

THE KRESGE FOUNDATION

2017 Talent and Leadership Development Program

Service Providers and Services Overview



The Kresge Foundation is launching a Talent and Leadership Development Program to meet the talent and leadership development needs of grantees, specifically by supporting the development of stronger senior teams, stronger mid-level talent, and more diverse talent within grantee organizations. Ultimately, Kresge hopes that this program will lead to better results in communities by enabling individuals and organizations to more effectively tackle the complex problems of the 21st century.

Earlier this year, Kresge surveyed and spoke with a number of grantees to learn more about the challenges they face around talent and leadership development. We took the information we learned and used it to design customized services from talent and leadership development service providers that address grantees' articulated needs. The six selected providers offer best-in-class leadership and organizational development training and consulting services to the social sector. Each also heavily integrates a race- and equity-based lens into their services, with a goal of helping grantees improve their ability to pursue equity-minded talent and leadership development.

This program is by invitation only. Any organization that receives this information from Kresge is invited to consider the full range of talent and leadership development services. We are partnering with Community Wealth Partners to manage and implement the program.

We hope these services will interest you and meet a need that you have. While we will do our best to match organizations with their preferred services, we cannot guarantee that all organizations will be selected for participation or partnered with their top choice.

Please refer to the email invitation you received from Kresge for the link to the online application for the program, as well as for contact information should you have any questions. Please see the following information for more details about each of the seven offerings.



Overview of 2017 Talent and Leadership Development Services

Training Services		Page
<u>Race Forward</u> <i>Racial Justice Leadership Institute</i>	Interactive trainings to help leaders address structural racism and advance racial equity; virtual coaching sessions for a sub-set of organizations who participate in the trainings	3
<u>The Management Center</u> <i>Managing to Change the World Workshop</i>	Two-day course in building effective management skills like delegation, goal setting, hiring, and utilizing an equity & inclusion lens	4
<u>The Management Center</u> <i>People of Color and Indigenous People Cohort</i>	Three-day management training course to discuss challenges and offer support to managers that identify as people of color or indigenous people	5
Cohort or Consulting Services		Page
<u>Interaction Institute for Social Change</u> <i>Facilitative Leadership for Social Change Cohort</i>	Two-day in-person, cohort-based workshop on facilitative leadership, followed by coaching support, to strengthen leadership skills of mid-level leaders and instill greater ability to achieve equitable outcomes	6
<u>CompassPoint Nonprofit Services</u> <i>Organizational Equity Leadership Development Program</i>	Multiracial learning lab for mid-level leaders to design and implement equitable talent development initiatives within their organizations	7
<u>Management Assistance Group</u> <i>Board Development Consulting</i>	Facilitation, coaching, and consulting to strengthen boards and improve ability to achieve equitable outcomes	8
<u>Commongood Careers</u> <i>Senior-Level Recruitment Services and Diversity Recruitment Training</i>	Senior-level recruitment services and in-person diversity recruiting training to support diversifying talent within grantee organizations	9

Organizational Overview

Race Forward's mission is to build awareness, solutions, and leadership for racial justice by generating transformative ideas, information, and experiences. We define racial justice as the systematic fair treatment of people of all races, resulting in equitable opportunities and outcomes for all and we work to advance racial justice through media, research, and leadership development. (<https://www.raceforward.org/>)

Service Description

Race Forward will conduct four Racial Justice Leadership Institutes for grantees in four host cities. Each institute will host between 15-20 organizations with room for 2 senior staff from each organization. The institute will help develop shared concepts, language, and practice for racial equity. It will provide opportunities to explore key definitions and distinctions (such as how racial equity is different from diversity or equality), learn about institutional implicit bias, and learn practices to help address and mitigate bias. Participants will be introduced to tools for institutional change and have the opportunity to practice the application of racial equity approaches and equity conscious decision-making through a hands-on planning session. This interactive training will guide participants towards operationalizing racial equity in their organization's work and culture. With an emphasis on systemic analysis, Race Forward's trainings will yield specific tools for countering implicit bias and highlighting "choice points" as successful solution-oriented interventions for organizational policies and practices that impact racial equity in the many facets of an organization's work and outcomes. Training Components include:

- Identifying Organizational Strengths, Challenges, and Aspirations
- Racial Justice Values & Vision
- Key Concepts: Dimensions of Racism
- Implicit Bias and Systems Analysis
- Choice Points - Making Racial Equity Conscious Decisions

Training participants will draft next steps for advancing racial equity within their organization, and will also be invited to apply for additional virtual coaching to advance those next steps. Nine organizations in total will be selected to participate in clusters of 3 organizations working to advance racial equity practice in their organizations. Each cluster will be assigned a coach, and will work on adjusting and improving their plans, addressing barriers and challenges, considering racial equity impacts of those plans, and planning to deepen their organizational practice. The goal of this coaching process will be to concretely advance racial equity practice in each participating organization. Additionally, these organizations will offer examples, insights, and practical experiences in advancing racial equity practice with one another across cohorts.

Eligibility Guidelines

1. **Organizational Need:** Seeking to operationalize racial equity within organizational work and culture, including understanding and addressing institutional implicit bias, and equity conscious decision-making
2. **Equity Commitment:** Must demonstrate an active interest in advancing racial equity in the organization. Within the last five years, the organization must have engaged in work around racial equity, either internal or external facing. This may include: trainings, self-evaluation, an audit of the impact of the organization's work on communities of color, and/or relevant discussions incorporated into retreats or planning meetings.
3. **Personnel Commitment:** Have two senior staff who commit to attending the Racial Justice Leadership Institute, one with organizational decision-making authority
4. **Time Commitment:**
 - Travel time to training location
 - 1-day course
5. **Financial Commitment:** Costs associated with travel to attend in-person trainings (locations TBD)¹

¹ Kresge does not want travel costs to exclude any organization from participating, and some travel scholarships will likely be available. Please indicate anticipated need in the SurveyMonkey application for services.

Organizational Overview

At The Management Center, we help social justice leaders learn how to build and run more effective organizations, so they can get better results. We want to see more social change in this country, and we know that producing it is hard. Disparities in money and power mean that social justice advocates need to work not just as effectively as their opponents, but *more* effectively. That's where we come in: We know what practices differentiate high-performing organizations, and we help organizations and leaders master those practices so they can deliver and sustain great results over time.

(<http://www.managementcenter.org>)

Service Description

This fast-paced course in the basics of effective management will teach you skills like delegation, using goals, hiring well, managing time and systems, and bringing an equity and inclusion lens so that everyone on your team can contribute and thrive. We'll share practical tools and frameworks based on the best practices we've seen differentiate high-performing organizations. The course will include time for discussion, practice, and real-life application to help ensure your team gets great results. TMC will offer this course in two different cities TBD, and up to 30 managers can participate in each session.

Eligibility Guidelines

1. **Organizational Need:** Seeking an opportunity for two or three leaders to develop the basics of effective management (e.g., delegation, goal setting, hiring, and using an equity and inclusion lens) and receive practical tools and frameworks
2. **Equity Commitment:** Organizations have a commitment to diversity, equity and inclusion and are open to new ways of working to incorporate more equitable practices
3. **Values Commitment:** As a manager, desire to become even better at managing a diverse team to achieve outstanding results
4. **Personnel Commitment:**
 - Up to 3 participants from the same organization, to balance representation from different organizations
 - While not a requirement, we find our trainings have even more positive impact when senior leaders attend and can bring the tools and practices back to implement with their teams
5. **Time Commitment:**
 - Travel time to training location
 - 2-day course
6. **Financial Commitment:** Costs associated with travel to attend in-person sessions (locations TBD)²

Additional Guidelines

Given our experience working with system change-focused organizations, our training will be especially helpful for participants from organizations doing organizing, advocacy, or policy change work

² Kresge does not want travel costs to exclude any organization from participating, and some travel scholarships will likely be available. Please indicate anticipated need in the SurveyMonkey application for services.

Organizational Overview

At The Management Center, we help social justice leaders learn how to build and run more effective organizations, so they can get better results. We want to see more social change in this country, and we know that producing it is hard. Disparities in money and power mean that social justice advocates need to work not just as effectively as their opponents, but *more* effectively. That's where we come in: We know what practices differentiate high-performing organizations, and we help organizations and leaders master those practices so they can deliver and sustain great results over time. (<http://www.managementcenter.org>)

Service Description

We know that managers who are people of color or indigenous often face unique issues within their organizations while navigating the intersections of race, ethnicity, class, gender, and other identities. We've designed a management training course that creates space to discuss and offer support around the challenges of being a manager of color or indigenous manager in progressive and social justice organizations, and to share practices that can help managers of color and indigenous managers thrive. In this 3-day, residential training, we'll cover all of the management tools and best practices that we include in our regular 2-day Crash Course, with extra time built in for discussion about navigating race, identity, and power dynamics within our organizations for managers of color and indigenous managers. This course can hold up to 26 participants, and included in this offering is room & board for the 3 days at a location TBD.

Eligibility Guidelines

1. **Organizational Need:** Seeking an opportunity for one or two leaders to have space and support to discuss challenges as a manager of color or an indigenous manager
2. **Equity Commitment:** Organizations have a commitment to diversity, equity and inclusion and are open to new ways of working to incorporate more equitable practices
3. **Values Commitment:**
 - Desire to connect over issues faced by managers who identify as people of color or indigenous in progressive and nonprofit organizations
 - Desire to become even better at managing a diverse team to achieve outstanding results
 - Desire to reflect on and consider the impact of racial equity and inclusion as a manager
4. **Personnel Commitment:**
 - Up to 2 participants from the same organization, to balance representation from different organizations
 - While not a requirement, we find our trainings have even more positive impact when senior leaders attend and can bring the tools and practices back to implement with their teams
5. **Time Commitment: 3-day residential training**
 - Travel time to residential location
 - 3-day course
6. **Financial Commitment:** Travel to location³; room and board is included

Additional Guidelines

Given our experience working with system change-focused organizations, our training will be especially helpful for participants from organizations doing organizing, advocacy, or policy change work.

³ Kresge does not want travel costs to be a barrier to participation, and some travel scholarships will likely be available. Please indicate anticipated need in the SurveyMonkey application for services.

Organizational Overview

Interaction Institute for Social Change (IISC) catalyzes the will and skill of the diverse public to create social justice and sustainability. We do this with people in communities, organizations and movements through training, facilitation, network building and public engagement. IISC brings our commitment to equity, love and trust to all of our work. Over the past 25 years, we have developed a lens through which we facilitate social change and we bring it to every engagement. IISC invites groups and leaders to shift power dynamics, focus on building networks, and magnify love as a force for social change. Using this collaborative change lens, we see leaders overcome challenges and have astounding impact.

(<http://interactioninstitute.org/>)

Service Description

Develop your leadership practice and presence through *Facilitative Leadership for Social Change*. This learning experience is grounded in the belief that leaders must inspire and create conditions that enable others to be their best in the pursuit of shared goals. This includes making it easy for others to offer their unique perspectives and talents, speak up when they have problems, take initiative, make appropriate decisions, work with others, and share responsibility for the health of the team, organization, or community.

Facilitative Leadership for Social Change offers practical collaborative skills and tools for tapping the creativity, experience, and commitment of staff and colleagues, and provides participants with a forum in which to explore their challenges and aspirations as leaders. At the heart of the workshop are powerful leadership practices that, when fully embraced, create the conditions for people to move together from vision to action in extraordinary new ways. A cohort of 24 people will participate in in-person and virtual meetings. Participants will gain practical frameworks, skills and tools to:

- See systems by analyzing a situation from a systems perspective to leverage transformational change
- Seek maximum appropriate involvement of key stakeholders to inform decisions and build commitment to successful implementation
- Facilitate agreement across diverse perspectives to generate breakthrough decisions and actions
- Focus on results, process, and relationships to work towards sustainable success
- Discover shared meaning to build alignment for concerted action
- Design meeting agendas that achieve high levels of results, process, and relationship satisfaction

Eligibility Guidelines

1. **Organizational Need:** Seeking an opportunity for two to three leaders to develop skills and tools for tapping the creativity, experience, and commitment of staff and colleagues, and a forum to explore challenges and aspirations as leaders with peers
2. **Equity Commitment:** Organizations have a commitment to diversity, equity and inclusion and are open to new ways of working to incorporate more equitable practices
3. **Values Commitment:**
 - Value and desire to build capacity to facilitate collaboration in organization and beyond
 - Willing to explore, acknowledge, and address power differentials in team, organization, and community
4. **Personnel Commitment:**
 - At least two but no more than four participants, each of whom holds a senior team position (e.g., Executive Director, Vice-President, COO, HR Manager, Diversity Manager)
 - For smaller organizations, one leader could be a board member or other highly engaged volunteer
5. **Time Commitment: 12-month cohort program**
 - Two-hour virtual webinar, followed by an intensive two-day in-person workshop
 - Three virtual meetings with sub-cohort throughout the year
 - Final, full-day in-person learning experience
6. **Financial Commitment:** Costs associated with travel to attend in-person sessions (locations TBD)⁴

⁴ Kresge does not want travel costs to exclude any organization from participating, and some travel scholarships will likely be available. Please indicate anticipated need in the SurveyMonkey application for services.

Organizational Overview

CompassPoint intensifies the impact of fellow nonprofit leaders, organizations, and networks as we achieve social equity together. We are a national nonprofit leadership and strategy practice based in Oakland, CA. For over 40 years, we have strengthened nonprofit leadership and supported organizations and movement networks to adapt and operate strategically. We work best with leaders and organizations who see their work in a social justice context and have a commitment to continuous reflection and adaptation. (<https://www.compasspoint.org/>)

Service Description

The fight for social justice can be held back by internal, interpersonal, and institutional oppression that we recreate in our own organizations. Because of this, we have increasingly been working with organizations looking to embed equity into their internal work and structures. This work has taken organizations beyond “multiculturalism,” “diversity,” and “inclusion” and towards personal liberation and organizational transformation. We have seen this liberation and transformation occur particularly when organizations are developing and cultivating their own talent. Over 12 months, through three in-person sessions, peer learning models, and one-one-one coaching opportunities, the *Organizational Equity Leadership Development Program* will help 15-18 leaders across six organizations deepen their own capacity to embed internal equitable talent/leadership development in their organizations by defining their own goals, challenges, pathways, and areas of focus. Instead of playing the role of expert, CompassPoint will build a sustainable learning community through peer learning, problem solving, and collective meaning-making opportunities. The *Organizational Equity Leadership Development Program* will partner with organizations to think about equitable talent/leadership development on three interdependent levels:

1. Internal (focusing on surfacing our own personal apprehensions, misgivings, fears, anxieties, assumptions, unconscious beliefs, and concerns, as well as our strengths);
2. Interpersonal (normalizing difficult conversations, skills needed to influence change, and an examination of how people in the organization truly see each other);
3. Institutional (Systems change: policies, practices, structures, and organizational culture).

Eligibility Guidelines

1. **Organizational Need:** Seeking to foster a more inclusive and equitable organizational culture and leadership development structure
2. **Equity Commitment:**
 - Organizations have a commitment to diversity, equity and inclusion and are open to new ways of working to incorporate more equitable practices
 - Program participants have a personal commitment to equity and intersectional justice and be willing to explore their values and beliefs through one-on-one coaching
3. **Personnel Commitment:**
 - At least two (but no more than three) participants per organization
 - Executive Director and another influential organizational leader must attend each in-person session and peer learning module
4. **Time Commitment: 12-month cohort program**
 - 3 in-person sessions: an intensive two-day kickoff retreat, a 1-day mid-point session, and a 1-day closing session
 - In months without in-person sessions, a two-hour video conference for peer coaching and problem solving
 - At least 5 hours of individual coaching throughout 12 months
5. **Financial Commitment:** Costs associated with travel to attend in-person sessions (locations TBD)⁵

⁵ Kresge does not want travel costs to exclude any organization from participating, and some travel scholarships will likely be available. Please indicate anticipated need in the SurveyMonkey application for services.

Organizational Overview

Management Assistance Group (MAG) supports social justice leaders, organizations, and networks in building strong movements for a more just world. We have more than thirty-five years of experience working with thousands of social change organizations, networks, funders, and leaders. We deeply understand the strategies – such as public education, litigation, advocacy, media, lobbying, community organizing, coalition building, network building, policy analysis, and grassroots mobilization – that anchor social change. We are passionate about strengthening movements and intersectional approaches to address pressing social issues. (<http://www.managementassistance.org/>)

Service Description

Boards and organizations often face multiple complex challenges as they work to advance organizational, cross-sectoral, and movement goals. These challenges relate to creating supportive structures and beneficial board composition, motivating the board to be fully engaged in value-added roles, managing leadership transitions, and making strategic decisions that better support leaders and whole organizations. This customized board development service from Management Assistance Group (MAG) supports organizations in developing the board leadership needed to become nimbler and adaptive in managing organizational change.

MAG will partner with each organization to develop a customized program focused on strengthening board leadership, improving board engagement and increasing board diversity. By using a multi-pronged strategy of one-on-one interviews with board and staff, a board survey assessment, coaching and a series of E-Learning sessions, you can expect increased performance and collaboration between and among executive staff and board members. There will be a shared sense of the organization's mission and strategic priorities based on the interests and needs within the context of institutional culture, systemic factors, and individual awareness and capacity. There will be an increased understanding of diversity and equity and the implications of these issues for the board and organization. Staff and board will look forward to meetings as an opportunity for constructive conversations on the questions that matter most, while board members will leave meetings feeling confident that their work has been consequential. Board members will make commitments and follow-through to advance the organization's mission and sustainability.

Eligibility Guidelines

1. **Organizational Need:** Seeking stronger board leadership, improved board engagement and increased board diversity to create a board that is nimbler and adaptive in managing organizational change
2. **Equity Commitment:** Organizations have a commitment to diversity, equity and inclusion and are open to new ways of working to incorporate more equitable practices
3. **Personnel Commitment:** Participation from the organization's Executive Director and up to three other board members (including the board chair)
4. **Time Commitment: 9-month customized consulting engagement**
 - Be prepared to engage in all levels of the project including homework assignments between E-Learning sessions
 - Participating in this offering will require up to 24 hours of customized virtual programming time for board and staff time over a 9-month period
5. **Financial Commitment:** No travel required.

Organizational Overview

With more than 11 years of experience partnering with innovative nonprofit organizations across the country, Commongood Careers brings unprecedented recruitment and search management experience, hiring for positions at all levels of the organizational chart as well as across all functional areas. Our niche is working specifically with high-performing nonprofit organizations that are making a significant contribution in their community and mission area. (www.commongoodcareers.org)

Service Description

Through our partnership with The Kresge Foundation, Commongood Careers will provide a best-in-class retained search experience for your organization as well as a customized training on recruiting a diverse pool of candidates and creating inclusive hiring practices. As such, the engagement will both meet a critical and distinct organizational need as well as provide important capacity-building support for future hiring. Through a search partnership, Commongood Careers will help scope the specific role for which you are hiring, create a detailed and customized work plan, recruit both active and passive candidates through multiple strategies, conduct two steps of preliminary candidate assessment, and provide ongoing support, advice, and counsel to the hiring organization.

Commongood Careers applies our commitment to diversity, inclusion, and equity to all our search work, ensuring that a diverse pool of candidates is developed for each search and that hiring practices are inclusive and effective. Through the customized training included with the search partnership, Commongood Careers will spend a day and a half with members of your team to understand the concept of employer value proposition as it relates to recruiting and hiring a diverse team, strategies for recruiting and outreach, and effective and inclusive hiring practices.

Eligibility Guidelines

1. **Organizational Need:** Have an upcoming hiring need for a senior role (e.g. Director, VP, C-Suite) for which the organization would like to utilize the services of a search firm; specific hiring need must be a good fit with Commongood Careers' experience and model (*Note: Any anticipated hiring needs during calendar year 2017 could qualify, even if the specifics of the need are not yet known and the support may not be needed until later in 2017*)
2. **Equity Commitment:** Organizations have a commitment to diversity, equity and inclusion and are open to new ways of working to advance team members' skills in bringing that lens to the recruiting and hiring processes
3. **Personnel Commitment:**
 - Assign an individual hiring manager willing to invest the time and energy in a search partnership with Commongood Careers
 - Goals of the training and time required for team member participation will be determined in collaboration with Commongood Careers
4. **Time Commitment: Partnership continues until hire is made and training occurs (typically within 6 months)**
 - 1.5 days with multiple members of team to discuss recruitment and hiring practices
 - Consistent commitment (~2-3 hours a week) from hiring manager throughout search process (typically lasting no more than 6 months)
5. **Financial Commitment:** Be able to co-invest \$5,000 by end of calendar year 2017 to cover the non-subsidized portion of the search fee

Additional Guidelines

If the hiring need is for an Executive Director or Chief Executive Officer, the following guidelines apply:

1. Organizational budget of \$10M or less
2. Search Committee in place with a clear and effective chair who will serve as point person
3. General alignment amongst decision-makers on the ideal candidate profile