



Cross-Portfolio Research Study
Literature Review Executive Summary

Prepared for the
Jim Joseph Foundation

May, 2019

By: Brendan Newlon, PhD and
Valerie Ehrlich, PhD



CONTENTS

EXECUTIVE SUMMARY

[Introduction](#)

[How to read this document](#)

[Literature Review Summary](#)

[Conclusion](#)

BIBLIOGRAPHY

ENDNOTES

EXECUTIVE SUMMARY

Introduction

On behalf of the Jim Joseph Foundation, the Center for Creative Leadership is conducting a cross-portfolio research study of leadership development in the American Jewish community to support Jewish learning experiences. The Foundation defines Jewish learning experiences broadly as “experiences that draw upon Jewish wisdom, values, practices, culture, traditions and history to engage people in activities that guide them towards living more connected, meaningful and purpose-filled lives.”¹ The primary research questions guiding this study can be paraphrased as follows:

1. How have Jewish leaders developed through opportunities and learning experiences?
2. What are best practices for leadership development in the Jewish community?
3. How can understanding the learning journeys of Jewish leaders and state of the art practices in leadership development inform strategies to achieve greater impact through investment in leadership development in the Jewish community?

This literature review represents our first step to exploring these complex questions by researching the distinguishing features of Jewish leadership and highlighting the current day challenges faced by Jewish leaders.

How to read this document

This summarized literature review addresses the first stage of our broader cross-portfolio research study on leadership development in the Jewish community. In this stage, we explore how Jewish leadership discourse developed through works published within the last several decades. This allows us to ground our research in knowledge established by earlier experts. Naturally, this results in the

literature review including some content that may seem outdated to contemporary readers; however, there is value in reflecting on how the discourse has changed over time and on how our current historical moment influences our reading of earlier sources. As we revise this literature review through the research process, we intend to include more perspectives by expanding the focus of our review to contemporary media beyond academic and other formally published works. Readers should approach this summary as a brief presentation of what we have seen so far as significant trends in the literature on Jewish leadership, and not necessarily as indicative of what directions our research may take us as we move forward to the next stages.

Our literature review has helped us to ground our research and identify some key themes. In the next stage of our research, we will explore those themes –and discover new ones– through interviews with a diverse range of Jewish leaders. We will also observe several different Jewish leadership development programs and review the latest research and practices in the field of leadership development. Finally, we will explore connections and interrelationships within the Jewish nonprofit sector through network research and analysis. Our literature review was mostly directed toward understanding the past, but the research that follows will seek to understand the present and look toward the possibilities of the future.

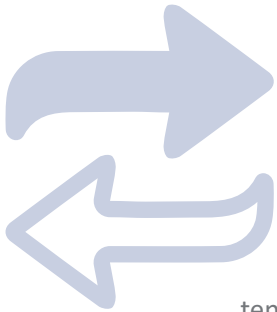
Literature Review Summary

Our literature review identified several themes about the nature of Jewish leadership and the leadership needs of the contemporary Jewish community. It is clear even from classical literature that the heritage of Jewish tradition includes a robust vision for a distinctly Jewish style of leadership.



Although it may not always have been the historical reality, the model of Jewish leadership idealized in the literature is collaborative by design and intentional about circumscribing the authority and power of individuals in order to hold space for a plurality of views. This does not mean that all opinions are met with acceptance or that one opinion will never be elevated to the exclusion of others, nevertheless, the process of learning communally through debate is a cherished Jewish tradition. Furthermore, political or worldly authorities are not necessarily the voices of intellectual or spiritual authority in the eyes of various communities, therefore diversity of thought and practice can naturally be expected.

The competencies for effective Jewish leadership are similar to those needed for leadership anywhere; however, the contemporary contexts and circumstances of Jewish communities are unique, and the most critical leadership needs at this moment are those that will enable Jewish leaders to address the challenges of the day and prepare for the future. The literature and contemporary discourse point to five categories of challenges as highly significant.



The first category is **polarity challenges**. Polarity thinking is about navigating a set of two qualities that are both beneficial, yet they exist in tension with one another.² For example, an organization may need to experience stability and change at different times – and in different ways – to be successful. Managing that tension effectively can be challenging,

because the most appropriate response to a specific circumstance might be an expression that favors one or another of the pair – maintaining a simple balance between the two might be impossible or undesirable.

It is also important to differentiate between the principles of *balance* or *moderation* and *polarity management*. While balance is about seeking to accommodate conflicting interests through a stable solution or middle ground, polarity management is about intermittently shifting between alternative modes which are naturally in tension with each other. The principle of moderation can be thought of as a rowboat, where efforts are balanced between both sides to keep moving forward on a stable path. On the other hand, polarity management is more like sailing: in response to the changing winds and waves, a central path may have become impossible to hold. Instead, the sailboat shifts direction completely, but not permanently, between turning left and right. The directions are opposed, but the end result is that the boat continues forward almost as if it had kept to a direct path. The principles of balance and of polarity management are each suited to different contexts.

An example of a polarity discussed in the literature is the cultural shift within the American Jewish community over

the last several decades from an orientation that prioritized institutionalization, consolidation, and security to one of diversity, innovation, and exploratory risk-taking. Another example is the tension between striving to offer free programming and relying upon membership or other fees to achieve organizational stability. Each approach can have distinct benefits, but if taken too far, predictable downsides can also manifest: The free program may not be able to scale to meet demand, or fees may become prohibitively expensive for some who would like to participate. While one approach might be to let economic forces drive the agenda to an appropriate price point that satisfies the majority, leaders approaching the issue from the perspective of polarities might instead seek opportunities to provide both paid and free options. They might charge fees for only some programs, use pricing tiers, or associate fees with the value of charitable giving to subsidize others who would otherwise be unable to afford the program. A third example is the tension between quantity and quality. In program design, this tension can manifest as an apparent choice between designing a program with the intention to reach the largest number of participants and focusing efforts on providing a profoundly impactful experience.

The unresolvable tension between the two alternatives in a polarity lends itself to a pattern of swinging back and forth between the two poles. A leader who is attentive to this dynamic can manage polarity tensions effectively by harnessing their energy to drive productive change. Importantly, Jewish leaders will need to understand the potential value of each orientation and have the skill to manage polarities without allowing either orientation to become extreme.

The second category, **community challenges**, relates to developing and maintaining a communal sense of Jewishness that appreciates rather than conflicts with the reality that individual expressions of Jewish identities will continue to diversify and adapt to changing times.



Jonathan Woocher warned in 2005 that “American Jewish life will not flourish if Jews do not continue to regard themselves as part of a religiously and ethnically based polity.”³ When the 2013 Pew report titled “A Portrait of Jewish Americans” was published, it detailed changing trends in thinking about the nature of Jewish identity, in social practices such as intermarriage, and in affiliation with Jewish institutions. For example, the report found that religious affiliation with Judaism among American adults had decreased by 50% since the 1950s, and the number of Jews describing themselves as having no religion had grown from 7% to 32% in the same period.⁴ Jonathan and



Meredith Woocher later summarized the shift by remarking that “American Jewry has gone from being an ‘assimilating’ community to a fully assimilated one – but without the disappearance of a distinctive Jewish identity that some predicted.”⁵

At the same time, the literature reflects a growing recognition that the time for speaking of Jewish identity in the singular is over and was perhaps never accurate. Jewish identities today are complex, plural, simultaneous, and can change according to shifts in social context. It is increasingly common for Jews to experience affinity with identities other than their Jewishness, even when they simultaneously regard Jewish identity as important. Among Jews today, there is a growing trend to not only exercise choice in whether and how to be Jewish, but also to choose and prefer affiliation with multiple identities simultaneously. Jewish identities today might include modes of being Jewish that are grounded in religious belief or observance, ethnicity, cultural affinity, or something else. Embracing pluralism will be a necessary step toward fostering cooperation across identity groups and mitigating the rise of tensions or friction among groups with differing expressions of Jewish identity. Navigating these challenges will require visionary leadership that inspires Jews to focus on areas of shared concern, such as the pursuit of one or more meaningful purposes, common values, or care for the wellbeing of the community.



Education challenges are closely related to the diversification of Jewish identities. “Jews, like others, are exhibiting increasingly idiosyncratic configurations of Jewish identity. Religious individualism, privatization, and the phenomenon of ‘personalism’ characterize an increasing number of Jews.”⁶ It has long been established that

a one-size-fits-all approach to education will not be successful in impacting Jews with increasingly personal needs, interests, and priorities.⁷ Individuals must make choices about how to allocate their limited time and attention while engaging with multiple aspects of their own personal identity. People have busy schedules, and not every Jew will necessarily prioritize engaging with Jewish aspects of their identity above their possibly multitudinous other interests and worldly concerns. An after-school program offering experiential learning experiences for Jewish youth must compete for that time against alternatives such as soccer practice or any other after-school activity, and facilitating any of those activities for youth may reduce the time available to Jewish parents for participation in Jewish educational activities serving adults or families.

To compete in this busy social context, Woocher and others have argued that Jewish education must appeal to the needs and priorities of individual learners. By integrating Jewish

learning with learning and activities that are simultaneously relevant to other aspects of the learner’s identity, Jewish education can be the more appealing choice by providing a greater benefit and return on the learner’s investment of time. Since this will require Jewish education to take on a number of novel approaches and forms, Jewish communities will need to reconsider what the field of Jewish education looks like to include a far greater range of program types and activities.

The Jim Joseph Foundation holds an expansive notion of what constitutes Jewish education or Jewish learning experiences, describing them as “experiences that draw upon Jewish wisdom, values, practices, culture, traditions and history to engage people in activities that guide them towards living more connected, meaningful and purpose-filled lives.”⁸ Creating the opportunities for those experiences is not uniquely the job of a teacher; Jewish education comes about through an interconnected ecosystem of individuals playing a variety of roles, including learners of all sorts, teachers and experience facilitators of all sorts, organizers and professionals who support their work, managers, administrators, executives, board members and volunteer board members, and philanthropists, not to mention countless partners doing related work. In a sense, people serving in all of those roles have their parts to play in facilitating and participating in Jewish education.

The **professional challenges** confronting Jewish leaders today are similar to non-Jewish leaders working in social sector organizations. These include retaining top talent, building a leadership pipeline of successors, consistently offering attractive employment opportunities, and preparing Jewish professionals with the skills and resources needed to succeed and advance into leadership roles.



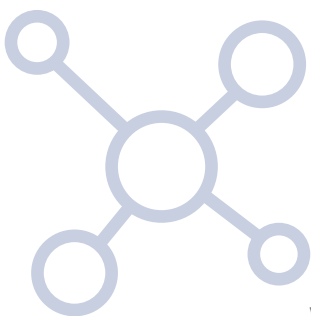
Recent research on the expectations of Millennials entering the workforce has found that they are often driven by a sense of mission or purpose, and want to feel that their work makes a positive contribution to society.⁹ However, they are also seeking working environments in which they will find workplace flexibility and opportunities for collaboration, meaningful coaching in the form of support and feedback without micromanagement, and competitive structures of compensation.¹⁰ A similar pattern of career priorities has been observed among emerging Jewish leaders. They can be “quite driven and willing to take on challenging roles, but not in organizations with rigid cultures that lack collaboration, innovation, and autonomy.”¹¹ A supportive workplace culture would improve the value proposition for potential talent in the Jewish social sector. Overwhelmingly, “the next generation of leaders are not choosing to work in the sector altogether. They pointed to issues such as steep hierarchies and bureaucratic cultures, little autonomy for junior and mid-level staff to take risks and feel ownership



over their work..."¹² Research conducted by Leading Edge identifies five factors as especially significant in retaining talent: "trusted leaders, common purpose, respected employees, talent development, salary and benefits."¹³

Meeting these challenges will require building meaningful professional development and leadership development opportunities into every facet of Jewish organizational work. Providing on-the-job talent development has been highlighted repeatedly in research for its potential to uplift the sector. One critical skillset to be developed by nonprofit leaders at any level is general familiarity and facility in navigating the nonprofit sector, and particularly how to achieve excellence in nonprofit governance as well as organizational operations and management.

Field-wide collaboration has also been suggested as a means to provide shared resources for mentorship and coaching to uplift leaders. Several specific proposals have focused on the need for network-level interventions, which would require broad cooperation among organizations to be successful. An example would be supporting "a training program for mentors" or "a 'Chief Talent Officer' who could provide shared services to multiple organizations and help the community think strategically about identifying and cultivating top talent across the field."¹⁴ These proposals suggest that the sector should develop leadership strategically as "a system-wide capability, not an individual personality trait."¹⁵ Fostering organizational cultures dedicated to talent development can drive a range of positive outcomes, and a coordinated focus on talent development could also produce ripple effects that profoundly benefit the sector in the short and long terms.



All of the above are also critical **network challenges** because meeting all of these challenges is beyond what can be expected of any single organization. The importance of leadership across boundaries is not limited to denominational boundaries and organizational functions. Maximizing the success of a widening range of organizations will

require "a commitment to interdependence that goes well beyond platitudinous expressions of one-for-all-and-all-for-one."¹⁶ It will be imperative to develop new network-oriented systems and practices that facilitate field-wide collaboration.

The boundary spanning work needed to address network-level issues will depend upon bringing together the full range of diverse stakeholders. Therefore, building positive relationships among leaders in different roles and across a variety of organizations is a necessary prerequisite to building a more supportive shared Jewish organizational ecosystem. Boundary spanning, role clarification, and

professional training can reduce the friction that often occurs between professionals and lay leaders. This is especially critical because conflicts among leaders can not only derail individuals, but also stunt the growth of organizations, divide communities, and give the impression of a toxic environment that makes working in the sector unappealing to young Jewish professionals.

A focus on boundary spanning is in alignment with the Jewish model of collaborative leadership, and it is supported by the latest thinking on distributed network leadership and collective impact. A successful Jewish boundary spanning leader will be able to reach out "to the left, to the 'new age' Jews, to the marginal and oppressed Jews... toward the Federations and... toward the established activists and the mainstream rabbinate."¹⁷ A community-centered approach to boundary spanning is not unusual. "In today's most effectively run enterprises, teamwork is nurtured, information transfer is enhanced, and networking is expanded because of a systematic commitment to shared leadership."¹⁸

Successful boundary spanning interventions to foster mutually beneficial interdependence will depend upon leaders who are able to see the bigger picture and take on the role of "ecosystem engineers."¹⁹ They will need to be "collaborative boundary spanners, who will emphasize broad concerns and community building rather than institutional preservation."²⁰ Their role will be to develop "systems of shared power [that] incubate creativity across a variety of institutional silos and create invested stakeholders and constituents."²¹ An important ecosystem or network-level boundary for Jewish leaders to span is the divide (or popular impression of a divide) between legacy institutions and innovative start-ups. Legacy institutions can benefit start-ups through their well-established networks of support and long term thinking and experience, while startups can benefit legacy institutions through their energy and agility in testing new approaches and their ability to reach Jews who do not affiliate with larger institutions.

Field-wide network analysis studies that map relationships among leaders, organizations, goals, and resources will be an instrumental first step to provide Jewish ecosystem engineers the information they can use to identify high potential impact initiatives and synergistic collaborations that stand to benefit the field as a whole.

Conclusion

This executive summary outlined five key leadership challenges within the American Jewish community. We explored a rich history of writing on Jewish leadership and paired that with current thinking in leadership development to create these five themes. Our subsequent research, consisting of interviews with over 75 Jewish leaders, will explore how these challenges manifest and what learning experiences best equip leaders to navigate these challenges.



BIBLIOGRAPHY

- Abrahamson, B. Elka. "A Values Map: The Journey to Our Best Selves." In *More than Managing: The Relentless Pursuit of Effective Jewish Leadership*, edited by Lawrence A. Hoffman. New York: Jewish Lights Publishing an imprint of Turner Publishing Company, 2016. https://ucsb.worldcat.org/title/more-than-managing-the-relentless-pursuit-of-effective-jewish-leadership/oclc/951778535&referer=brief_results.
- Ali, Muna. *Young Muslim America: Faith, Community, and Belonging*. 1 edition. New York, NY: Oxford University Press, 2018.
- Austin, Michael J., and Tracy Salkowitz. "Executive Development and Succession Planning: A Growing Challenge for the American Jewish Community." New York: Jewish Funders Network, 2009. <https://www.bjpa.org/search-results/publication/6524>.
- Avi Chai Foundation. "Effective Jewish Educational Leadership Framework." Avi Chai Foundation, March 6, 2012. https://avichai.org/knowledge_base/effective-jewish-educational-leadership-framework-hayidion-march-6-2012/.
- Bellinger, Patricia. "The Power of Inclusion." In *More than Managing: The Relentless Pursuit of Effective Jewish Leadership*, edited by Lawrence A. Hoffman. New York: Jewish Lights Publishing an imprint of Turner Publishing Company, 2016. https://ucsb.worldcat.org/title/more-than-managing-the-relentless-pursuit-of-effective-jewish-leadership/oclc/951778535&referer=brief_results.
- Berger, Lance A., and Dorothy Berger. *The Talent Management Handbook, Third Edition: Making Culture a Competitive Advantage by Acquiring, Identifying, Developing, and Promoting the Best People*. 3 edition. New York: McGraw-Hill Education, 2017.
- BFFDC. "Sarah Lefton." Bernstein Family Foundation, September 22, 2016. <https://bernsteinfamilyfoundationdc.org/sarah-lefton/>.
- Blackmur, Natalie. "Early Learnings of the Nadiv Pilot: A Mid-Course Evaluation," n.d. <https://web.archive.org/web/20180718190522/http://10years.jimjosephfoundation.org/images/2011/Early-Learnings.pdf>. <http://10years.jimjosephfoundation.org/images/2011/Early-Learnings.pdf>.
- Bradberry, Travis, Jean Greaves, and Patrick M. Lencioni. *Emotional Intelligence 2.0*. Har/Dol En edition. San Diego, Calif.: TalentSmart, 2009.
- Brafman, Ori, and Rod A. Beckstrom. *The Starfish and the Spider: The Unstoppable Power of Leaderless Organizations*. 2/28/07 edition. New York: Portfolio Hardcover, 2006.
- Bridges, William, and Susan Bridges. *Managing Transitions: Making the Most of Change*. 4th ed. Hachette Books, 2017.
- Bronznick, Shifra. "Advancing Women in the Communal World," August 23, 2000. <http://www.advancingwomen.org>.
- Bronznick, Shifra, Didi Goldenhar, and Marty Linsky. *Leveling the Playing Field: Advancing Women in Jewish Organizational Life*. 1st edition. New York: Advancing Women Professionals and the Jewish Community and Cambridge Leadership Associates, 2008.
- brown, adrienne maree. *Emergent Strategy: Shaping Change, Changing Worlds*. Chico, CA: AK Press, 2017.
- Brown, Brené. *Daring Greatly: How the Courage to Be Vulnerable Transforms the Way We Live, Love, Parent, and Lead*. Reprint edition. New York, NY: Avery, 2015.
- Brown, Erica. *Inspired Jewish Leadership: Practical Approaches to Building Strong Communities*. 1 edition. Jewish Lights, 2008.
- Bunker, Kerry A., and Michael Wakefield. *Leading With Authenticity in Times of Transition*. 61651st edition. Greensboro, NC: Center for Creative Leadership, 2005.

- Charan, Ram. *The Leadership Pipeline: How to Build the Leadership Powered Company*. 2nd edition. Wiley India, 2011.
- Chowdhry, Sajjad. "Understanding the Leadership Enigma in the American Muslim Community." SSRN Scholarly Paper. Rochester, NY: Social Science Research Network, February 28, 2018. <https://papers.ssrn.com/abstract=3141098>.
- Cohen, Norman J. *Moses and the Journey to Leadership: Timeless Lessons of Effective Management from the Bible and Today's Leaders*. 1 edition. Woodstock, Vt: Jewish Lights, 2008.
- Collins, Randall. *The Sociology of Philosophies: A Global Theory of Intellectual Change*. Cambridge, Mass.; London, England: The Belknap Press of Harvard University Press, 1998.
- Colvin, Geoff. "How to Build the Perfect Workplace." *Great Place To Work United States* (blog), May 19, 2016. <https://www.greatplacetowork.com/resources/blog/how-to-build-the-perfect-workplace>.
- Deal, Jennifer J., and Alec Levenson. *What Millennials Want from Work: How to Maximize Engagement in Today's Workforce*. 1 edition. New York: McGraw-Hill Education, 2016.
- Diamant, Anita, Rabbi Donna Berman, Ellen Bernstein, Marla Brettschneider PhD, Shifra Bronznick, Ruth Andrew Ellenson, Rabbi Sue Levi Elwell PhD, et al. *New Jewish Feminism: Probing the Past, Forging the Future*. Edited by Rabbi Elyse Goldstein. 1 edition. Woodstock, Vt: Jewish Lights, 2008.
- Dollinger, Marc. *Quest for Inclusion*. Princeton, N.J: Princeton University Press, 2000.
- Edell, David. "Enough Talk About the Leadership Crisis: A Call to Action... AGAIN." *E Jewish Philanthropy* (blog), July 16, 2012. <https://ejewishphilanthropy.com/enough-talk-about-the-leadership-crisis-a-call-to-action-again/>.
- . "Professional Recruitment and Retention: A Call to Action." *Journal of Jewish Communal Service* 79, no. 1 (2002): 61–66.
- . "Women in the Executive Recruitment Process: An Executive Search Professional's Perspective." *Journal of Jewish Communal Service*, no. Winter/Spring (1995).
- Edell, David, Josh Elkin, and Dara Klarfeld. "Preparing out Next Professional Leaders: It Takes a Community." *HaYidion*, 2012.
- Edell, David, Robin Levenston, Adina Danzig, and David Rosenn. "A New Generation of Professionals: Reflections and Strategies - Recruitment and Retention." *Journal of Jewish Communal Service* 80, no. 2/3 (2004): 116–25.
- Elazar, Daniel. *Authority, Power, and Leadership in the Jewish Polity*. Lanham : Jerusalem: University Press of America, 2002.
- Ernst, Chris, and Donna Chrobot-Mason. *Boundary Spanning Leadership: Six Practices for Solving Problems, Driving Innovation, and Transforming Organizations*. 1 edition. New York: McGraw-Hill Education, 2010.
- "Evaluation Report: Moishe House." TCC Group, August 26, 2011. https://web.archive.org/web/20180718191137/https://jimjosephfoundation.org/wp-content/uploads/2012/03/Moishe_House_Eval_Full_Report_Final.pdf. https://jimjosephfoundation.org/wp-content/uploads/2012/03/Moishe_House_Eval_Full_Report_Final.pdf.
- "Experiential Jewish Education: What We Are Doing To Grow It." Accessed January 18, 2019. <https://ejewishphilanthropy.com/experiential-jewish-education-what-we-are-doing-to-grow-it/>.
- "Exploring the Next Step in Your Leadership: From Organizational Change to Systems Change," November 8, 2017. <https://www.schusterman.org/blogs/lisa-eisen/exploring-the-next-step-in-your-leadership-from-organizational-change-to-systems>.
- Finke, Roger. "The Illusion of Shifting Demand: Supply Side Interpretations of American Religious History." In *Retelling U.S. Religious History*, edited by Thomas A. Tweed. Berkeley, Calif: University of California Press, 1997.
- Finke, Roger, and Rodney Stark. *The Churching of America, 1776-2005 Winners and Losers in Our Religious Economy*. New

Brunswick, N.J.: Rutgers University Press, 2005. <http://site.ebrary.com/id/10150135>.

Fishman, Sylvia Barack. *Jewish Life and American Culture*. SUNY Press, 2012.

———. “Reimagining Jewishness: Younger American Jewish Leaders, Entrepreneurs, and Artists in Cultural Context.” In *The New Jewish Leaders: Reshaping the American Jewish Landscape*, edited by Jack Wertheimer, 1 edition. Waltham, Mass: Brandeis University Press, 2011.

———. *The Way Into the Varieties of Jewishness*. Jewish Lights Publishing, 2008.

Goldsmith, Marshall, Laurence S. Lyons, and Sarah McArthur. *Coaching for Leadership: Writings on Leadership from the World's Greatest Coaches*. 3 edition. San Francisco, CA: Pfeiffer, 2012.

Greenberg, Anna, Erin Potts, Roger Bennett, and Rachel Levin. “‘Grande Soy Vanilla Latte with Cinnamon, No Foam...’ Jewish Identity and Community in a Time of Unlimited Choices.” Reboot, 2009. <http://www.policyarchive.org/handle/10207/14576>.

Greenberg, Irving (Yitz). “On Leaders and Leadership.” *The Wexner Heritage Foundation Leadership Library 2*, no. 1 (November 1999).

Greenberg-Walt, Cathy, and Alastair Robertson. “The Evolving Role of Executive Leadership.” In *The Future of Leadership: Today's Top Leadership Thinkers Speak to Tomorrow's Leaders*, edited by Warren Bennis, Gretchen Spreitzer, and Thomas Cummings. San Francisco: Jossey-Bass, 2001.

Haddad, Yvonne Y., Farid Senzai, and Jane I. Smith, eds. *Educating the Muslims of America*. 1 edition. Oxford ; New York: Oxford University Press, 2009.

Harvard Business Publishing Corporate Learning. “The 2018 State of Leadership Development: Meeting the Transformation Imperative.” Harvard Business Publishing, 2018. <https://www.harvardbusiness.org/insight/the-state-of-leadership-development-report/>.

Hedge, Jerry, and Elaine D. Pulakos, eds. *Implementing Organizational Interventions: Steps, Processes, and Best Practices*. 1 edition. San Francisco: Pfeiffer, 2002.

Heifetz, Ronald A. *Leadership Without Easy Answers*. 1 edition. Cambridge, Mass: Harvard University Press, 1998.

Heifetz, Ronald A., Marty Linsky, and Alexander Grashow. *The Practice of Adaptive Leadership: Tools and Tactics for Changing Your Organization and the World*. 1 edition. Boston, Mass: Harvard Business Press, 2009.

“Hidden In Plain Sight.” EdFuel, 2015. <http://www.edfuel.org/wp-content/uploads/2017/08/Hidden-In-Plain-Sight.pdf>.

Hoffman, Lawrence A. “Leadership and the Jewish Condition.” In *More than Managing: The Relentless Pursuit of Effective Jewish Leadership*, edited by Lawrence A. Hoffman. New York: Jewish Lights Publishing an imprint of Turner Publishing Company, 2016. https://ucsb.worldcat.org/title/more-than-managing-the-relentless-pursuit-of-effective-jewish-leadership/oclc/951778535&referer=brief_results.

———, ed. *More Than Managing: The Relentless Pursuit of Effective Jewish Leadership*. 1 edition. Nashville, TN: Jewish Lights, 2016.

“How We Gather.” How We Gather. Accessed February 15, 2019. <https://www.howwegather.org/>.

“Identity: Discontinuing Jewish Continuity - Stosh Cotler.” *JDOV* (blog). Accessed February 15, 2019. <http://jdov.org/talk/discontinuing-jewish-continuity/>.

“Independent Evaluation of the Jim Joseph Foundation’s Education Initiative - Year 4 Report,” August 2015.

Isaacs, Leora. “Encouraging Innovation in Jewish Education.” In *A Tribute to Dr. Jonathan Woocher*. The Jewish Education Project, 2018. /resources/woocher-tribute.

- Janmohamed, Shelina. *Generation M: Young Muslims Changing the World*. 1 edition. I.B.Tauris, 2016.
- Jim Joseph Foundation. "About Us." *Jim Joseph Foundation* (blog). Accessed December 28, 2018. <https://jimjosephfoundation.org/about-us/>.
- . "Building a Community of Jewish Teens: A Model Documentation of the North Shore Teen Initiative." Jim Joseph Foundation, 2014. http://10years.jimjosephfoundation.org/images/2014/building_a_community_of_jewish_teens.pdf.
- . "Effective Strategies for Educating and Engaging Jewish Teens." Jim Joseph Foundation, n.d. https://jimjosephfoundation.org/wp-content/uploads/2013/03/Effective_Strategies_for_Educating_and_Engaging_Jewish_Teens.pdf.
- . "Jim Joseph Foundation Invests More than \$23.7 Million in Jewish Educator Professional Development and in Leadership Development in Jewish Education." *Jim Joseph Foundation* (blog). Accessed December 28, 2018. <https://jimjosephfoundation.org/press-releases/jim-joseph-foundation-invests-23-7-million-jewish-educator-professional-development-leadership-development-jewish-education/>.
- . "Roadmap.Pdf." Roadmap. Accessed December 28, 2018. <https://jimjosephfoundation.org/wp-content/uploads/2018/09/roadmap.pdf>.
- Jim Joseph Foundation, Barry Finestone, and Seth Linden. "Leadership Development: A Strategy Emerges, Investments Are Made." *Jim Joseph Foundation* (blog). Accessed December 28, 2018. <https://jimjosephfoundation.org/news-blogs/leadership-development-strategy-emerges-investments-made/>.
- "JWest Campership Program - Final Evaluation," 2012, 19.
- Kaiser, Robert B., ed. *Filling the Leadership Pipeline*. Greensboro, N.C: Center for Creative Leadership, 2005.
- Kania, John, and Mark Kramer. "Collective Impact." *Stanford Social Innovation Review*, no. Winter (2011). https://ssir.org/articles/entry/collective_impact.
- Kelman, Ari. "The Reality of the Virtual: Looking for Jewish Leadership Online." Avi Chai Foundation, 2010. https://avichai.org/knowledge_base/the-reality-of-the-virtual-looking-for-jewish-leadership-online-2010/.
- Kerr, Steven. "Boundaryless." In *The Future of Leadership: Today's Top Leadership Thinkers Speak to Tomorrow's Leaders*, edited by Warren Bennis, Gretchen Spreitzer, and Thomas Cummings. San Francisco: Jossey-Bass, 2001.
- Kidron, Yael, Ariela Greenberg, and Mark Schneider. "Leadership in Context: The Conditions for Success of Jewish Day School Leaders," 2016. https://www.researchgate.net/publication/308734756_Leadership_in_Context_The_Conditions_for_Success_of_Jewish_Day_School_Leaders.
- Kidron, Yael, and Shoshana Rabinovsky. "Leaders as Learners: The Case for Continued Professional Development." American Institutes for Research, 2017.
- Kosmin, Barry A, and Ariela Keysar. *Religion in a Free Market: Religious and Non-Religious Americans : Who, What, Why, Where*. Ithaca, NY: Paramount Market Pub., 2006.
- Kram, Kathy. "Mentoring at Work: Developmental Relationships in Organisational Life." *Academy of Management Journal* 26, no. 4 (1983): 608–25. <http://dx.doi.org/10.2307/2392687>.
- Kuile, Casper ter. "The Purpose of Jewish Education Is to Help Us Become." *E Jewish Philanthropy* (blog), February 8, 2019. https://ejewishphilanthropy.com/the-purpose-of-jewish-education-is-to-help-us-become/?utm_source=Feb+9%2C+2019&utm_campaign=Fri+Feb+8&utm_medium=email.
- Laufer, Rabbi Nathan, Dr Michael Hammer, and Senator Joseph I. Lieberman. *The Genesis of Leadership: What the Bible Teaches Us about Vision, Values and Leading Change*. 1 edition. Jewish Lights, 2008.

- Leadership Pipelines Initiative. "Cultivating the Next Generation of Leaders for Jewish Nonprofits: Findings from Interviews and Research," March 2014.
- Leading Edge. "Are Jewish Organizations Great Places to Work? Results from the Third Annual Employee Experience Survey." Leading Edge, 2018. https://leadingedge.org/wp-content/uploads/2018/11/LPTWReport_Web.pdf.
- . "Call to Action: How Lay Leaders Can Overcome the Jewish Community's Leadership Pipeline Challenge." Leading Edge, March 2017. https://www.leadingedgeresources.org/s/LLCTA_March2017-1.pdf.
- . "CEO Search Committee Guide: A Tool for Nonprofit Volunteer Leaders Conducting a CEO Search." Leading Edge, Fall 2018. https://www.leadingedgeresources.org/s/LLCTA_March2017-1.pdf.
- Lencioni, Patrick M. *The Advantage: Why Organizational Health Trumps Everything Else In Business*. 1 edition. San Francisco: Jossey-Bass, 2012.
- Leslie, Jean Brittain. *Feedback to Managers: A Guide to Reviewing and Selecting Multirater Instruments for Leadership Development*. 4 edition. Greensboro, North Carolina: Center for Creative Leadership, 2013.
- Leslie, Jean, and Center for Creative Leadership. "The Leadership Gap: What You Need, and Don't Have, When It Comes to Leadership Talent." Center for Creative Leadership, 2009. <https://www.ccl.org/wp-content/uploads/2015/04/leadershipGap.pdf>.
- Lewis, Hal M. "A Jewish View on Leadership." *Journal of Jewish Communal Service* 82, no. 3 (2007): 244–251.
- . *From Sanctuary to Boardroom: A Jewish Approach to Leadership*. First Edition. Lanham, Md: Rowman & Littlefield Publishers, Inc., 2006.
- . *Models and Meanings in the History of Jewish Leadership*. Lewiston, N.Y: Edwin Mellen Pr, 2004.
- Liebman, Charles. "Religion and the Chaos of Modernity: The Case of Contemporary Judaism." In *Take Judaism, for Example: Studies toward the Comparison of Religions*, edited by Jacob Neusner. Chicago: University of Chicago Press, 1983.
- Linsky, Marty. "I've Never Experienced Anything like the Times We Are In." In *More than Managing: The Relentless Pursuit of Effective Jewish Leadership*, edited by Lawrence A. Hoffman. New York: Jewish Lights Publishing an imprint of Turner Publishing Company, 2016. https://ucsb.worldcat.org/title/more-than-managing-the-relentless-pursuit-of-effective-jewish-leadership/oclc/951778535&referer=brief_results.
- Lipstadt, Deborah. "A Challenge of Leadership: Building Jewish Community in an Age of Diminishing Consensus." *The Wexner Heritage Foundation Leadership Library* 1, no. 4 (August 1999).
- Lombardo, Michael M., and Robert W. Eichinger. *The Leadership Machine: Architecture to Develop Leaders for Any Future, 3rd Edition*. 3rd edition. Minneapolis, Minn.: Lominger Ltd Inc, 2000.
- Marom Group. "Executive Summary: Key Findings of the Lay Leadership Training Survey for Nonprofit Leaders." Marom Group, 2017. <https://www.marompb.com/s/Lay-Leadership-Training-Survey-for-Nonprofit-Leaders-Key-Findings.pdf>.
- Martineau, Jennifer W., and Portia Mount. *Kick Some Glass: 10 Ways Women Succeed at Work on Their Own Terms*. 1 edition. New York: McGraw-Hill Education, 2018.
- Maxwell, John C. *Everyone Communicates, Few Connect: What the Most Effective People Do Differently*. 1 edition. Nashville, Tenn: Thomas Nelson, 2010.
- Monroe, Rachel Garbow. "Forward from Rachel Garbow Monroe, President & CEO, The Harry and Jeanette Weinberg Foundation." In *Cultivating the Next Generation of Leaders for Jewish Nonprofits: Findings from Interviews and Research*, edited by Leadership Pipelines Initiative, 2014.
- Moore, Cheryl. "I'm Never Coming Back." *E Jewish Philanthropy* (blog), July 24, 2018. <https://ejewishphilanthropy.com/im->

never-coming-back/?utm_source=July+31%2C+2018&utm_campaign=Tue+July+31&utm_medium=email.

- Moore, Deborah D. *American Jewish Identity Politics*. University of Michigan Press, 2009.
- Moore, R. Laurence. *Selling God: American Religion in the Marketplace of Culture*. New York: Oxford University Press, 1994.
- Moses, Larry. "Recruitment and Retention: Imperatives for the Field of Jewish Communal Service." *Journal of Jewish Communal Service* 78 (2001). <https://www.bjpa.org/bjpa/search-results?search=larry+moses>.
- Nelson, Johnathan K., Lisa A. Boyce, and Gina Hernez-Broome. *The Leadership Coaching Sourcebook: A Guide to the Executive Coaching Literature*. Greensboro, N.C: Center for Creative Leadership, 2011.
- Normore, Anthony H. *Global Perspectives on Educational Leadership Reform: The Development and Preparation of Leaders of Learning and Learners of Leadership*. Bingley: Emerald Group Publishing, 2010.
- Oldenburg, Ray. *Celebrating the Third Place: Inspiring Stories About the Great Good Places at the Heart of Our Communities*. Hachette Books, 2009.
- . *The Great Good Place: Cafes, Coffee Shops, Bookstores, Bars, Hair Salons, and Other Hangouts at the Heart of a Community*. Hachette Books, 1999.
- Olidort, Shoshana. "Congregational Schools Seek New Vision," August 26, 2005. <http://www.forward.com>.
- Olitzky, Rabbi Kerry "Shia." "Editor's Note." *The Wexner Heritage Foundation Leadership Library* 1, no. 4 (August 1999).
- O'Toole, James. "When Leadership Is an Organizational Trait." In *The Future of Leadership: Today's Top Leadership Thinkers Speak to Tomorrow's Leaders*, edited by Warren Bennis, Gretchen Spreitzer, and Thomas Cummings. San Francisco: Jossey-Bass, 2001.
- Parker, Priya. *The Art of Gathering: How We Meet and Why It Matters*. Penguin, 2018.
- Pasmore, Bill. *Leading Continuous Change: Navigating Churn in the Real World*. 1 edition. Oakland: Berrett-Koehler Publishers, 2015.
- Pekarsky, Daniel. "From 'Experiential Education' to 'Experience-Savvy Education.'" *E Jewish Philanthropy* (blog), September 3, 2014. <http://ejewishphilanthropy.com/from-experiential-education-to-experience-savvy-education/>.
- Pew Research Center. "A Portrait of Jewish Americans." Pew Research Center, October 1, 2013. <http://www.pewforum.org/2013/10/01/jewish-american-beliefs-attitudes-culture-survey/>.
- Phillips, Patricia Pulliam, ed. *ASTD Handbook for Measuring and Evaluating Training*. 1 edition. Alexandria, VA: Association for Talent Development, 2010.
- Plastrik, Peter, and Madeleine Taylor. "Net Gains: A Handbook for Network Builders Seeking Social Change," 2006. <http://networkimpact.org/downloads/NetGainsHandbookVersion1.pdf>.
- "Polarity Partnerships." Polarity Partnerships. Accessed February 8, 2019. <http://www.polaritypartnerships.com/>.
- Quinn, Robert E., and Gretchen M. Spreitzer. "Entering the Fundamental State of Leadership: A Framework for the Positive Transformation of Self and Others." In *Inspiring Leaders*, edited by Ronald J. Burke and Cary L. Cooper, 1 edition. London ; New York: Routledge, 2006.
- Rabbi Benay Lappe - An Unrecognizable Jewish Future: A Queer Talmudic Take*. Accessed February 13, 2019. https://www.youtube.com/watch?v=CBWIEAR_GQY.
- Rawidowicz, Simon. "Israel: The Ever-Dying People." In *State of Israel, Diaspora, and Jewish Continuity: Essays on the "Ever-Dying People,"* 1 edition. Hanover, NH: Brandeis University Press, 1998.

- “Report of the AJC Task Force on American Jewish Leadership,” January 1991.
- Rosenberg, Barry. “Jewish Leadership in North America - Changes in Personnel and Structure,” June 11, 2013. <https://www.bjpa.org/search-results/publication/16653>.
- Rosov Consulting. “Preparing to Deepen Action: A Funder Collaborative Finds Its Way,” June 2017. <https://www.rosovconsulting.com/wp-content/uploads/2016/12/Funder-Collaborative-Case-Study-Final.pdf>.
- Ruderman, Marian N., and Patricia J. Ohlott. *Standing at the Crossroads: Next Steps for High-Achieving Women*. 1 edition. San Francisco : Greensboro, N.C.: Jossey-Bass, 2002.
- Runde, Craig E., and Tim A. Flanagan. *Building Conflict Competent Teams*. 1 edition. San Francisco : Greensboro, NC: Jossey-Bass, 2008.
- Rush, Stephen, ed. *On Leading in Times of Change*. The Leadership in Action Series. Center for Creative Leadership, 2012.
- Sargeant, Adrian, and Harriet Day. “The Wake Up Call: A Study on Leadership in the Nonprofit Sector.” The Concord Leadership Group, LLC, 2018. <https://concordleadershipgroup.com/report/>.
- Sarna, Jonathan D. *American Judaism: A History*. Yale University Press, 2005.
- . “American Judaism in Historical Perspective.” University of Michigan, Jean and Samuel Frankel Center for Judaic Studies, 2003. <https://www.brandeis.edu/hornstein/sarna/americanjewishcultureandscholarship/Archive3/AmericanJudaismHistoricalPerspective.pdf>.
- Scearce, Diana. “Catalyzing Networks for Social Change: A Funder’s Guide,” n.d. https://jimjosephfoundation.org/wp-content/uploads/2012/01/Catalyzing_Networks_for_Social_Change.pdf.
- Schwarz, Sid. “Rabbinic Leadership and the Future of the American Jewish Community.” In *Religious Leadership: A Reference Handbook*, edited by Sharon Callahan, Vol. 1. Thousand Oaks, California: SAGE Publications, Inc., 2013. <https://doi.org/10.4135/9781452276137>.
- Schyns, Birgit, and Tiffany Hansbrough, eds. *When Leadership Goes Wrong Destructive Leadership, Mistakes, and Ethical Failures*. Charlotte, N.C: Information Age Publishing, 2010.
- Scisco, Peter, Elaine Biech, and George Hallenbeck. *Compass: Your Guide for Leadership Development and Coaching*. Place of publication not identified: Center for Creative Leadership, 2017.
- “Seeds of Opportunity: A National Study of Immersive Jewish Outdoor, Food, and Environmental Education (FOFEE),” n.d. http://10years.jimjosephfoundation.org/images/2014/hazon_report.pdf.
- Seldon, Willa, Thomas J. Tierney, and Gihani Fernando. “High Stakes Donor Collaborations.” *Stanford Social Innovation Review*, no. Spring (2013). https://ssir.org/articles/entry/high_stakes_donor_collaborations.
- Senzai, Farid, and Hatem Bazian. “Establishing Identity and Community.” The Bay Area Muslim Study 2013. Institute for Social Policy and Understanding, 2013. https://www.ispu.org/wp-a/uploads/2016/08/ISPU_Report_Bay_Area_Study_WEB-1.pdf.
- Sessa, Valerie I., and Jodi J. Taylor. *Executive Selection: Strategies for Success*. 1 edition. San Francisco: Jossey-Bass, 2000.
- Siegel, Jennifer. “UJC Training Women to Be Top Leaders,” April 22, 2005. <http://www.forward.com>.
- Silberman, Charles. “The Jewish Community in Change: Challenge to Professional Practice.” *Journal of Jewish Communal Service* 58, no. 1 (1981). <https://www.bjpa.org/bjpa/search-results?search=charles+silberman>.
- Sinek, Simon. *Leaders Eat Last: Why Some Teams Pull Together and Others Don’t*. Reprint, Revised edition. New York, New York: Portfolio, 2017.

- . *Start with Why: How Great Leaders Inspire Everyone to Take Action*. Reprint edition. New York, NY: Portfolio, 2011.
- Spence, Rebecca. “Nonprofits Mull Staff Shortages,” November 10, 2006. <http://www.forward.com>.
- Stan, Laura Melinda. “Synergetic Economics. Scientifical Approaches of Synergistic Economic Networks and Systems.” In *First Complex Systems Digital Campus World E-Conference 2015*, edited by Paul Bourguine, Pierre Collet, and Pierre Parrend, 297–309. Cham: Springer International Publishing, 2017. https://doi.org/10.1007/978-3-319-45901-1_33.
- Steinhardt, Michael H. “On Leadership, Vision and Ideas.” *Contact: The Journal of the Steinhardt Foundation for Jewish Life* 11, no. 1 (2008).
- Stone, Douglas, Bruce Patton, Sheila Heen, and Roger Fisher. *Difficult Conversations: How to Discuss What Matters Most*. Anniversary, Updated edition. New York: Penguin Books, 2010.
- Teutsch, David A. *Making a Difference: A Guide to Jewish Leadership and Not-for-Profit Management*. Wyncote, Pennsylvania: Reconstructionist Rabbinical, 2009.
- “The Jewish Experiential Leadership Institute: Demonstrating the Positive Impact of Online Learning in Jewish Leadership Development,” n.d. https://jimjosephfoundation.org/wp-content/uploads/2013/06/Online_Learning_JELI_article.pdf.
- “The Power of Big Data to Transform the Jewish Community,” April 8, 2016. <https://www.schusterman.org/blogs/lisa-eisen/power-big-data-transform-jewish-community>.
- Wertheimer, Jack. “Generation of Change: How Leaders in Their Twenties and Thirties Are Reshaping American Jewish Life.” Avi Chai Foundation, 2010. https://avichai.org/knowledge_base/generation-of-change-how-leaders-in-their-twenties-and-thirties-are-reshaping-american-jewish-life-2010-2/.
- , ed. *The New Jewish Leaders: Reshaping the American Jewish Landscape*. 1 edition. Waltham, Mass: Brandeis University Press, 2011.
- Wertheimer, Jack, Steven M. Cohen, Aryeh Davidson, Shoshana Gelfand, Barry Holtz, James Hyman, Charles Liebman, and Riv-Ellen Prell. “A Proposal from the Task Force on Jewish Religious Leadership.” The Jewish Religious Leadership Institute of the Jewish Theological Seminary, 2002.
- “What Makes an Employer a Great Place to Work?” SHRM, June 1, 2015. <https://www.shrm.org/hr-today/news/hr-magazine/pages/0615-great-places-to-work.aspx>.
- Wilson, Meena Surie. *Developing Tomorrow’s Leaders Today: Insights from Corporate India*. 1 edition. San Francisco: Jossey-Bass, 2010.
- Woocher, Jonathan. “Reinventing Jewish Education for the 21st Century.” *Journal of Jewish Education* 78, no. 3 (2012): 182–226.
- . “Sacred Survival Revisited: American Jewish Civil Religion in the New Millennium.” In *The Cambridge Companion to American Judaism*, edited by Dana Evan Kaplan. Cambridge ; New York, NY: Cambridge University Press, 2005.
- Woocher, Jonathan, and Meredith Woocher. “Jewish Education in a New Century: An Ecosystem in Transition.” In *American Jewish Year Book 2013: The Annual Record of the North American Jewish Communities*, edited by Arnold Dashefsky and Ira M. Sheskin. American Jewish Year Book. Springer International Publishing, 2014. <https://www.springer.com/us/book/9783319016573>.
- Young, Mark S. “The \$54,000 Strategy: A Bold Solution to Undervaluing Our Jewish Professionals.” *E Jewish Philanthropy* (blog), May 2, 2013. <https://ejewishphilanthropy.com/the-54000-strategy-a-bold-solution-to-undervaluing-our-jewish-professionals/>.

ENDNOTES

- ¹ Jim Joseph Foundation, "Roadmap.Pdf," Roadmap, accessed December 28, 2018, <https://jimjosephfoundation.org/wp-content/uploads/2018/09/roadmap.pdf>.
- ² Cf. "Polarity Partnerships," Polarity Partnerships, accessed February 8, 2019, <http://www.polaritypartnerships.com/>.
- ³ Jonathan Woocher, "Sacred Survival Revisited: American Jewish Civil Religion in the New Millennium," in *The Cambridge Companion to American Judaism*, ed. Dana Evan Kaplan (Cambridge ; New York, NY: Cambridge University Press, 2005), 294.
- ⁴ Pew Research Center, "A Portrait of Jewish Americans" (Pew Research Center, October 1, 2013), 7, <http://www.pewforum.org/2013/10/01/jewish-american-beliefs-attitudes-culture-survey/>.
- ⁵ Jonathan Woocher and Meredith Woocher, "Jewish Education in a New Century: An Ecosystem in Transition," in *American Jewish Year Book 2013: The Annual Record of the North American Jewish Communities*, ed. Arnold Dashefsky and Ira M. Sheskin, *American Jewish Year Book* (Springer International Publishing, 2014), 3, <https://www.springer.com/us/book/9783319016573>.
- ⁶ Wertheimer et al., "A Proposal from the Task Force on Jewish Religious Leadership," 23.
- ⁷ Greenberg et al., "'Grande Soy Vanilla Latte with Cinnamon, No Foam...': Jewish Identity and Community in a Time of Unlimited Choices."
- ⁸ Jim Joseph Foundation, "Roadmap.Pdf," Roadmap, accessed December 28, 2018, <https://jimjosephfoundation.org/wp-content/uploads/2018/09/roadmap.pdf>.
- ⁹ Rosenberg, "Jewish Leadership in North America," 7; Jennifer J. Deal and Alec Levenson, *What Millennials Want from Work: How to Maximize Engagement in Today's Workforce*, 1 edition (New York: McGraw-Hill Education, 2016).
- ¹⁰ Deal and Levenson, *What Millennials Want from Work*.
- ¹¹ Leadership Pipelines Initiative, "Cultivating the Next Generation of Leaders for Jewish Nonprofits: Findings from Interviews and Research," 23.
- ¹² Leadership Pipelines Initiative, 10.
- ¹³ Leading Edge, "Are Jewish Organizations Great Places to Work? Results from the Third Annual Employee Experience Survey" (Leading Edge, 2018), 5, https://leadingedge.org/wp-content/uploads/2018/11/LPTWRReport_Web.pdf.
- ¹⁴ Leadership Pipelines Initiative, "Cultivating the Next Generation of Leaders for Jewish Nonprofits: Findings from Interviews and Research," 40.
- ¹⁵ Lewis, "A Jewish View on Leadership," 250; James O'Toole, "When Leadership Is an Organizational Trait," in *The Future of Leadership: Today's Top Leadership Thinkers Speak to Tomorrow's Leaders*, ed. Warren Bennis, Gretchen Spreitzer, and Thomas Cummings (San Francisco: Jossey-Bass, 2001).
- ¹⁶ Lewis, "A Jewish View on Leadership," 248.
- ¹⁷ Greenberg, "On Leaders and Leadership," 15.
- ¹⁸ Lewis, "A Jewish View on Leadership," 247.
- ¹⁹ Leora Isaacs, "Encouraging Innovation in Jewish Education," in *A Tribute to Dr. Jonathan Woocher (The Jewish Education Project, 2018)*, 57, [/resources/woocher-tribute](https://resources/woocher-tribute); See also John Kania and Mark Kramer, "Collective Impact," *Stanford Social Innovation Review*, no. Winter (2011), https://ssir.org/articles/entry/collective_impact.
- ²⁰ Rosenberg, "Jewish Leadership in North America," 5.

- ²¹ Lewis, "A Jewish View on Leadership," 247; Cathy Greenberg-Walt and Alastair Robertson, "The Evolving Role of Executive Leadership," in *The Future of Leadership: Today's Top Leadership Thinkers Speak to Tomorrow's Leaders*, ed. Warren Bennis, Gretchen Spreitzer, and Thomas Cummings (San Francisco: Jossey-Bass, 2001); Steven Kerr, "Boundaryless," in *The Future of Leadership: Today's Top Leadership Thinkers Speak to Tomorrow's Leaders*, ed. Warren Bennis, Gretchen Spreitzer, and Thomas Cummings (San Francisco: Jossey-Bass, 2001).

