

2015 SUMMER
LEADERSHIP INSTITUTE

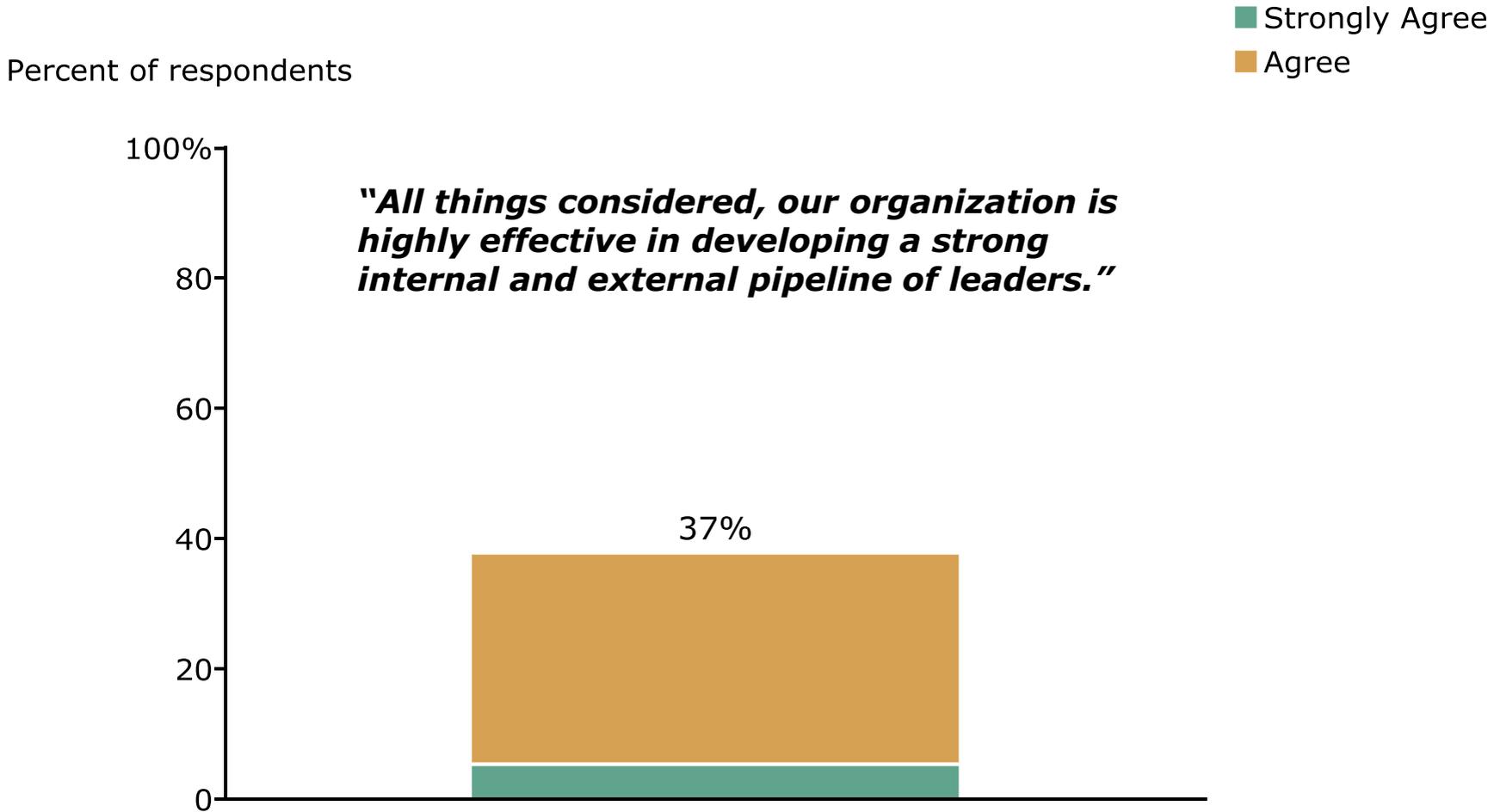
EMBRACING THE FUTURE

Treading Water or Making Waves with Smart Change?

How Successful Nonprofits Develop Their Future Leaders

July 20, 2015

The majority of you see room to improve your organization's leadership development capabilities



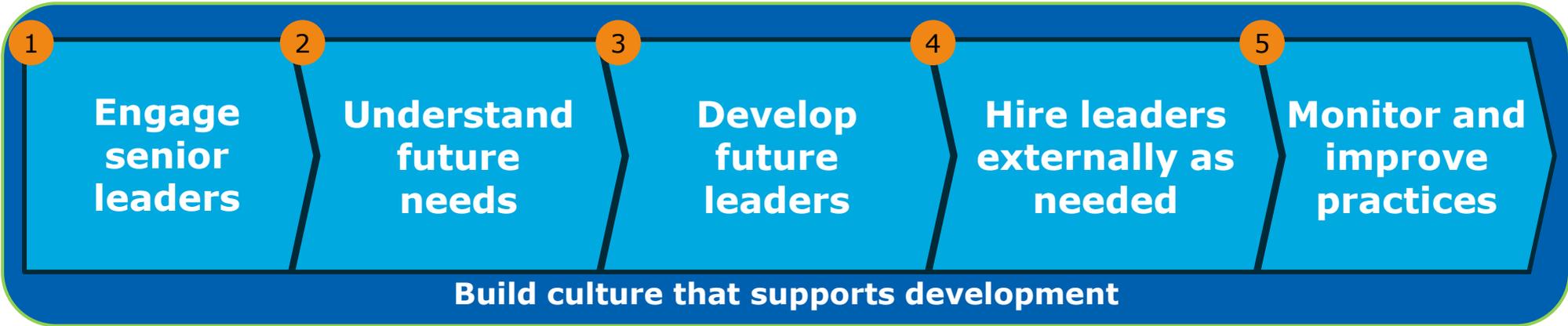
Note: 74 individuals responded out of the 131 recipients of the diagnostic survey. The response rate to specific questions varies slightly due to respondents who answered "N/A" or did not complete the entire survey.

As adults, how do we develop?

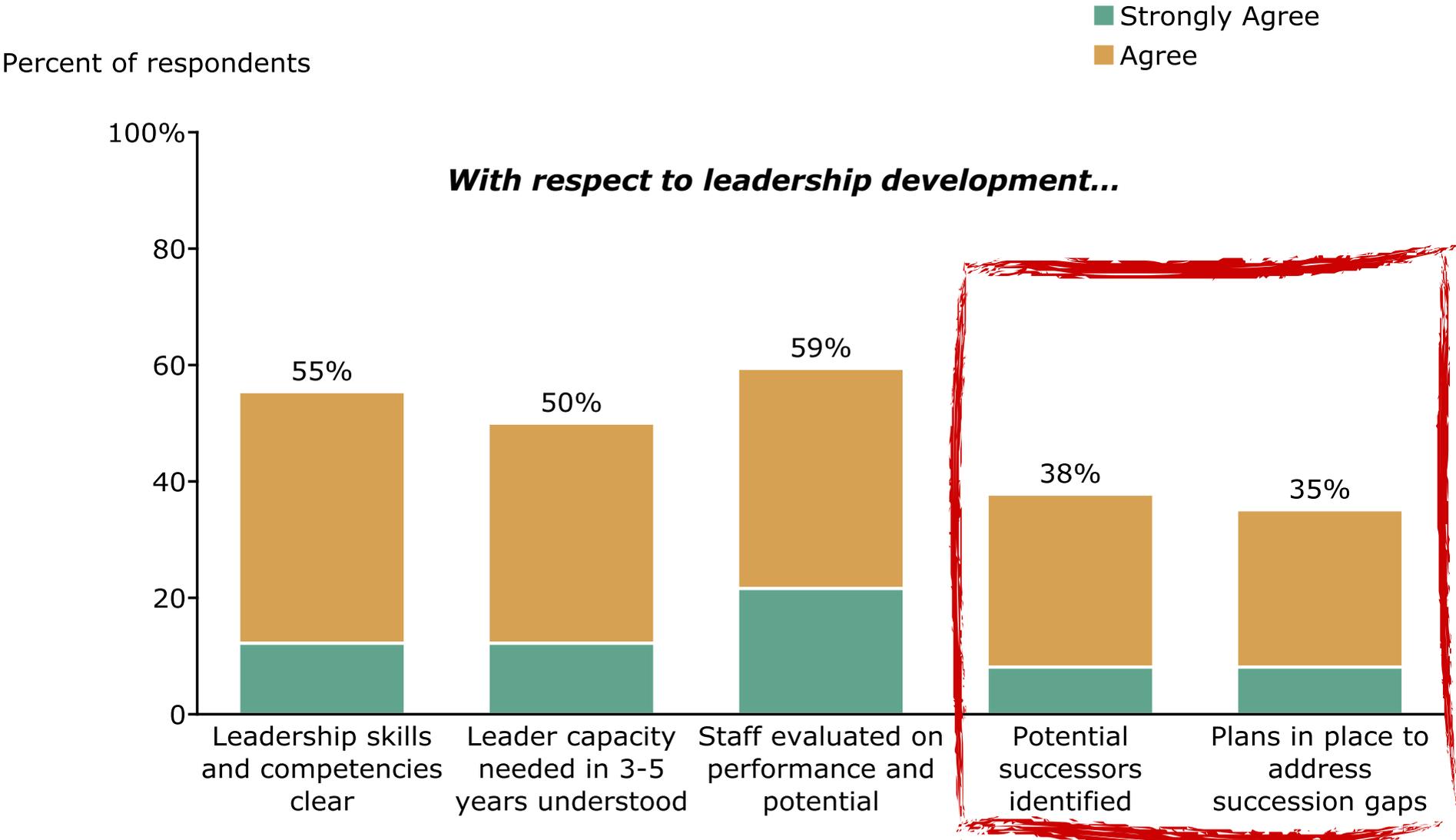


Reflecting on your own career, what experience has been most powerful in your growth as a leader?

The path to effective leadership development consists of five processes



Understanding future needs: Succession plans linked to future needs are not in place

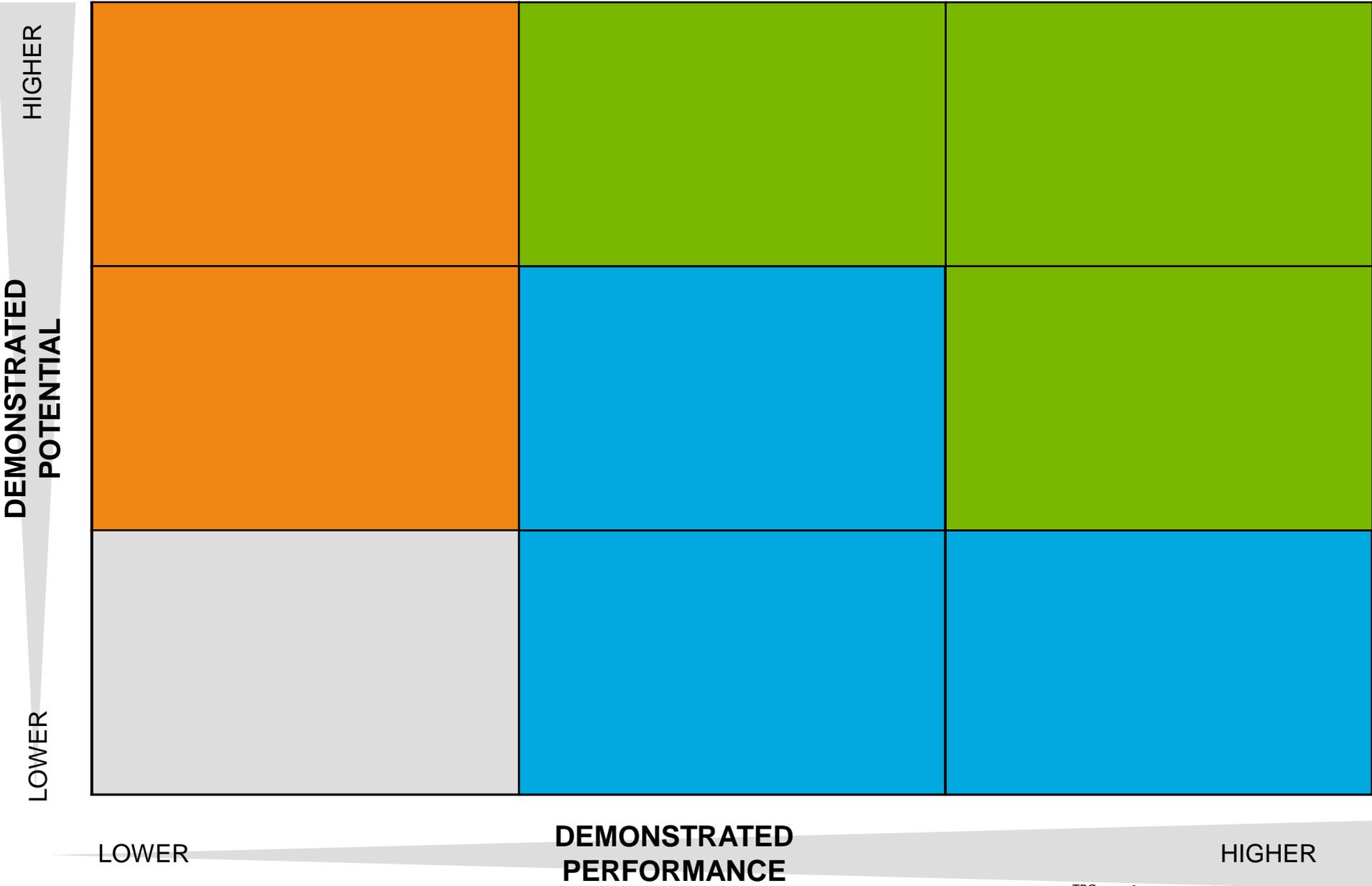


Question for discussion: Future needs



- During the next 3-5 years, what leadership capabilities will your organization need to achieve your desired impact?
 - Consider your strategies and major initiatives
 - How might the skills needed in current leadership positions change?
 - Are you likely to add or remove any leadership positions?

Performance and potential matrix tool

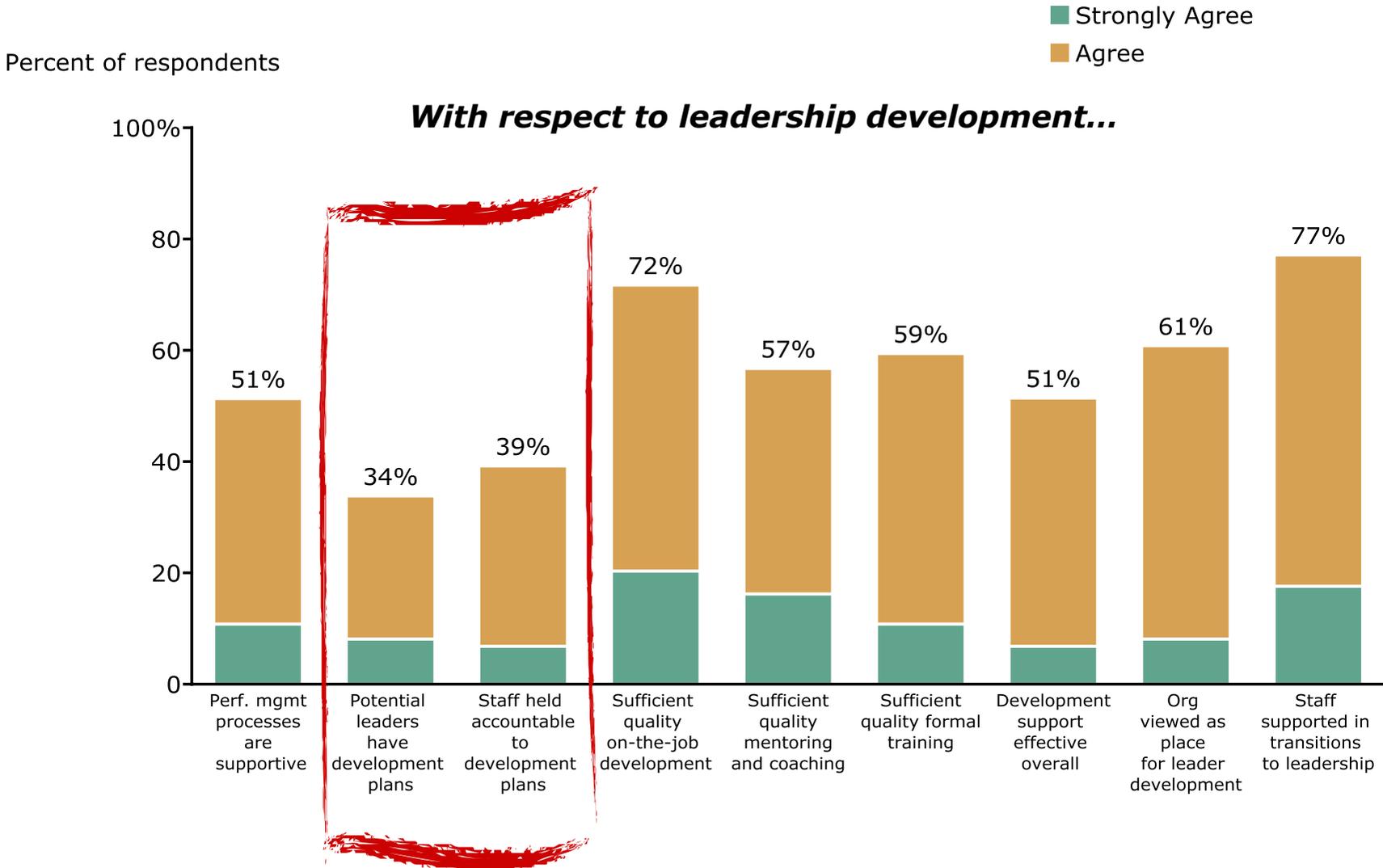


Question for discussion



- Place one of your direct reports on the performance-potential matrix
 - How have this person demonstrated both performance and potential?

Developing future leaders: In too many cases, we lack individual plans to guide development efforts



What the research shows about how adults develop

70 / 20 / 10

On the
job

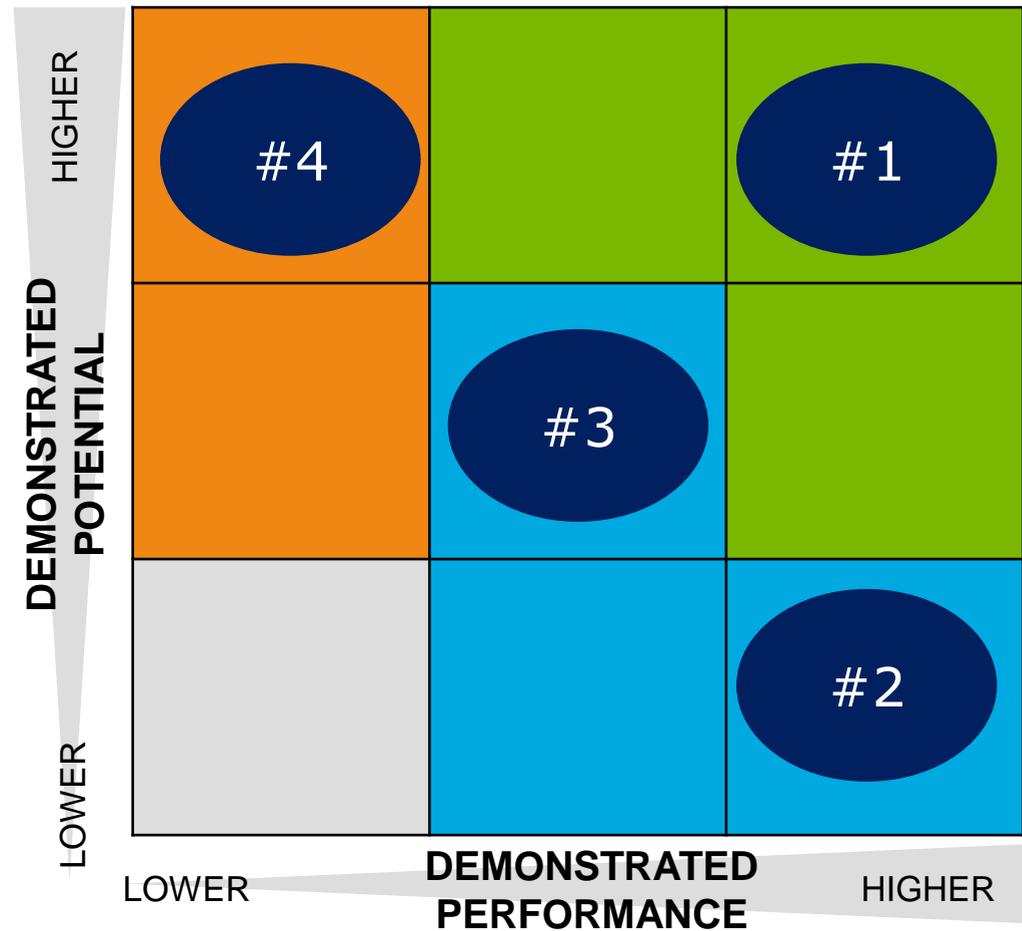
Coaching
& mentoring

Formal
training

70/20/10 development plan template

Development Plan			
Competency to develop	Experience-based assignment (70%)	Who will you ask to help, and how? (20%)	Formal training & self-study (10%)
<ul style="list-style-type: none"> • Effective communication related to funding 	<ul style="list-style-type: none"> • Develop and lead presentations to new volunteers (by 7/2013) • Provide quarterly funding update to Board Committee 	<p>Alex Martin, current Volunteer Coordinator (shadow presentations)</p> <p>Susan Jay, Board Fundraising Chair</p>	<p>View <i>Intro to Effective Powerpoint</i> webinar</p>
<ul style="list-style-type: none"> • Building corporate relationships 	<ul style="list-style-type: none"> • Identify and draft grant requests for 1-2 new corporate donors 	<p>Sarah Wagner, Corporate Relations Manager (ask her to review workplan and drafts)</p>	<p>Read the book: <i>How to Ask Anyone for Any Amount for Any Purpose</i></p>

Performance and potential: Development challenges



- What are some typical development challenges for individuals in these quadrants?

Monitoring & improving: By not measuring leadership development progress we diminish its importance

Percent of respondents

Strongly Agree
Agree

100%

80

60

40

20

0

With respect to leadership development...

27%

22%

22%

30%

Have clear leadership development goals

Collect data to evaluate progress

Take action on data collected to improve practices

Update goals/practices when strategy changes

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Goals: The ROI of leadership development is about achieving “more mission with existing resources”

How do you get more
out of the same resources?



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Leadership Development Goals

**S-T: Process and
behavior measures:**

- % with development plans
- % review discussions completed

**L-T: Organization
efficiency and
effectiveness**

- % promotes filling open positions
- Retention of high performers
- Outcomes/employee

Final remarks: Roles of various stakeholders

- **CEOs:** CEO drives and makes it part of everyday processes
 - Annual goal setting for direct reports: developing others and themselves
 - Part of regular feedback discussions
 - Organizational goals and reporting
 - Annual planning and board discussions
- **Senior leaders:** primary responsibility for making this happen; they identify and develop most of the future talent!
- **Boards (and funders):**
 - Hold CEOs and team accountable
 - Ensure they have the resources

You can find our nonprofit leadership development toolkit on bridgespan.org

We've created videos and article on the key tools...

- Understanding Future Leadership Needs
- Performance Potential Matrix
- 70/20/10 Development Approach

Our diagnostic tool helps assess your current strengths and weaknesses....

- Individual version is accessible on our website
- A team version is available for use upon request

Nonprofit Leadership Development Toolkit



Introduction: Building Your Plan A

Bridgespan's Leadership Development Toolkit, and the leadership development guide, videos, and tools within it, are designed to share stories, lessons, and immediately actionable next steps so that you can effectively work with your senior leadership team to develop the next generation of leaders for your organization.

Key Content



Video: Introducing Bridgespan's Nonprofit Leadership Development Toolkit

Succession plans help you replace what you already have. "Plan A" will help you create the team you'll need in the future. This video sets the framework for the entire site by explaining what you're building toward.

Next Step



Draft a "Plan A"

Download this Plan A template now, and see how much of it you can fill out. Then complete steps 1 to 3 and come back to your Plan A—you should be able to edit and refine it!

Additional Tool



Leadership Diagnostic Survey

Take this diagnostic survey and you'll receive a report telling you where your organization's leadership development strengths and weaknesses are, and which sections of this toolkit you should prioritize.

Thank You to Our Funders

We would like to thank Omidyar Network, the David & Lucile Packard Foundation, and Deerbrook Charitable Trust for their funding contribution to our leadership development work.



Related Content

[Critical Steps to Getting Started in Leadership Development](#)

[Solving the Time and Money Puzzle in Leadership Development](#)

[Nonprofit Leadership Development: What's Your "Plan A" for Growing Future Leaders?](#)

[Sample List of Potential Successors and Plan A](#)

[Building Leadership Capacity: Reframing the Succession Challenge](#)

[Data Point: Employee Development a Weakness for Many Nonprofits](#)



[Nonprofit Leadership Development: What's Your "Plan A"](#)



Updates on our leadership development work will be available via our newsletters. To sign up, visit: www.bridgespan.org/subscriptions

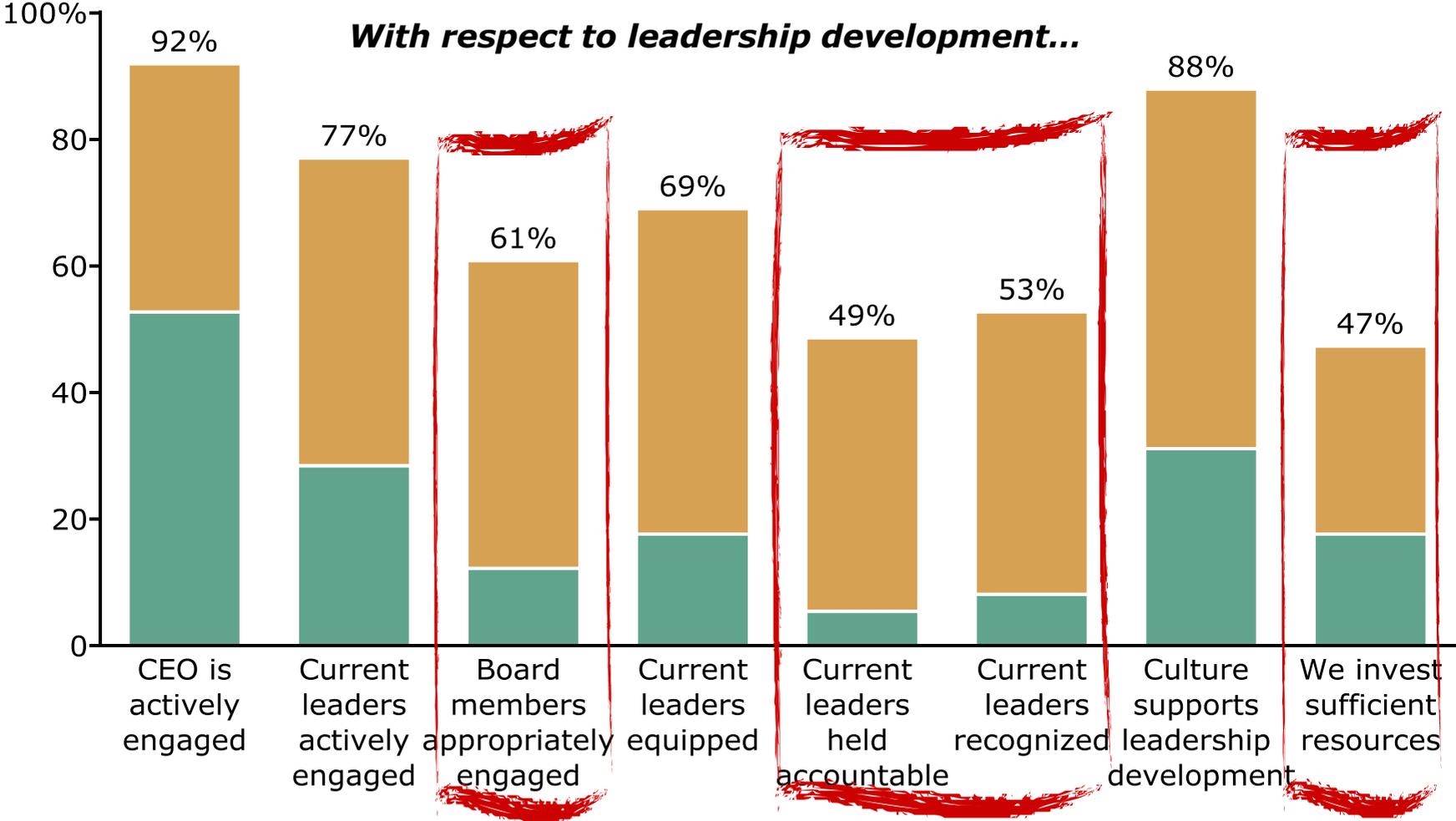
If you have any additional questions, feel free to contact
Kirk.kramer@Bridgespan.org

Collaborating with leaders to accelerate breakthrough social impact

Engaging senior leaders: Engagement without accountability reduces effectiveness

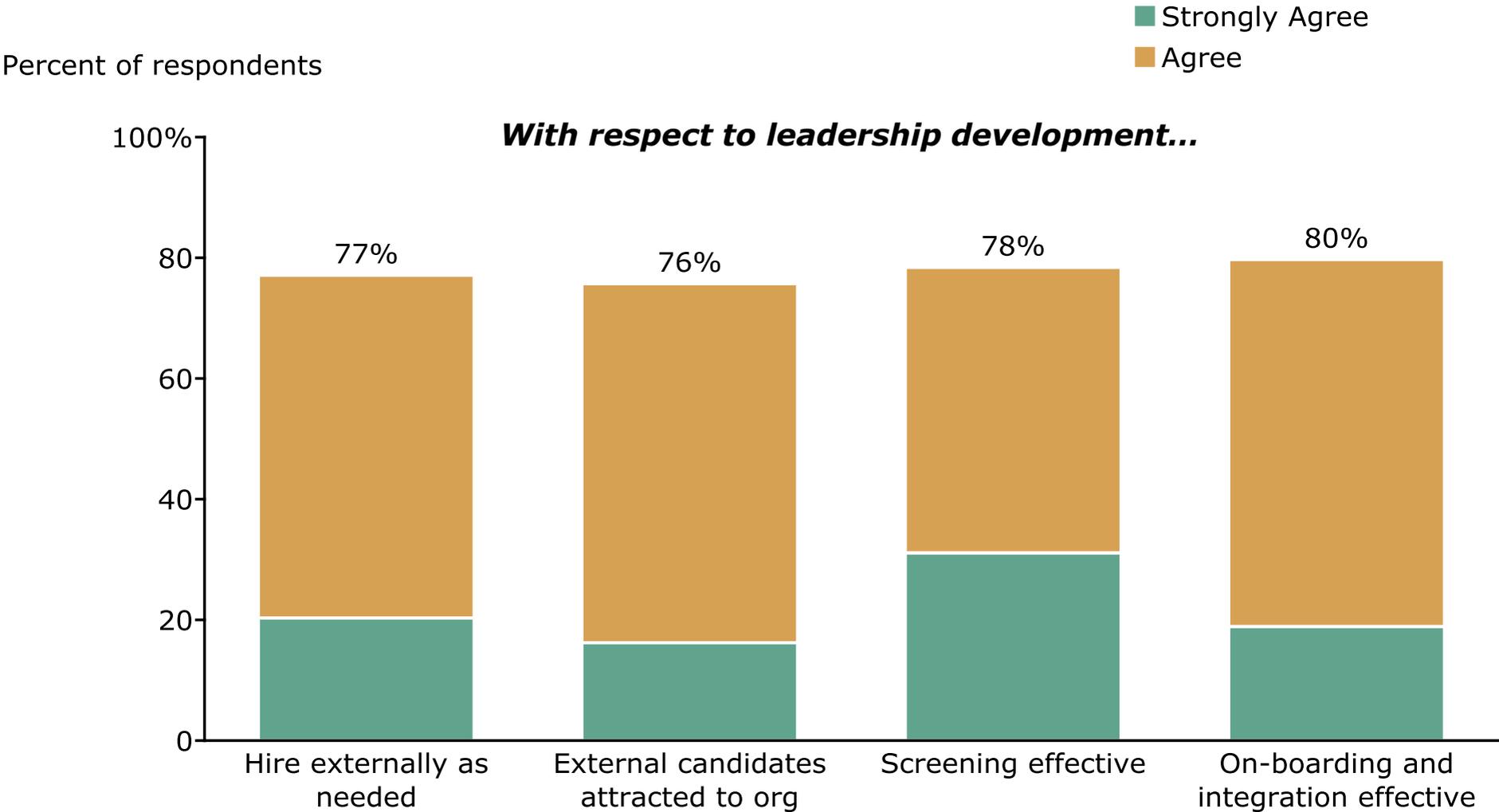
Percent of respondents

Strongly Agree
Agree



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Hiring externally: This is an area of relative strength



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