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Dear colleagues,

Even as I write this letter, the world is shifting in ways we could have never predicted just a few months ago. The uncertainty so many people are feeling in this moment validates your organization's mission to focus on *changes that matter*. People need



the civil society sector and your expertise in helping communities throughout the world now more than ever. Yet, despite this deep commitment to prioritizing humanitarian goals over personal preferences or concerns, sector leaders are finding it sometimes hard to live up to this ideal.

We recently posted a new research paper that addresses this issue and is available on the [Conner Advisory website](#). Download "[What Comes First, the Mission or Me](#)", to learn how avoiding challenging, uncomfortable situations hinders many NGO and nonprofits leaders from fulfilling the very mission they and their organizations are dedicated to serve.

Some common ways leaders protect their feelings over what is best for their organization include:

- Avoiding necessary, heated debates over key policies or procedures
- Refusing to make unpopular decisions
- Shying away from confronting difficult people about the dysfunction they create
- Allowing people to shirk the commitments that have made without repercussions

It's important to acknowledge that there are no sinister or nefarious intentions here, just hard-working people going about their daily routines without realizing how much of their time and energy is consumed avoiding their own uneasiness instead of meeting the needs of their organization and those they seek to help.

email required) and reach out with any thoughts or questions.

Please stay safe. Your work matters more now than ever and we are proud to support you.



New! Conner Advisory Research

Download our latest research paper, *"What Comes First, the Mission or Me"* to learn more about ways we unintentionally protect ourselves from discomfort at the expense of fulfilling the purpose of our organizations and how to overcome that human instinct.

[Download it here.](#)



The Importance of Governance

Conner Advisory Founder and CEO Ed Boswell joined International Civil Society Centre's Wolfgang Jamann to look at ICSOs' governance, and analyze power dynamics and factors furthering or hindering the shifting of power within their organizations.

[Listen to it here.](#)



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