership style. The notion that new donor strategy might improve funding performance was confirm the literature review. The capacity of nonprofit organizations to create positive social change depends on leadership's ability to produce effective

funding performance (Haigh & Hoffman, 2012; Jing & Gong, 2012; Osterwalder & Pigneur, 2010)

Implications of the study findings are that while nonprofit organization leaders accept certain similarities to private sector leadership, nonprofit leadership is distinctively more complex and more resistant to change. The literature review in Chapter 2 showed that theorists asserted change becomes necessary to support and continue the role as an agent for positive social change which must involve private sector type business practices (Stull, 2009). Sustaining the means and strategies that help the nonprofit organization perform efficiently and effectively, and in some cases, combined purposes are important to the growth of families and communities (Marx & Carter, 2014).

Finally, from study results, I showed implication from the data analysis that effective organizational performance will produce greater efficiency as expressed by Kataria, Rastogi, and Garg (2013). Thus, as suggested from the study results, the delivery of social services contributes to a positive social change in communities. Also, implications from the study suggested nonprofit organizations are less likely to succumb to competitive and operational challenges by understanding the meaning of leadership styles in shared leadership.

Significance for Theory and Empirical Implications

The empirical analysis in this study offers a new paradigm for understanding shared leadership between nonprofit Executive Directors and Board Chairs that can help Board of Directors and stakeholders with addressing substantial organizational tasks. The literature review showed research in many aspects of the nonprofit sector concerning

dynamics of leadership within nonprofit organization decision-making. As pointed out in the literature, findings from empirical data suggested that leaders amongst the nonprofit sector are largely inconsistent regarding definitions of nonprofit leadership and the meaning of leadership styles relation to nonprofit organization performance (Bish & Becker, 2016; Solomon et al., 2016; Taylor et al., 2014).

The data analysis showed areas such as shared leadership meaning and matched and unmatched leaders styles impact on organizational performance have been less researched. By exploring and describing dynamism between matching leadership styles, for example, transformational leadership style with path-goal leadership style, this study added to the current discourse on leadership practice within the nonprofit sector. The study findings support empirical data regarding leadership within nonprofit organizations. Moreover, the study results contributed to (a) further understanding of the role of shared leadership between the Executive Director and Board Chair; (b) insight into how Executive Directors and Board Chairs interpret leadership styles; and (c) nonprofit leaders' perspectives on effective nonprofit organization performance regarding fundraising practice.

Conclusions

President Abraham Lincoln addressed the role and relationship of corporations wealth, power, and the faith of our country in a letter to Colonel William F. Elkins in 1864 (Shaw, 1950). President Lincoln wrote in the letter to Colonel Elkins, “I see in the near future a crisis approaching that unnerves me and cause me to tremble for the safety of my country...corporations have been enthroned, an era of corruption in high places will follow...” (Shaw, 1950). President Lincoln’s words have striking implications for contemporary corporations and corporate relations with money and power. Lincoln went on to write that, “The money power of the country will endeavor to prolong its reign by working upon the prejudices of the people, until the wealth is aggregated in a few hands, and the republic destroyed” (Shaw, 1950).

While Lincoln likely did not have in mind the nonprofit sector and was probably speaking of elected politicians and private sector corporate leaders, the message could easily have implications for nonprofit Executive Directors, Board Chairs, and Boards of Directors. The nonprofit sector is not immune to the potential of corruption associated with power, money, control, and the creation of influential relationships to compete for program funding. To help avoid this trapping, nonprofit leaders in contemporary multicultural nonprofit entities must recognize the impact of leadership styles in an environment where the meaning of effectiveness does not commonly include character features such as integrity and ethics.

One cannot separate leadership style from ethical behavior since there is a tendency to form an interpretation of a leadership style the way a leader views a problem,

and the way a leader approaches decision-making. The leadership style potentially affects the way others interpret both the leader and the problem (Graham et al., 2015). Shared leadership situations in the nonprofit sector represent important dynamics involving effective organizational performance. In this mini-ethnographic case study, I revealed that shared leadership styles that are complementary promise better organizational performance, and the potential of improved and effective fundraising outcome. The literature supports the contention that professional skills offered by Executive Directors and Board Chairs that applies an understanding of shared leadership pairing and proper interpretation of the relevance of leadership styles potentially will produce a positive impact on fundraising performance (Bailey & Peck, 2013).

The focus on nonprofit leader behavior typically involves staffing, volunteers, consultants, and fund development while devoting considerably fewer hours to embracing and building on existing relationships with donors and stakeholders. This strategy can be an important deficiency in an environment where new funding is increasingly less certain, and nonprofits must turn to new foundations and private sector to replace traditional basis of funding (Grizzle & Sloan, 2016). One option to help counter this deficiency proposes nonprofit leaders could influence organizational effectiveness through a show of interest in what workers and leaders within the organization aspire and expect from Executive Directors and Board Chairs (Bryman, 1992).

Nonprofit leaders are expected to perform efficiently and effectively in response to the complexities of nonprofit organizations. Furthermore, nonprofit leaders are

increasingly being asked to transform these complexities into strategies that compete more effectively for funding in a more diverse and increasingly competitive sector. Many traditional community-based nonprofit organizations serving minority communities are now required to compete with elite focused nonprofit entities for funding (Berr1 et al., 2016). Many of these community-based nonprofit organizations are losing funding support for critical community programs, and due to limited understanding of how nonprofit organizations leaders in shared leadership situations are affected by leadership styles, the specific problem goes unaddressed.

The scarcity of funding resources and competition amongst nonprofit organizations is forcing funding sources to make choices. The choices could leave behind nonprofit organizations that have been in business for 50 years in favor of a nonprofit that has been in business for 15 years or even five years when, in fact, both are advocating the same or similar mission programs. This scarcity of funds does not necessarily mean the private donor segment and public sector are not willing to support social programs, and it does not necessarily mean funding is not available. Legal, economic, and other environmental conditions have formed severe strain on donors forcing many donor segments to re-evaluate relationships with nonprofit organizations even where there is a 50-year relationship (Never & de Leon, 2014).

The description of nonprofit Executive leadership often overlooks the diversity of the nonprofit sector, the complexities of the role of nonprofit leadership, and the challenge of shared leadership between the Executive Director and Board Chair (Hiland, 2015). I demonstrated with the literature review, document review and analysis, field

notes, direct observation, reflective journaling, sensemaking, interview responses, and member checking that there is limited focus on the relationship between nonprofit Executive Directors and Board Chairs. Furthermore, I identified from analysis of the literature, documents review and analysis, direct observation, field notes, reflective journaling, sensemaking, interview response, and member checking, indications that the relationship between Executive leaders has a critical impact on organizational performance. Learning more about the dynamics of this relationship between Board Chair and Executive Director could provide detail that helps to demonstrate further how the contradictions involving the relationship inhibits or promotes organizational effectiveness (Hiland, 2015).

The literature speaks to this relationship between Executive Director and Board Chair as a winner and a loser based on the power relations between the actors. One leader gets to carry out the organization's agenda, and the other acquiesce or offers resistance, which has prompted calls for a check-and-balance relationship involving the Executive Director and Board Chair (Peter & Rehli, 2012). With good Board of Directors' participation and governance policy, a check-and-balance approach that separates the Executive Director and Board Chair with specific role and responsibility have no systemic impact on organizational performance (Krause & Semadeni, 2013). In this contemporary time of workforce adjustments to millennials and generation X, the nonprofit organization could benefit from offering access to leaders and understanding shared leadership meaning to organizational effectiveness (Braigan & Mitsis, 2014; DeVaney, 2015). Embracing the concept of shared leadership attracts a new generation

of leaders while also advancing the nonprofit mission of improving humanity (Rayne, 2016).

Answering the overarching research question for the study necessitated I consider the significance of cultural development involving the role of nonprofit leadership. The significance of cultural development is not meaningful without the inclusion of the historical perspective of society (Kozulin, 1986). The nonprofit organization environment represents an important aspect of cultural development in society. The relationship between cultural development and social and economic development must show deference regarding circumstances of the specific social and economic relations that produced and developed the culture (Kozulin, 1986). Given the nature of nonprofit sector entities, nonprofit organization leaders must contemplate the historical relations between race and traditional attitudes about race, and educational and employment opportunities when reflecting on the cause of differences that produced the current culture.

The nonprofit entity is a cultural phenomenon, and from understanding multicultural variations within the entity, and the relationships within a business culture such as shared leadership, Executive Directors and Board Chairs allow cultural difference to become a function of organizational strategy and performance decision-making (Morgan, 2006). In Chapter 1 of this study, I suggested the nonprofit sector is a response to the capitalist objective through which, in many cases, social power gets channeled to communities as means of allowing individuals a degree of economic power over the allocation of goods and services (Wright, 2010).

Ultimately, nonprofit Executive Directors, Board Chairs, and Boards of Directors hold a fiduciary responsibility for leadership decision-making, management practice, and governance policy for the nonprofit organization. The shared leadership theory advanced in this study helped to fill the gap in empirical data concerning complexities involving meanings of shared leadership and the impact of leadership styles on nonprofit organizational performance. Understanding the multifaceted leadership demands of the nonprofit sector helps to support executive leaders' response efforts to the intricacies of nonprofit organization leadership, and the increasing stakeholder expectation for efficient and effective organizational performance.

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Appendix A: Semistructured Open-Ended Questions

Interviewer: Will Brown

*Topic: Exploring the Impact of Shared Leadership Styles and Nonprofit Performance*Question 1: How would you describe your understanding of nonprofit organizations?Question 2: How would you describe effective performance involving nonprofit organizations?Question 3: How would you describe effective performance involving the private sector?Question 4: How would you describe the role/responsibility of a nonprofit executive director?Question 5: How would you describe the role/responsibility of a nonprofit board chair?Question 6: How would you describe the leadership style of your colleague (executive director or board chair)?Question 7: How would you describe the leadership style of leaders in your organization?Question 8: How would you describe the leadership style of leaders in other organizations with which you have worked?Question 9: How do you describe effective funding practices?**Further subquestions guiding the mini-ethnographic case study are:**

- a) How would you describe the matching of transformational styles impact on funding performance?
- b) How would you describe matching of leader-member exchange style impact on funding performance?
- c) How would you describe matching of path-goal style impact funding on

performance?

- d) How would you describe Executive Director and Board Chair leadership styles that match as being different regarding fund development performance than long-standing shared leadership of any styles? (For clarity if needed: what is the significance of organization longevity and the meaning of leadership style over time?).

Appendix B: Additional Key Terms Searched

Case study of nonprofit

Charisma and leadership in organizations

Collectivistic leadership

Complex funding challenges

Constructivist view nonprofit study

Ethnographic case study

Ethnographic case study of nonprofit

Ethnographic study of leadership

Fund development

Fund development theory

Funding challenges for NPO

Fundraising

Fundraising leadership

Fundraising strategy

Goal model

Leadership

Leadership density

Leadership density measure

Leadership theory

Management and leadership

Management and leadership in nonprofit

Managing nonprofit
Matched leadership
Mini-ethnographic case study
Mini-ethnographic leadership study
Mini-ethnographic nonprofit study
Nonprofit case study
Nonprofit case study leadership
Nonprofit ethnographic case study
Nonprofit fund development theory
Nonprofit fundraising leadership
Nonprofit leadership case study
Nonprofit organization case study
Nonprofit practices
Nonprofit theory
Number of NPOs
Power and leadership
Shared leadership in nonprofit
Shared management
Team leadership
Vertical leadership

Appendix C: Invitation to Participate in a Doctoral Study

Dear Board Member,

This letter is in connection with my conversation with your organization's leadership regarding a proposed research project involving participants at -----
----- . My name is Will Brown, and I am a doctoral candidate in the Management, Leadership, and Organizational Change program at Walden University. The reason I am writing you is to invite you to participate in a research study. The focus and topic of the study is *Exploring the Impact of Shared Leadership and Nonprofit Performance*. I have asked your Executive Director and/or Board Chair to forward this request for your participation in my study. You and your organization were identified as potential participants for the study because of your work within a team structure or shared leadership situation.

I am seeking leaders of nonprofit organizations working within a shared leadership situation as Executive Director, Board Chair, or Board of Director as volunteers to participate in my study. Participants will participate in a study regarding: how are nonprofit organization leaders in shared leadership situations affected by the leadership styles of matched and unmatched leader style that impacts nonprofit organization funding performance? There is no compensation for participation in this study. If you agree to be in this study, you will be asked to:

- Participate in a semistructured face-to-face, audiotaped interview with the researcher regarding the impact of shared leadership styles and nonprofit performance. The interview will be scheduled in a private location of your

choice. The duration of the interview will be thirty to sixty minutes.

- Participate in a focus group, audiotaped interview with the researcher/facilitator regarding the impact of shared leadership styles and nonprofit performance. The focus group interviews will be scheduled in a private room location. The duration of the focus group interview will be approximately thirty to sixty minutes.
- Allow observation of your participation during a regularly scheduled Board of Directors meeting. The Board of Directors meeting will not be audiotaped. Hand written notes will be taken regarding observations of the meeting.
- Member check the interview data, which is ensuring your opinions about the initial findings and interpretation is accurate.

I anticipate the research may contribute to social change by providing knowledge that helps nonprofit organization leaders to understand how to address challenges such as shared leadership in connection with similar and dissimilar leadership styles. Application of the study can potentially lead to sustainable funding performance. With use of the research, I aim to address the perspective that nonprofit leaders, as social change agents, face leadership challenges that are different from the challenges involving the for-profit sector.

----- may also use the findings from this study to evaluate the effectiveness of nonprofit organization leaders styles in shared leadership situations. In addition, this study could provide greater insight regarding the meaning of matched and unmatched leadership styles that impacts nonprofit organization funding performance.

If you are interested in participating in this valuable research, please email me your reply and any questions you may have about the study.

Best Regards,

Will Brown, Jr., MBA
XXXX – Email: XXXX

Appendix D: Site Proposal and Request

Dear -----

This letter is follow up to our meeting regarding my interest in conducting a study at your organization. I am a doctoral candidate in the *Doctor of Business Management* program with concentrations in *Leadership and Organizational Change* at *Walden University*.

At Walden, I am studying the best practices that nonprofit organization leaders might consider for maximizing funding performance in shared leadership situations. Walden University's Institutional Review Board (IRB) has approved the research. During our recent conversation, we discussed the possibility that your nonprofit organization would be a good candidate for my study. I would like to invite -----
----- to participate in the research project. If necessary, we can at your convenience follow up for further discussion of how the study could be a **win-win for both your organization any my objective to produce a useful study for the nonprofit sector**. Please see the brief overview of my proposal below.

Doctoral Research Proposal

Researchers' study of leadership has particularly not addressed the interpretation of leadership styles between Executive Director and Board Chair in connection with nonprofit organization fundraising effectiveness. I would like to conduct a study at your institution on how nonprofit organization leaders in shared leadership situations are affected by the leadership styles of matched and unmatched leader style that impacts nonprofit organization funding performance.

My qualitative mini-ethnographic case study approach will include conducting some fieldwork that involves direct observation of a Board of Directors regular board meeting where I will not use any type electronic recording. In addition, the study will include a separate 30 to 60 minutes interview with the Executive Director and Board Chair, the interviewing of a focus group consisting of volunteers from the Board of Directors, and looking at applicable written documents such as social programs, past funding performance, donor strategy.

Process—Time at Site

The data collection phase of my study will take place during a week day period at a time that works for participants (Executive Director, Board Chair, and Board of Directors). I would like to schedule an appropriate day or days during a week to visit your workplace to interview the Executive director and the Board Chair, and a day to visit for observation of a regular Board of Directors meeting at which time I would also

conduct a 30 to 60 minutes focus group of board member volunteers either before or after the Board of Directors meeting. We would schedule days and time that works for all of us.

Outcomes—A Win-Win Opportunity

For almost four years, I have studied the literature and identified some strategic leadership approaches that likely offer an effective solution to turbulent and questionable circumstance involving fundraising performance and rebranding needs. I will use the research to *explore the impact of shared leadership and nonprofit performance* with focus on how nonprofit organization leaders in shared leadership situations are affected by the leadership styles of matched and unmatched leader style.

Upon completion of my study, I will share a summary of the study results as well as sharing suggestions with participants and the organization, which potentially offers opportunities for leadership and Board of Directors to improve funding support for important social and economic programs. I will also provide the organization with a detailed copy of my completed study; thus, providing the benefit of independent third party overview of your organizations strategic leadership practices. This will be free consulting services and findings based on comprehensive evaluation of your organization's leadership styles impact of funding performance.

Ethical Considerations

As per my university's IRB requirements, I will use pseudonyms in my study and any publications emerging out of my study to protect the company and employee identities and promote confidentiality. In addition, I will not engage video or recording of Board of Directors.

Appendix E: Letter of Cooperation from Research Partner

Community Research Partner: -----
Contact Information: ----- President & CEO

----- NY -----

Date: 4/21/2017

Dear Mr. Brown:

Based on my review of your research proposal, I give permission for you to conduct the study entitled *Exploring the Impact of Shared Leadership Styles and Nonprofit Performance* within ----- . As part of this study, I authorize you to recruit participation in the study from the Executive Director, Board Chair, and Board of Directors. I authorize you to conduct face-to-face interviews with the participants, and at the conclusion of the interview and data gathering process, the researcher will allow the participants the opportunity to review the recorded information and offer any further comments and clarification regarding the information recorded by the researcher.

The researcher will provide participants with rights and disclosure information regarding privacy and confidentiality. The researcher will protect the identity of the participants and information included in the study about the individuals. Finally, the researcher will offer each participant an executive summary of the research with the option to receive the completed study. The researcher will invite each to call or email if they have any further questions. Individuals' participation will be voluntary and at their discretion.

We understand that our organization's responsibilities include: An appropriate room location for the researcher to conduct the interviews, access to review of programs information, review of donor strategy/fundraising approach, review of funding performance during the past three years, and arrangement for the researcher to observe a regular Board of Directors meeting. As an alternative to the observation of a regular Board of Directors meeting, the researcher will observe one day or two days of office operations involving the management, leadership, and execution of daily task concerning the Executive Director and Board Chair functions. We reserve the right to withdraw from the study at any time if our circumstances change.

I confirm that I am an authorized representative to approve research in this setting and that this plan complies with the organization's policies.

I understand that the data collected will remain entirely confidential and the researcher may not provide the data collected to anyone outside of the participant's organization leadership without permission from the Walden University Institutional Review Board (IRB).

Sincerely,

(--)

Walden University policy on electronic signatures: An electronic signature is just as valid as a written signature as long as both parties have agreed to conduct the transaction electronically. The Uniform Electronic Transactions Act regulates electronic signatures. Electronic signatures are only valid when the signer is either (a) the sender of the email, or (b) copied on the email containing the signed document. Legally an "electronic signature" can be the person's typed name, their email address, or any other identifying marker. Walden University staff verifies any electronic signatures that do not originate from a password-protected source (i.e., an email address officially on file with Walden).

Appendix F: Data Use Agreement

DATA USE AGREEMENT

This Data Use Agreement (“Agreement”), effective as of Enter Date (“Effective Date”), is entered into by and between Will Brown (“Data Recipient”) and Enter name of partner site (“Data Provider”). The purpose of this Agreement is to provide Data Recipient with access to a Limited Data Set (“LDS”) for use in scholarship/research **in accord with laws and regulations of the governing bodies associated with the Data Provider, Data Recipient, and Data Recipient’s educational program.** In the case of a discrepancy among laws, the agreement shall follow whichever law is more strict.

1. **Definitions.** Due to the project’s affiliation with Laureate, a USA-based company, unless otherwise specified in this Agreement, all capitalized terms used in this Agreement not otherwise defined have the meaning established for purposes of the USA “HIPAA Regulations” and/or “FERPA Regulations” codified in the United States Code of Federal Regulations, as amended from time to time.
2. **Preparation of the LDS.** Data Provider shall prepare and furnish to Data Recipient a LDS in accord with any applicable laws and regulations of the governing bodies associated with the Data Provider, Data Recipient, and Data Recipient’s educational program.
3. **Data Fields in the LDS.** **No direct identifiers such as names may be included in the Limited Data Set (LDS).** In preparing the LDS, Data Provider shall include the **data fields specified as follows**, which are the minimum necessary to accomplish the project: Donor strategy, funding performance during past three years, number of employees, employment period for executive director, chairperson’s years as chair, size of board of directors.
4. **Responsibilities of Data Recipient.** Data Recipient agrees to:
 - a. Use or disclose the LDS only as permitted by this Agreement or as required by law;
 - b. Use appropriate safeguards to prevent use or disclosure of the LDS other than as permitted by this Agreement or required by law;
 - c. Report to Data Provider any use or disclosure of the LDS of which it becomes aware that is not permitted by this Agreement or required by law;
 - d. Require any of its subcontractors or agents that receive or have access to the LDS to agree to the same restrictions and conditions on the use and/or

disclosure of the LDS that apply to Data Recipient under this Agreement;
and

- e. Not use the information in the LDS to identify or contact the individuals who are data subjects.

5. Permitted Uses and Disclosures of the LDS. Data Recipient may use and/or disclose the LDS **for the present project's activities only.**

6. Term and Termination.

- a. Term. The term of this Agreement shall commence as of the Effective Date and shall continue for so long as Data Recipient retains the LDS, unless sooner terminated as set forth in this Agreement.
- b. Termination by Data Recipient. Data Recipient may terminate this agreement at any time by notifying the Data Provider and returning or destroying the LDS.
- c. Termination by Data Provider. Data Provider may terminate this agreement at any time by providing thirty (30) days prior written notice to Data Recipient.
- d. For Breach. Data Provider shall provide written notice to Data Recipient within ten (10) days of any determination that Data Recipient has breached a material term of this Agreement. Data Provider shall afford Data Recipient an opportunity to cure said alleged material breach upon mutually agreeable terms. Failure to agree on mutually agreeable terms for cure within thirty (30) days shall be grounds for the immediate termination of this Agreement by Data Provider.
- e. Effect of Termination. Sections 1, 4, 5, 6(e) and 7 of this Agreement shall survive any termination of this Agreement under subsections c or d.

7. Miscellaneous.

- a. Change in Law. The parties agree to negotiate in good faith to amend this Agreement to comport with changes in federal law that materially alter either or both parties' obligations under this Agreement. Provided however, that if the parties are unable to agree to mutually acceptable amendment(s) by the compliance date of the change in applicable law or regulations, either Party may terminate this Agreement as provided in section 6.

- b. Construction of Terms. The terms of this Agreement shall be construed to give effect to applicable federal interpretative guidance regarding the HIPAA Regulations.
- c. No Third Party Beneficiaries. Nothing in this Agreement shall confer upon any person other than the parties and their respective successors or assigns, any rights, remedies, obligations, or liabilities whatsoever.
- d. Counterparts. This Agreement may be executed in one or more counterparts, each of which shall be deemed an original, but all of which together shall constitute one and the same instrument.
- e. Headings. The headings and other captions in this Agreement are for convenience and reference only and shall not be used in interpreting, construing or enforcing any of the provisions of this Agreement.

IN WITNESS WHEREOF, each of the undersigned has caused this Agreement to be duly executed in its name and on its behalf.

DATA PROVIDER

DATA RECIPIENT

Signed: _____

Signed: _____

Print Name: _____

Print Name: _____

Print Title: _____

Print Title: _____

Appendix G: Thank-You Letter with Transcript

Hi, (Participant),

Again, thank you for participating in my study *Exploring the Impact of Shared Leadership Styles and Nonprofit Performance*.

Attached is a confidential transcript of the semistructured interview I conducted with you on (date of interview). The purpose of the attached transcript is to provide verification of your responses as you intended to convey during the interview session. The transcript represents provisional data and interpretation of your responses, which I seek to ensure, captures your meanings as intended.

Please take a moment and review the transcript information to verify the accuracy of what I recorded during the interview. I invite you to offer additional comments for any clarification, questions, or further elaboration on your response information. Please return your comments or questions, if any, on or before (10 days from this letter as the return date). Again, thank you for your participation in my research.

Regards,

Will

xxxxx

Appendix H: Member Checking

Hello _____, I trust that you are well!

First, I want to again thank you for participating in my qualitative mini-ethnographic case study titled *Exploring the Impact of Shared Leadership Styles and Nonprofit Performance*.

I will soon conclude the data collection phase of my research on _____, 2017. The final step of the interview process involves what is called *Member Checking*. The purpose of member checking is to synthesize the meaning of what you said during the interview and present the researcher's interpretation of what was said to ensure that your meaning was captured.

Attached is a list of the interview questions used to conduct the interview along with the researcher's interpretation of your responses.

Please take a moment and review the interpretation of your response to ensure that that researcher has captured your intended meaning. Please provide any comments by _____, 2017.

Regards,

Will

xxxxx

Will Brown, Jr., MBA
Doctoral Candidate, Walden University (2017)

Appendix I: Acknowledgment and Recognition

Re: Acknowledgement as Recognition of Dissertation Participation

Dear

Thank you for your support of my doctoral study and research project. I have completed data collection and analysis for the study.

The purpose of this letter is to acknowledge your contribution to the qualitative study, *Exploring the Impact of Shared Leadership Styles and Nonprofit Performance*, in which you participated. As a doctoral candidate in the Ph.D. program at Walden University, it is an honor to have this opportunity to recognize your participation in this research. Your participation in the study helped to contribute to positive social change.

The study findings that we accomplished will proceed through a process of review and approval that includes a preliminary review, committee review, University Research Review, overall quality review, and finally, amongst other reviews, Chief Academic Officer approval. After the study has received all required approvals, I would be happy to provide you with an executive summary or a complete copy of the study. At any time, just simply send me an email of your request, and I will forward the information as soon as available.

Sincerely,

Will

Will Brown, Jr., MBA
Doctoral Candidate, Walden University
xxxxx
xxxxxxx

Appendix J: IRS 990 Reporting by Community Partner Participants

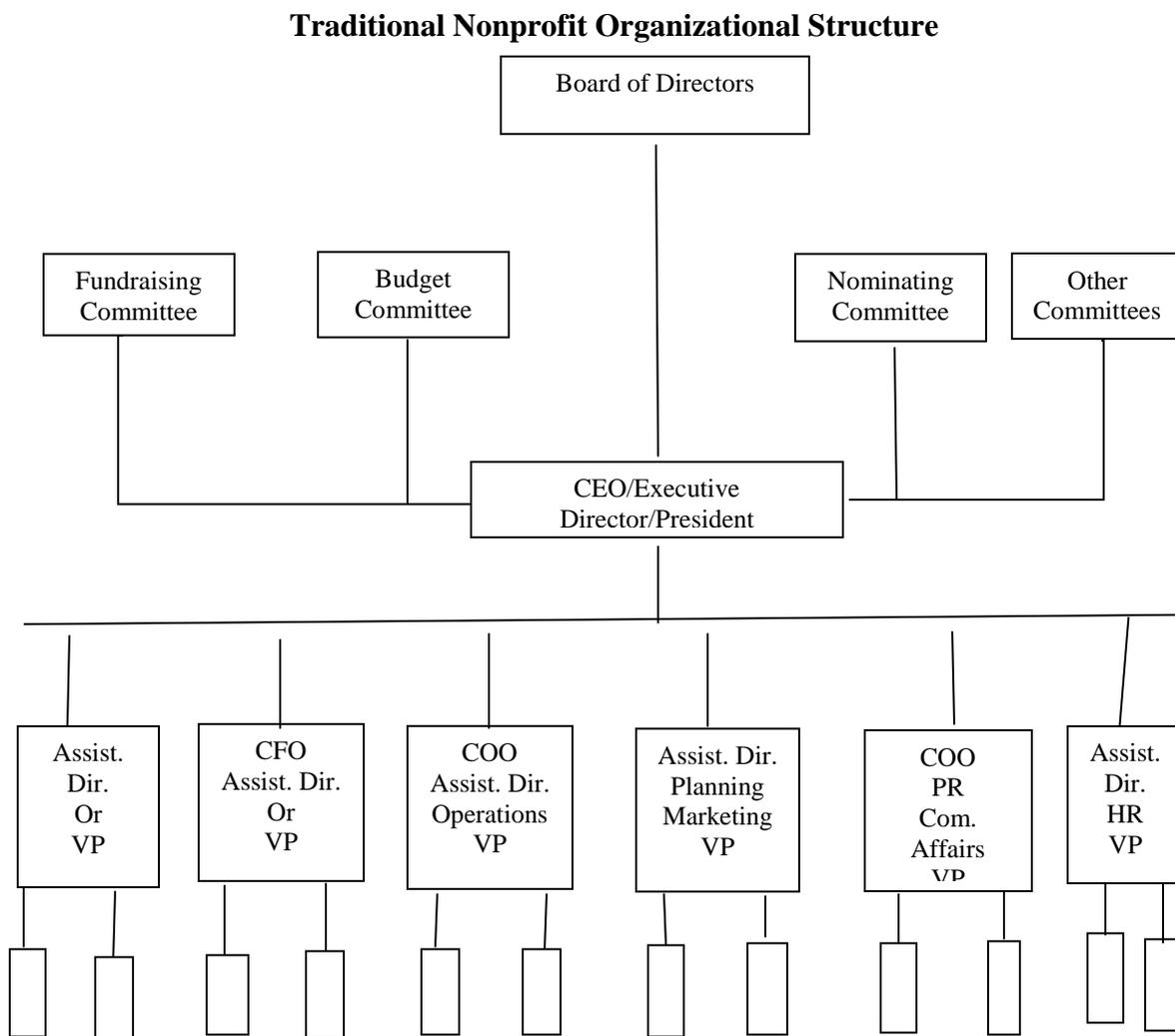
Figure 3. IRS 990 Filing Information

Name	EIN	Funding YR Ending 2015	Funding YR Ending 2014	Funding YR Ending 2013	# of BODs	YRs
Tiger	6022	\$9,064,486	\$8,444,805	\$13,987,925	19	45
Cub	6044	\$28,204,973	\$24,213,818	\$22,386,161	4	18
Bear	3065	\$1,018,131	\$1,008,329	\$944,480	11	42
Rex	4005	\$19,015,421	\$9,708,185	\$12,013,822	20	41
Bird	2382	\$2,502,931	\$2,435,183	\$1,811,214	15	13

Note. Source of Information: NY State Attorney General's Charities Department, which Contains both IRS 990 Form and State of New York Char 500 Form. The National Center for Charities Statistics (<http://nccs.urban.org/>)
of Directors shown on the IRS 990 form for the last available reporting year. YRs represent the number of years in business since established as a nonprofit.

Appendix K: Conventional Organizational Chart for Nonprofit Entity

Figure 4. Nonprofit Organizational Chart

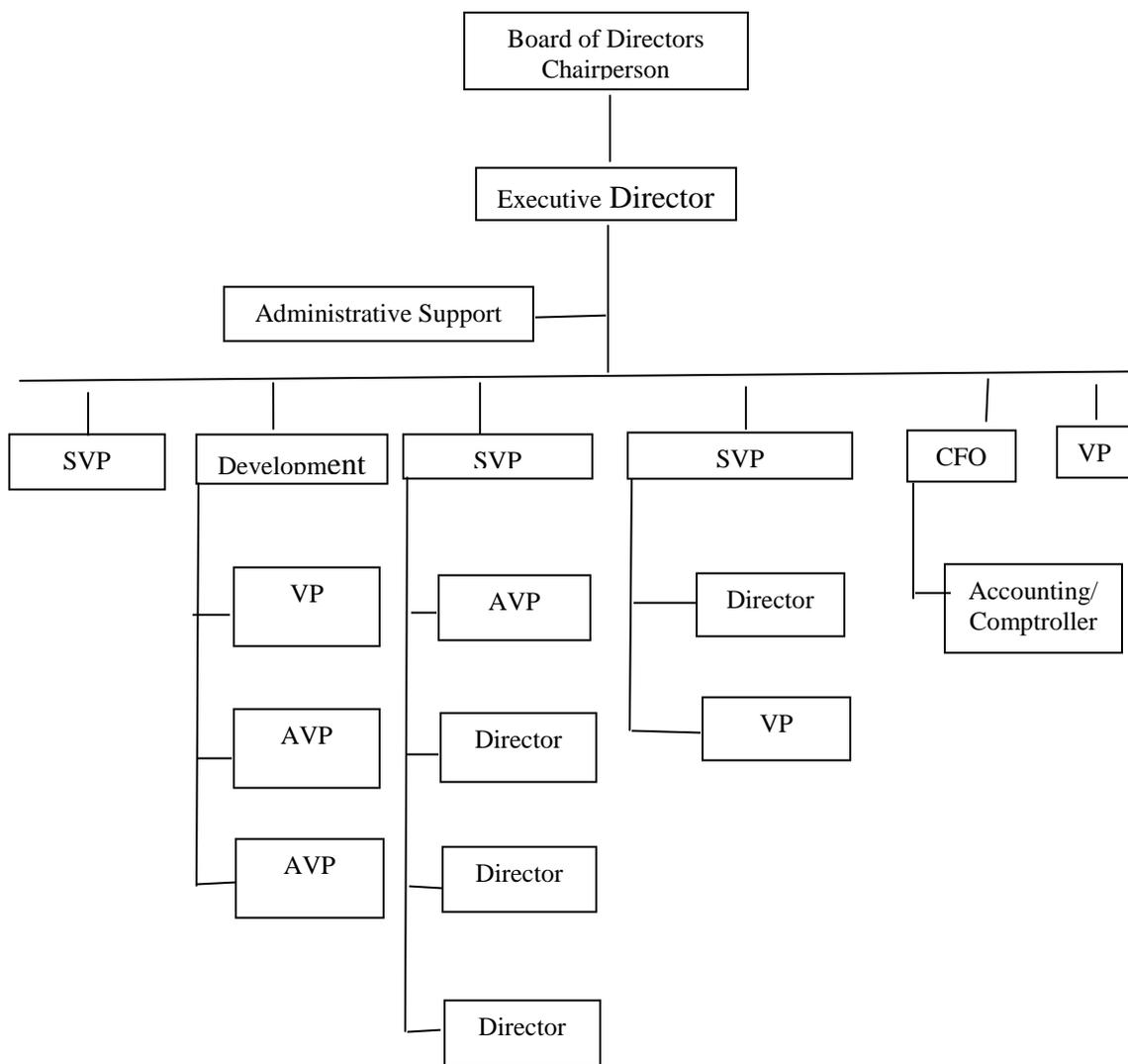


Note. Source: Hurwit & Associates: Legal Counsel for Philanthropy & the Nonprofit Sector – Nonprofit Law Resource Library. Retrieved from info@hurwitassociates.com

Appendix L: Community Partner Organizational Chart

Figure 5. Organizational Chart

Tiger - Organizational Chart 2015



Note. Source of information retrieved from the organization's website

Appendix M: Mission Program

----- is a nonprofit organization whose goal is to alleviate social isolation and provide concrete services to older adults. For more than four decades, ----- has been an innovative leader in the fields of aging services and volunteerism. -- ----- diverse set of programs, as well as our focus on providing intergenerational connections to seniors, has ensured that ----- clients have access to the resources they need to age with dignity, independence, and grace.

Vision

----- will be an innovative leader in mobilizing volunteers of all ages to improve the lives and health of the elderly, addressing the challenges of an aging society.

Mission

----- alleviates social isolation among the elderly and provides services to help them live independently as valued members of the community. We serve the ----- and wider community, bringing the generations together in a mutually beneficial partnership of elders, volunteers and professionals. Our work provides an effective model for others.

Values

1. ----- *Communal Responsibility*
Affirming our commitment to honor the older members of the community, by bringing the generations together
2. *Commitment to Excellence*
Upholding the highest of standards in all that we do
3. *Compassion*
Connecting personally with sensitivity and concern to provide exceptional care
4. *Making a Difference*
Having a demonstrable impact in the lives of the people we serve
5. *Integrity*
Being worthy of the trust of all our constituents
6. *Innovation*
Being dedicated to learning and to creatively addressing the evolving needs of the elder and volunteer communities

Note: Information copied from the organization's website

Appendix N: Mission Program

Founded in 19---, the ----- is a 501(c)(3) social services agency dedicated to meeting the needs of individuals with developmental disabilities and their families who are in need of crucial services to enhance their lives. Every day we support more than 1,000 individuals and their families throughout Brooklyn, Queens, and Manhattan. We are proud of how much has we have accomplished in our first two decades. It is a privilege to serve our communities.

OUR VISION

Enhance the lives of people in need.

OUR MISSION

We offer programs and services to individuals so they reach their potential.

OUR VALUES

In pursuing the mission of enhancing the quality of life for persons with disabilities and their families, we pledge to conduct ourselves according to the following values:

- **We serve others because it inspires us.**
Whether we are supporting individuals and their families, partners, employees or donors, we receive enormous satisfaction from being of service.
- **We live our vision every day.**
We embrace challenges, and, in doing so, we change the lives of individuals, partners, communities and the world.
- **We are accountable.**
First and always to those we serve. We do what we say and we say what we do. And nothing short of excellence will satisfy.
- **We operate with integrity.**
We hold ourselves to the highest industry and ethical standards.
- **We never give up.**
We are resourceful problem-solvers. Teamwork and collaboration are cornerstones of how we get results.
- **We respect every individual.**
We treat each other with fairness and dignity. We promote honest communication and inclusiveness.

Note. Source of information copied from the organization's website

Appendix O: Mission Program

In 2004, a group of educators, parents, community leaders and corporate partners, led by the ----- opened the first ----- in the -----.

The ----- develops and supports a network of all male, grades 6 through 12, college-preparatory schools in challenged, urban communities that educate and mentor young men into future leaders committed to excellence in character, scholastic achievement and community service, and to promote these principles nationally.

The ----- in the ----- was the first single-sex boys public school to open in New York City in approximately 30 years, with ----- current President and CEO of ----- serving as its Founding Principal. The ----- is grounded in a model that incorporates parental involvement, academic rigor, mentoring along with extended day and summer programming.

In 2005, The ----- was established to improve educational outcomes for more inner city young men by providing professional development to school administrators and teachers within and outside of the ----- network. Our ----- high school graduation rate is 83% versus the 59% national average for young men of color and 98% of our scholars were accepted to college, including prestigious institutions such as the University of Pennsylvania, the United States Military Academy at West Point, Carnegie Mellon University, and Morehouse College. Most importantly, all ----- young men embrace the ideal that hard work and strong character combined with academic achievement define success.

----- has been described as one of the “beacons of light with outstanding leaders that are doing a great job saving hundreds of children.”

National Graduation Rate based on percent of students who graduated high school.

Source: 2015 Schott 50 State Report on Foundation.

-----Network Graduation Rate: Combined average of the ----- graduation seniors from the two network schools with 12 th grade – ----- School & ----- School.

Note: Source of information copied from the organization’s website

Appendix P: Mission Program

----- was founded in 19--- by a group of business executives and community leaders. Our mission was urgent: reverse the flight of businesses and jobs from the South Bronx. It was the first and most fundamental step toward rebuilding a community whose name evoked images of burned out buildings, crime, poverty, and drugs. But as ----- began to evolve, it became clearer that community revitalization required a multifaceted effort.

Today we address all aspects of community development: assisting businesses to get started and grow, training residents according to the needs of employers, offering opportunities for youth to learn and develop, and creating affordable housing and commercial space that reverses blight in the community.

Since our founding in 19---, ----- has served over 20,000 students, helped to create and retain more than 40,000 jobs for area residents, and created the climate for hundreds of million dollars of capital investment into the South Bronx. Our success is exemplified by the following awards:

- 2015 “Competition ----- Award”, ----- Small Business Services
- 2014 “Community -----Award”, -----.
- 2013 “Healthy ----- Award”, -----.
- 2012 “Big -----Award in -----
- 2011 “Employer -----Award”, -----
- 2008 “Serving ----- Award”, -----.
- 2004 “----- Not-for-Profit ----- Award”, -----
- 2003 -----Award” for the ----- Youth Center, -----.
- 2002 “Community ----- Award”, -----
- 2001 “----- Award”, -----
- 2000 “-----Award for Excellence”, -----.

Note. Source of information copied from the organization’s website

Appendix Q: Mission Program

For over --- years, the ----- has been providing a home-like alternative to jail for young men awaiting disposition of various criminal charges. Conceived by a ----- judge and school teacher who recognized the need for early intervention in the lives of young offenders, the -----was formally incorporated as a not-for-profit in New York in 19---. Its initial mission was to formulate a plan and solicit funds for a temporary shelter or residential facility for youth prior to trial.

Within two years a suitable residential facility was found on ----- in -----, New York, and was completely renovated according to standards established by the New York State ----- with the assistance of ----- County and the United States ----- Administration.

The ----- first opened its doors to young men in 19---. Its certificate of incorporation was amended to specify that services were to be offered to individuals between the ages of 16 to 21. It has operated at the same location in ----- since that time. Currently the facility has twelve beds. There are kitchen and laundry facilities on the premises, as well the program's administrative offices. The ----- is licensed by the ----- and ----- and is the only one of its kind in the state serving youth who are involved in the adult criminal justice system.

Over the years, the ----- has helped hundreds of young men to address their educational and emotional needs and has helped to guide them on the difficult road to a better life.

Appendix R: Financial Audit for Organization

Figure 6. Financial Statement for Participant Organization

JULY 1, 2015 – JUNE 30, 2016

EXTRACT FROM AUDITED FINANCIAL STATEMENTS

PUBLIC SUPPORT AND REVENUE FY2016

	July 1, 2015 – June 30, 2016
Private gifts and grants.....	\$ 4,120,207
Bequests and legacies	\$ 738,812
Government grants	\$ 88,843
UJA-Federation	\$ 413,327
Special events, net of direct expenses.....	\$ 490,567
Donated goods and services.....	\$ 256,607
Rental	\$ 6,260
Investment revenue, net.....	\$ 236,203
Total Public Support and Revenue	\$ 6,350,826

EXPENSES

Socialization services.....	\$ 1,673,064
Concrete services.....	\$ 2,182,563
Educational services.....	\$ 838,391
Community services	\$ 1,246,397
Management and general services	\$ 615,116
Fundraising.....	\$ 662,278
Total Expenses.....	\$ 7,217,809
Increase/Decrease in net assets	\$ (866,983)

The above information was extracted from----- June 30, 2016 financial statements, which are audited by ----- Readers of this statement may obtain a copy of ----- audited financial statements from-----.

Note. Source of information from the organization's website

Appendix S: Final Follow-Up for Interview and Focus Group

Dear

No doubt that you are very busy and I trust that you are well. I wanted to follow up with you regarding my request for your nonprofit organization's participation in my study. I also want to remind you that the ENTIRE data collection process pertaining to ALL participant, is confidential and coded to safeguard your information.

As I indicated in my original e-mail communication to you, the interview participation in the study will not require more than 30 to 60 minutes of your time. This would involve an interview with the Executive Director and an interview with the Board Chair.

Also, if you agree to allow observation of a regular Board of Directors meeting. The observation will not be audio recorded, rather, I will observe only and make written notes for reflection purposes.

Lastly, if you agree to allow a focus group interview, I would interview focus group participants (Board of Directors' members) volunteers before a regular Board of Directors meeting or immediately after a regular Board of Directors meeting.

I look forward to your response at your earliest convenience.

Regards,

Will

xxxxx

Will Brown, Jr., MBA
Doctoral Candidate, Walden University (2017)

Appendix T: Data Comparison between Participants' KK and BB

Figure 7

