

# BUILDING LGBT NONPROFIT LEADERSHIP TALENT

*Thoughts and Suggestions for LGBT Organizations and Funders*



November 2009

## About the Authors

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## About the LGBT Movement Advancement Project

The LGBT Movement Advancement Project (MAP) is an independent resource for LGBT organization executives and donors, funded by a small number of committed, long-term donors to the movement. MAP's mission is to speed achievement of full social and political equality for LGBT people by providing donors and organizations with strategic information, insights, and analyses that help them increase and align resources for highest impact.

**Disclaimer:** *The opinions expressed in this report reflect the best judgment of MAP based on analyzed data collected from interviews, studies, and published materials. These opinions do not necessarily reflect the views of our funders or other MAP members.*

## About the Evelyn and Walter Haas, Jr. Fund

The Evelyn and Walter Haas, Jr. Fund is a private family foundation established in San Francisco in 1953 by Evelyn D. Haas and Walter A. Haas, Jr. that has awarded more than \$332 million in grants to date. Through its Flexible Leadership Investment Program (FLIP), the Fund has invested \$8 million since 2002 to research, experiment with, and implement new approaches to strengthening nonprofit leaders who are working on issues from education to immigrant and LGBT rights. FLIP has provided a rich learning laboratory through which the Fund strives to answer the question, "What is the best way to help nonprofit organizations strengthen their leadership so they can achieve ever-improving results for the communities they serve?"

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## FOREWORD

For the past seven years, the Evelyn and Walter Haas, Jr. Fund has focused on strengthening nonprofit leadership in the fields and movements in which we work, from LGBT and immigrant rights to education.

We know from experience that this is frontier work – there are no easy, readily accessible answers to ensuring that current and future nonprofit leaders have the skills and the capacities to help their organizations succeed. The sector is just starting to figure out what works, and just starting to understand the urgency of investing in nonprofit leadership.

We were therefore delighted to learn that the Movement Advancement Project (MAP), with its track record of producing rigorous and data-driven studies highlighting key issues for the LGBT movement, was interested in tackling how best to support, nurture and grow LGBT leadership. We were even more pleased to follow the process as this report took shape through the able stewardship of MAP's Linda Bush. We see it as a crucial contribution to the movement's understanding of the unique leadership challenges it faces, and how to respond.

In this report, MAP offers a new and constructive take on the challenge of developing LGBT leaders. Instead of promoting *one* answer, *one* guru or *one* leadership development program, MAP takes a more expansive approach to addressing the diverse leadership challenges facing the movement. This report reminds us that responding to these challenges is about more than developing the skills and abilities of current LGBT nonprofit staff, as important as that is. MAP states in very clear and compelling terms that the movement needs to think about building talent in the context of a wide range of activities, from recruitment and development to deployment, retention and more.

Building LGBT nonprofit leadership talent, MAP argues, has to become an ingrained part of how organizations do their work on a day-to-day basis. And it has to be a priority not just for organizations individually, but for the movement as a whole.

### Takeaways for Funders

As valuable as this report will be for nonprofit organizations and their leaders, the Haas, Jr. Fund views it as a call-to-action for grantmakers that are supporting LGBT organizations and the broader movement for equality. In highlighting the whys and hows of strengthening leadership, the report points to some important takeaways for funders, including:

**Ask the questions.** In conversations with our grantees, we should ask questions about the kinds of resources organizations need to ensure that staff and board leaders have the skills and the capacity to execute on their strategic plans. We have found that many nonprofit leaders understand their organizations' leadership needs. They understand the importance of investing in leadership – but they struggle with resources and know-how for doing it well. Grantmakers are in a position to connect LGBT nonprofits to the high-quality resources and support to make building leadership talent a priority.

**Give the go-ahead.** All too often, as MAP documents in this report, nonprofits are reluctant to invest in strengthening their own leadership because these activities are perceived as a luxury. One of our grantees reflected this reluctance when she said, "We would have felt too guilty to spend this money on ourselves." Grantmakers can go a long way to advancing LGBT leadership by helping nonprofit leaders understand that it is not just OK – but *imperative* – to invest in their own development, and in systems that will build talent throughout their organizations.

**Provide the resources.** LGBT nonprofits will make the necessary investments in leadership if they have the funding to do so – and this is where grantmakers can have the greatest impact. At the Haas, Jr. Fund, we have seen how both small-scale and larger-scale investments can make a tremendous difference in an organization's trajectory. From supporting coaching for an executive director to providing multi-year grants for comprehensive leadership support for staff and board leaders, grantmakers have a wide range of options they can pursue in doing this work. Here are a few suggestions about places to start:

- Make talent building a part of, or the focus of, a capacity-building grants program;
- Include designated funds for leadership development as part of program and operating support grants;
- Encourage grantees to invest in strengthening the leadership of senior teams and boards in addition to the skills and capabilities of individuals.

- Provide resources to increase participation in high-quality leadership development programs; and
- Consider supporting some of the ideas for movement-wide actions that MAP presents in the following pages.

For four decades, the signature achievements of the LGBT movement have garnered headlines. Building LGBT leadership talent is much quieter, but no less important, work.

It is a tribute to the leaders of LGBT organizations working at all levels that we have come this far. Today, we can accomplish even more if we follow the lead of other sectors and invest in the movement's most precious asset: leadership.

The Haas, Jr. Fund thanks MAP, and especially Linda Bush, for providing new insights and information as we and other grantmakers consider how to strengthen our investments in the leadership of LGBT nonprofits. We look forward to hearing feedback on this report from our colleagues, and ideas on steps we could take together.

Matt Foreman  
Program Director

Linda Wood  
Senior Director

evelyn & walter HAAS, JR. fund

## INTRODUCTION

*Many people think that strategy is the biggest issue that determines [nonprofit] results, but in fact it is talent. Great strategy with the wrong team goes nowhere. A great team will fix the strategy and charge ahead. As is the case in the for-profit sector, building great nonprofit organizations that produce breakthrough results is a “who thing.”*

– Thomas Tierney, Chairman and Founder, The Bridgespan Group<sup>1</sup>

In this essay, the LGBT Movement Advancement Project (MAP) makes the case that supporting and strengthening leadership talent should be an explicit, long-term priority of the movement for LGBT equality. MAP provides both a vision and pragmatic recommendations for building LGBT nonprofit leadership talent. The recommendations include several joint initiatives that LGBT organizations can pursue together to strengthen talent building across the movement.

This essay is rooted in a deep appreciation for the heroic role that movement leaders have played in the struggle for LGBT rights. The LGBT movement has made tremendous strides in advancing legal and social equality, especially in the past 15 years with the sweeping tide of local and state equality legislation and dramatic growth in LGBT organizations and infrastructure nationwide. For example, few would have dreamed even ten years ago that marriage for same-sex couples would become legal in a growing number of states.

However, the LGBT movement has not done enough to support, celebrate, nurture, and grow the talented and passionate leaders who have made these victories possible. In order to build on these victories and accelerate recent progress, MAP believes the movement must make a more intentional investment in supporting and strengthening its leaders.

While MAP acknowledges the important role of nonprofit board members, volunteers, public officials, academics, and writers/bloggers in the larger LGBT movement, this essay focuses on building leadership talent among paid staff members who lead and manage LGBT nonprofit organizations. These people devote their working lives to advancing LGBT equality, and MAP believes they should benefit from the same level of investment in their skills, knowledge and career development as those working in for-profit business or government, where such investments are more common.

But where should the LGBT movement target these investments? And what strategies should it pursue to build LGBT nonprofit leadership talent?

In seeking to address these questions, MAP conducted extensive research over the past 18 months, collecting and analyzing survey data on LGBT organizations’ leadership needs. MAP also conducted

AP/Wide World Photos



**Kate Kendell**, Executive Director of the National Center for Lesbian Rights, celebrates as she holds a copy of the court order outside of the California State Supreme Court building in San Francisco, May 15, 2008, after the Court ruled in favor of the right for same sex couples to wed.

a thorough scan of leadership development theories, issues and practices, both broadly related to nonprofits and specific to the LGBT movement.

In order to better identify gaps and future needs, MAP compiled the comprehensive directory of LGBT leadership development programs in *Appendix 1*. We received key input and feedback from The Evelyn and Walter Haas, Jr. Fund, which, through its Flexible Leadership Investment Program, has invested \$8 million since 2002 to research, develop and implement new approaches to strengthening nonprofit leadership. Linda Wood and Paula Morris, of the Fund, were invaluable thought partners and helped crystallize many of the critical ideas in this essay.

In this paper, MAP does not seek to add to the inordinate number of books, articles and “gurus” advancing their own theories of leadership. Nor do we wish to advance one leadership development model above all others. We make no claim to having *the* answer to choosing or developing the most effective leaders. Instead, we have assessed the vast array of investments and actions that funders and organizations are taking and could take to improve the quality, longevity and productivity of the movement’s workforce. Our recommendations are grounded in data and evidence regarding what’s out there, what’s needed and what’s worked.

<sup>1</sup> Quoted in Allen Grossman, Naomi Greckol-Herlich and Catherine Ross, “The Bridgespan Group: Chapter 2,” Harvard Business School management case, February 27, 2009.



MAP believes that building stronger leadership for the LGBT movement will take a multi-pronged approach based on lessons learned from those who are already engaged in this work. It will require looking across organizations, movements and sectors for practical solutions, and drawing guidance and inspiration from the rich field of leadership development. LGBT organizations and funders will need to pursue practical steps designed to deliver near-term results, while also embracing actions that are experimental and collaborative and that may take longer to bear fruit.

**MAP's aim is to start a conversation among LGBT movement leaders and funders toward defining a new ethic and practice regarding leadership. This conversation should be based on a shared understanding that developing and supporting professional leadership talent is a nonnegotiable investment in the LGBT movement's long-term health and success.**

#### What is LGBT Nonprofit Leadership?

This essay does not specifically address the development of technical skills needed for LGBT movement work, such as policy advocacy, community organizing or media work. Rather, the focus is on the leadership skills required to articulate an organization's vision, to ensure that all of its stakeholders (including collaborative partners) will support that vision, and to turn that vision into reality. This includes setting the organization's direction and envisioning its future; communicating with and aligning the stakeholders whose efforts and contributions are necessary for success; motivating, inspiring, and energizing people throughout the organization; and managing them to get desired results.

## WHY NOW IS THE TIME TO INCREASE INVESTMENT IN LGBT LEADERSHIP TALENT

*The number-one resource for a great social sector organization is having enough of the right people willing to commit themselves to the mission. The right people can often attract money. ... Money is a commodity; talent is not.*

– Jim Collins, *Good to Great and the Social Sectors*<sup>2</sup>

MAP's research has identified a gap between the LGBT movement's collective sense of the importance of leadership talent and the few resources that LGBT organizations and their funders actually devote to nurturing and supporting leaders. In our view this cannot continue.

MAP has noted several reasons why today's political and economic conditions demand that the LGBT movement pay increased attention to leadership development.

Sara D. Davis/The New York Times/Redux



**Ian Palmquist**, Executive Director of Equality North Carolina, stands in the gallery of the North Carolina Senate chamber, November 12, 2007.

**Leaders of LGBT nonprofits are facing new challenges and expectations.** It is not easy being a leader in the LGBT movement today. Marriage equality has in recent years become one of the top “hot-button” issues in domestic American politics,<sup>3</sup> resulting in a rapidly changing legal and political landscape for LGBT organizations and their agendas. Winning the battle for public opinion requires LGBT leaders to confront the movement's opponents within a chaotic and unending news cycle dominated by TV pundits and online bloggers. Similarly, the numerous recent LGBT victories – for example, marriage equality in New England and Iowa; and safe schools legislation in North Carolina, the first gender identity-inclusive law anywhere in the South – have brought intense visibility to the movement's leaders. While managing their nonprofits' internal operations, leaders increasingly are being asked to fill a high-profile external role as advocates for their organizations and the movement's broader goals.

**The LGBT movement is facing a leadership transition as longtime leaders begin to pass the torch to a new generation.** Many key leaders of LGBT organizations are baby boomers who will need to ensure a lasting legacy so that tomorrow's leaders can build on their groundbreaking work. Today's and tomorrow's leaders of LGBT nonprofits need support during this ongoing transition so that their organizations can sustain their institutional vision, knowledge, personal networks, and historical context. At the same time, leadership investments are needed to help new

<sup>2</sup> Jim Collins, *Good to Great and the Social Sectors: A Monograph to Accompany Good to Great* 2005.

<sup>3</sup> For example, a May 17, 2009 front-page article in *The Washington Post* said that marriage equality has supplanted abortion as the main priority of social conservatives, and will be a primary focus in upcoming Supreme Court confirmation hearings.

and emerging leaders apply their energy and new ideas to ensure that their organizations can become still more successful and contribute to the ongoing vitality of the broader movement for LGBT equality.

**Strong LGBT organizations remain the backbone of the movement for equality.** Talented leaders have played an essential role in advancing the equality of LGBT Americans – and talented leaders are central to the movement’s ongoing work. But the movement cannot succeed based on the work of individual leaders alone. To secure its recent gains and further the cause of equality, the LGBT movement needs strong, effective organizations. LGBT nonprofits must be well-led and well-managed with paid, professional staff members who can help harness and support board and volunteer action at all levels of society and sustain the movement’s work over the long haul. These organizations need strong staff leaders to ensure that they have the capacity to meet increasing demands in areas from policy and legal advocacy to direct services.

**Investing in LGBT organization leaders can build social justice movement leadership more broadly and nurture expanded support for the movement, even as LGBT leaders move into other fields.** Among the oft-cited objections to investing in leadership talent in the nonprofit sector is concern that the beneficiaries of such investment might leave their organizations and/or the movements to which they belong. While this is always a risk, it is also true that the LGBT movement as a whole benefits when an LGBT person who has taken part in a leadership development experience later thrives in other professional settings (particularly in allied movements). Studies suggest that the upcoming generation of LGBT advocates will feel strongly committed to multiple progressive issues; some will move from one social movement to another, and then back again. For funders and LGBT organizations weighing the return on investments in building nonprofit leadership talent, it is therefore important to consider the value of leadership development activities over the entirety of an individual’s career, as well as the benefits that accrue to the movement when talented LGBT individuals become leaders in other fields.

**Organizations and funders consistently acknowledge that the time is right for increased investments in leadership for nonprofits.** A growing number of institutional funders, donors and nonprofit leaders are speaking out about the value and importance of investing in stronger leadership. The reason: a fresh appreciation that stronger leadership leads to improved performance for nonprofits – and, in turn, greater impact on issues from civil rights to youth development. According to research by Grantmakers for Effective Organizations, institutional funders increasingly recognize that their own success is limited by the leadership capacity of key grantee organizations.<sup>4</sup>

### **Current investments in leadership don’t come close to meeting the true needs of the LGBT movement going forward.**

Like so many other nonprofits, LGBT organizations underinvest in people and infrastructure (see sidebar). Among the major reasons for this underinvestment: low levels of general operating support; pressure from donors to achieve near-term results and keep overhead low; and the perception among nonprofit management teams that leadership development is a luxury or even a self-indulgence, rather than a necessary, recurring budget item that underpins the fight for social change. This prevailing attitude has led some executive directors to express special appreciation for grants earmarked for leadership development, commenting that “we’d feel too guilty to do it on our own.” It’s time for funders and nonprofit leaders to move from identifying leadership as a priority to devoting serious resources to building leadership talent.

#### **LGBT Nonprofits, Funders Don’t Invest Enough in Leadership**

MAP’s research shows underinvestment in leadership talent among LGBT organizations and their funders.

- In MAP’s 2008 LGBT Career Survey, many LGBT nonprofit staff members expressed dismay regarding current levels of support for development and training programs, pointing out that professional development budgets are often the first to be cut when money gets tight.<sup>5</sup>
- Just 0.9 percent of MAP’s database of \$255 million in grants from 21 major institutional funders to LGBT nonprofits (over 2004-2008) went toward leadership development for LGBT nonprofit staff members.<sup>6</sup>
- A small sample of major LGBT nonprofits spent roughly \$318 per employee on staff training and professional development in 2007<sup>7</sup> – far lower than the average business expenditure of \$1,103 per employee.<sup>8</sup>
- Only a handful of LGBT nonprofits have an official human resource (HR) person charged with developing and implementing professional development and recruitment strategies.

<sup>4</sup> Kathleen P. Enright, *Investing in Leadership Volume 2: Inspiration and Ideas from Philanthropy’s Latest Frontier*, Grantmakers for Effective Organizations, 2006.

<sup>5</sup> MAP, *LGBT Career Survey Report*, November 2008. Note that we fielded this survey in the third quarter of 2008, before the economic downturn hit, which likely took another bite out of professional development budgets.

<sup>6</sup> MAP, *2009 LGBT Movement Standard Annual Reporting*, October 2009. Figure does not include grants to develop elected/appointed officials and candidates or students.

<sup>7</sup> Based on 18 organizations that participate in MAP’s Standard Annual Reporting project and whose audited financials disclose their annual spending in a professional development and training category; six organizations refined the figures for us to exclude expenses not actually related to internal employees.

<sup>8</sup> 2008 *ASTD State of the Industry Report*, American Society for Training and Development.



**Momentum is building for increased investments in LGBT leadership.** MAP's interviews over the past five years with large numbers of senior leaders and major funders of LGBT organizations have surfaced a clear consensus that building leadership talent should be a movement priority. In fact, it was the *top priority* for many of the people interviewed. Despite the fact that the field as a whole still under-invests in leadership, there is growing momentum for these types of investments, and MAP has identified a solid base of resources to support leadership for LGBT nonprofits. Thirty-six percent of the existing LGBT leadership development programs profiled in Appendix 1 (8 of 22) have launched since 2008. The challenge now is to build on this momentum by funding these programs more fully and further developing the infrastructure that will support leadership development as a movement-wide priority.

## A VISION FOR BUILDING LGBT NONPROFIT LEADERSHIP TALENT

*The goal is to develop well-rounded leaders who have the skills and personal attributes needed to adapt, act with resiliency, and combine what appear to be opposites: toughness and compassion, self-confidence and humility, individual strength and a team player mentality. The goal is not to develop ideal leaders of mythic proportions but rather people who have the ability to handle whatever is thrown their way in these times of "permanent whitewater."*

– Center for Creative Leadership<sup>9</sup>

Although MAP has found general agreement about the importance of strengthening movement leadership (even if the movement still underinvests in this priority), LGBT nonprofits and their funders are less clear about what it means to build leadership talent. Indeed, MAP believes that one of the main reasons for the lack of investment in this area is uncertainty about how to do it right. Given the costs involved, many foundations and LGBT leaders want clearer roadmaps. They also want tested models that show the impact and effectiveness of this work.

In this section of the essay, MAP offers a vision for building LGBT nonprofit leadership talent that includes practical steps that organizations can pursue on their own and with others. Our hope is that LGBT leaders and funders will use this material to start a conversation about what it will take to invest smartly in building leadership talent for the movement's long-term health.

## A New Model of Leadership Support

The MAP vision is founded on a new model of leadership support for LGBT nonprofits. In the past, the majority of leadership support for nonprofits in the LGBT movement and other fields has focused almost exclusively on professional development for current senior staff of organizations. These programs are important and need to be expanded.

Stephen Shugerman/Getty Images Entertainment/Getty Images



Executive Director **Lorri Jean** speaks on the occasion of the L.A. Gay & Lesbian Center's 33rd anniversary, November 6, 2004. The L.A. Center is the world's largest LGBT organization with \$48 million in revenue in 2008 (about three-quarters from operation of health and social services).

But what if leadership development were not conceived as a special initiative or a one-time occurrence? What if organizations and funders infused a focus on building leadership talent into their day-to-day work of advancing LGBT equality?

The vocabulary we use here matters. MAP deliberately has chosen to refer to the focus of this report as "building leadership talent." In some places, we and others use phrases like "leadership development" or "professional development," but these terms frame the challenge in a limited way.

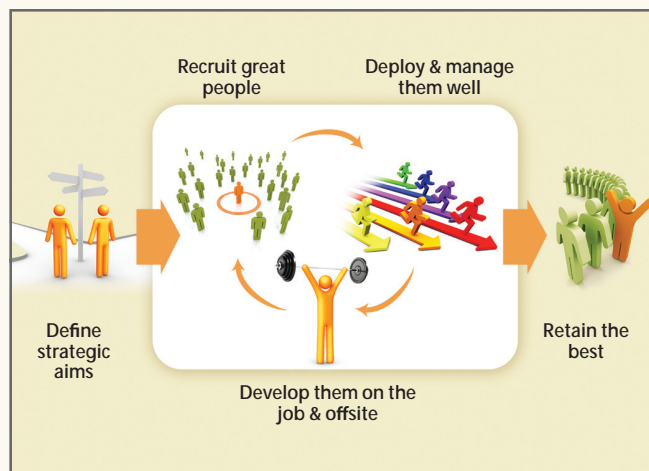
**The fundamental challenge facing the LGBT movement is not solely about developing people. It is about ensuring that LGBT organizations have the leadership talent they need.** This broadens the discussion to focus on how these organizations get the right talent in the first place, how they retain that talent, and also how they develop and grow that talent over time.

To the extent that the LGBT movement can master all of these activities, then it will increase the quality and quantity of talented leaders in the movement and, in turn, increase its success in achieving lasting gains for LGBT equality.

MAP's five-part vision for building LGBT leadership talent, shown in *Figure 1*, is based on our review of thousands of pages of leadership development and talent management research and

<sup>9</sup> Cynthia McCauley and Ellen Van Velsor, editors, *The Center for Creative Leadership Handbook of Leadership Development* (2nd Edition), 2004.

**Figure 1: Building LGBT Nonprofit Leadership Talent**



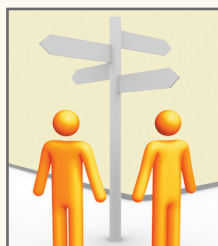
opinion, discussions with more than 50 leadership development and talent experts and LGBT nonprofit executives, and the MAP staff's extensive background in leadership, leadership development and management.

In the following discussion of each of the five areas, we highlight the challenges facing LGBT nonprofits, along with recommendations for action. We also flag resources that LGBT organizations and their funders can turn to for more detailed information on these issues. And, in three of the five areas, we recommend "Opportunities for Joint Action," which describe interventions that LGBT organizations and funders can and (we believe) should undertake in cooperation with each other to build LGBT nonprofit leadership talent on a larger scale.

## 1. Define Strategic Aims

*Leadership matters a great deal to nonprofits, in part because they are primarily service organizations, whose assets are intangible; their programs and services are only as good as the people they hire and retain.*

– Leslie R. Crutchfield and Heather McLeod Grant, *Forces for Good*<sup>10</sup>



MAP believes that LGBT nonprofits and their funders should not view leadership development as an end in itself, but rather as a means of delivering on an organization's – and indeed the movement's – strategic imperatives and opportunities. In turn, strategic plans and budgets need to articulate the role of nonprofit leadership in executing strategy and provide support for building leadership talent.

Many nonprofits, in the course of their strategic planning activities, neglect to identify and secure investment in the abilities of staff and board leaders to fully enact new ideas and chosen strategies. In other words, **many nonprofit strategic plans do not include plans to systematically develop what is arguably the organization's most important asset: the leaders and teams who do the work.**

To make the connection between strategy and leadership, organizations need to answer the question, "Leadership for what?" This, in turn, will require clear articulation of:

- The organization's strategic priorities, within the context of the broader movement of which it is a part;
- The behaviors, skills and perspectives that individual leaders must develop if they are to effectively support the chosen strategies; and
- The behaviors needed of the leadership team, as a whole, to advance the organization's work.

MAP's research suggests that it is particularly important that an organization's strategies (both writ large and with respect to building leadership talent) reflect the broader movement context. In interviews in 2007, 18 LGBT movement leaders (mostly EDs) identified priority long-term needs for any movement-wide leadership development effort. At the top of the list was cross-organizational collaboration (cited by 88 percent of the interviewees). This was followed by: greater unity on movement-wide mission and vision (50%), diversity in the upper ranks (50%), bridging the gap between young talent and experienced leadership (39%), and greater focus on a larger social justice mission (39%).<sup>11</sup>

Based on our research, **MAP suggests that organizations' annual operating plans make the link between strategy and talent building explicit and articulate the case for spending time and attention on talent-building activities.** Among other things, a plan should identify the behaviors and skills that key individual leaders – and the leadership team overall – must develop to effectively support the strategic direction. It should determine the individual leaders to receive the most development resources, based on the organization's strategic direction, growth, and anticipated needs for future leadership. Finally, it should establish mechanisms for each individual to share responsibility for managing his or her development with his or her manager.

In addition, the plan should identify talent gaps and create a plan for filling those gaps, and (whether on paper or not) provide a mechanism for identifying key talent concerns in the organization

<sup>10</sup> Leslie R. Crutchfield and Heather McLeod Grant, *Forces for Good: The Six Practices of High-Impact Nonprofits*, 2008.

<sup>11</sup> Philosophy IB, *Case for Talent Management across the Movement*, report to the Gill Foundation, April 13, 2007.

### Practical Guidance—Linking Leadership to Strategy

- **Leadership Snapshot Assessment Tool** — LGBT nonprofits can use this tool, provided in *Appendix 2*, to guide discussions among board and senior staff members toward articulating the organization's vision, mission, goals and fundraising, and then determining where your staff development plan should focus.
- **Managing to Change the World: The Nonprofit Leader's Guide to Getting Results** — Use chapter 2 of this recent book by Allison Green and Jerry Hauser of The Management Center, as a very practical, down-to-earth guide to setting and using goals. MAP is distributing this book to the LGBT nonprofits with which we work most closely. *Appendix 3* reproduces its Table of Contents and List of Tools.
- **Harvard ManageMentor** — This online management resource from Harvard Business School Publishing contains practical advice, downloadable tools, and time-saving tips in a media-rich, interactive design that builds skills quickly for immediate performance impact. See course descriptions in *Appendix 4*. The curriculum includes a course on Strategic Thinking and a course on Goal Setting.<sup>12</sup>

and a process through which those concerns will be addressed. Committing the plan of action to paper makes it more likely that the organization will follow through; the plan essentially gives leaders permission to invest in their own development.

The outcomes of this process may vary widely, although many organizations may arrive at the common conclusion that they need to build a stronger senior team to advance their organization's agenda effectively. It is difficult, if not impossible, to build a sustainable organization on the shoulders of just one person, the executive director.

For some organizations, the planning process may highlight the need to hire a new Communications Director or find a more capable Director of Technology so that technology no longer holds them back. Others may recognize that the executive director needs to play a more external role in promoting the organization and its issues, which in turn will require a shared leadership model with a senior team leading and managing the organization's core work. And still others may decide to pursue a shared leadership model for the simple reason that younger executive directors seem drawn to more team-based, collaborative approaches to management, which they also see as effective for achieving work-life balance.

Regardless of the outcome, the important thing is to connect the organization's strategies with the ways in which it deploys and develops talent, so that its leaders and funders can be certain that it has the capacity to achieve its goals.

### Opportunity for Joint Action—Executive Director Meeting to Build Shared Understanding of Movement Challenges and Leadership Needs

MAP recommends that a small number of executive directors of LGBT nonprofits come together in 2010 to build a shared understanding of the challenges the movement faces, approaches to prioritizing and solving those challenges, and associated needs related to leadership talent.

The Center for Creative Leadership (CCL), a Charlotte, NC-based leader in executive education, has a number of thoroughly vetted frameworks for facilitating these types of discussions. The goal of the frameworks, according to CCL, is to facilitate "Exploration for Development" among leaders in a community facing complex challenges that defy existing approaches and that are beyond the capacity of any single organization to solve.<sup>13</sup> After visiting CCL, MAP believes the Exploration for Development or similar methodology could help LGBT movement leaders bring fresh perspective and broadly-shared meaning to the complex challenges they face.

With expert facilitation, executive directors might spend a day undertaking the Exploration for Development (or similar) process and then one or two days translating learnings into a preliminary plan for joint talent-building among participating organizations.

## 2. Recruit Great People

*The comparison companies in our research—those that failed to become great—placed greater emphasis on using incentives to "motivate" otherwise unmotivated or undisciplined people. The great companies, in contrast, focused on getting and hanging onto the right people in the first place. ... In the social sectors, when incentives are simply not possible, the "First Who" principle becomes even more important. Lack of resources is no excuse for lack of rigor—it makes selectivity all the more vital.*



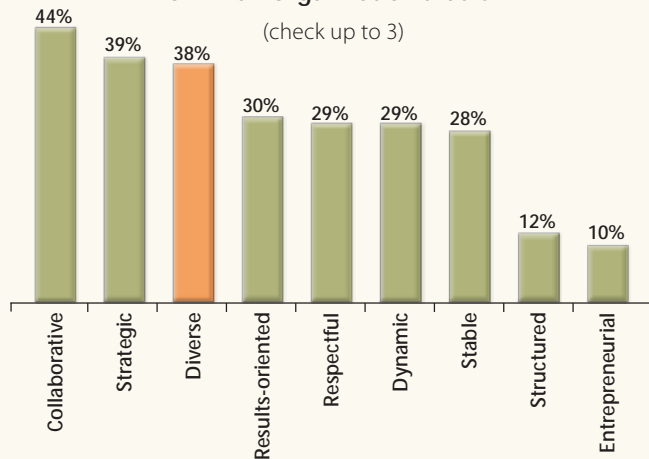
— Jim Collins, *Good to Great and the Social Sectors*<sup>14</sup>

<sup>12</sup> MAP's pilot of *Harvard ManageMentor* for LGBT Leaders will conclude on November 15, 2009. At that time, MAP will likely seek a new organizational home for this service to LGBT nonprofits. Meanwhile, organizations may obtain access from Harvard Business School Publishing. Email [Linda@lgbtmap.org](mailto:Linda@lgbtmap.org) for information. MAP believes it to be the best low-cost online management training available.

<sup>13</sup> See chapter 15 of *The Center for Creative Leadership Handbook of Leadership Development* (2nd Edition), Cynthia McCauley and Ellen Van Velsor, editors, 2004.

<sup>14</sup> Jim Collins, *Good to Great and the Social Sectors: A Monograph to Accompany Good to Great* 2005. Collins's "First Who" principle argues that the first priority of a nonprofit organization should be to get the right team of individuals in place; the right leadership team can competently and creatively define and redefine (as needed) the organization's top priorities for action.

**Figure 2: LGBT Staff Members: "I Want to Work in an Organization that is..."**



To ramp up their recruiting efforts, LGBT organizations need to expand awareness among LGBT people and allies about job and career opportunities in the movement; enhance and promote the attractiveness of job openings; and select the best candidates, based on a thorough assessment of experience, skills, character and fit.

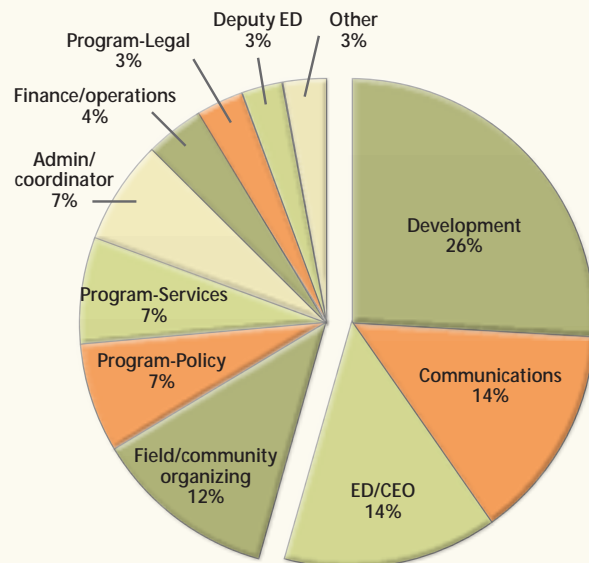
**Improving LGBT organizations' recruiting capacity and skills may be the most important step the movement can take to enhance leadership talent.** In MAP's LGBT Career Survey Report, 42 percent of executive directors cited recruiting as the human resources function that their organization needs most to improve – nearly double the percent that chose the next most frequent answer. Recruiting also was board members' highest priority.

LGBT organizations and the movement as a whole will need to pay special attention to the challenge of bringing more people of color into the movement. While 70 percent of LGBT nonprofit staff members overall – and a full 77 percent of EDs – think that their organizations pay enough attention to racial/ethnic/cultural diversity in recruiting, only 65 percent of staff who are themselves people of color agree.<sup>15</sup> Adding to the importance of building diverse organizations is opponents' use of racial politics as a wedge to divide supporters of equal rights for LGBT individuals and people of color.

When asked to describe the ideal LGBT nonprofit, 38 percent of LGBT staff members cited "diverse" as a top-three characteristic, as shown in *Figure 2*.

**MAP believes there is huge potential for LGBT nonprofits to collaborate to create shared resources that reduce the cost and improve the effectiveness of hiring across the movement.** With shared recruiting systems, even very small LGBT organizations could reach a level of professionalism and sophistication in recruiting that would otherwise remain beyond their grasp.

**Figure 3: Gay & Lesbian Leadership SmartBrief Job Ads by Position Type, March 2007-June 2009**



The potential for shared recruiting systems becomes obvious in a review of a few statistics about the LGBT movement:

- More than 2,000 people worked for pay at the 160 LGBT organizations that MAP worked with in 2007, indicating sufficient scale to justify a shared recruiting resource.<sup>16</sup>
- Jobs in the movement tend to be geographically concentrated in a few metro areas, allowing for locally focused and coordinated recruitment efforts. For example, more than 50 percent of the job positions at the LGBT organizations with which MAP works are located in New York, Washington, DC, San Francisco, or Boston.<sup>17</sup>
- From March 2007 to June 2009, 54 percent of the job openings posted on *Gay & Lesbian Leadership SmartBrief* (<http://www.smartbrief.com/news/LGBT/index.jsp>) fell into just three job categories: development, communications and ED/CEO, as shown in *Figure 3*. While *SmartBrief* ads may not be representative of all LGBT nonprofit job openings, this suggests that there is sufficient concentration by job type to make sharing recruiting activities viable.

<sup>15</sup> MAP, *LGBT Career Survey Report*, November 2008.

<sup>16</sup> MAP analysis of responses to surveys underlying MAP's *LGBT Movement Standard Annual Reporting*, *LGBT Community Center Survey*, and *State of the States*, all 2008 editions. Also reviews of LGBT organizations' websites.

<sup>17</sup> Same source as immediately above.



### Opportunity for Joint Action—Shared Recruiting Resource

MAP recommends that a small number of LGBT nonprofits come together in 2010 to experiment with designing a shared recruiting resource that would develop mechanisms that may include:

- Common position descriptions and job advertisement templates.
- Identification of the most productive advertising vehicles and candidate sources.
- Focus group research to understand the motivations and concerns of highly-qualified LGBT people who would consider serving the movement.
- Benchmarking of pay and benefits.
- A “talent bank” of individuals interested in opportunities to work or move up in LGBT nonprofits.
- A low-cost, standardized system/methodology for managing the recruiting process.
- Relationships with colleges and universities that serve as recruiting pools for progressive nonprofits.

The joint effort could even designate a third-party recruiting firm that would develop and apply many of these mechanisms. A model nonprofit doing this in the social enterprise sector is Commongood Careers (<http://www.cgcareers.org/>), which already has engaged in conversations with MAP about potentially supporting the LGBT movement.

One of the many benefits of collaborating on recruitment can be seen in the simple fact that LGBT organizations (like all nonprofits) often identify several acceptable candidates for a single position. If these organizations could easily share information about “runner-up” candidates with others, the movement as a whole would be able to reduce recruiting costs while simultaneously ensuring that more organizations have access to a high-quality pool of job candidates.

### Practical Guidance—Recruiting Great People

- **Managing to Change the World: The Nonprofit Leader's Guide to Getting Results** — Consult chapter 5, Hiring Superstars, for practical how-to advice on recruiting and hiring.
- **Harvard ManageMentor** — Use the online course on Hiring, which includes nine downloadable templates with steps, tips and tools to guide activities throughout the recruiting process.
- **Commongood Careers Knowledge Center** — See online “Best Practices for Hiring Organizations,” available at [http://www.cgcareers.org/knowledgecenter/articles\\_cat/C14/](http://www.cgcareers.org/knowledgecenter/articles_cat/C14/) for practical, to-the-point articles on topics such as “Avoiding 10 Common Search Pitfalls” and “Communicating Your Organization's Culture to Job Candidates.” Sign up for Commongood Careers' monthly “Talent Works” email newsletter.
- **Bridgestar's Recruiting Nonprofit Leaders Online Center** — Bridgestar ([www.bridgestar.org](http://www.bridgestar.org)) provides a nonprofit management job board, content, and tools designed to help nonprofit organizations build strong leadership teams and to provide individuals with resources they need to pursue career paths as nonprofit leaders, particularly at the top of organizations. Sign up for Bridgestar's monthly “Leadership Matters” email newsletter on career- and recruiting-related themes.

## 3. Deploy and Manage People Well

*Skilled persons do not operate in a vacuum: their ability to accomplish tasks is strongly influenced by the larger environment in which they work. Individual performance is affected at the very least by opportunities for meaningful work, shared professional norms, mentoring, opportunities for joint action, incentives to expand skills and a sense of mission. Indeed, many analysts of human capacity building now argue that effective priority setting, sharing information and strengthening organizational culture have a greater influence over individual performance than additional training does.*



— Rockefeller Foundation Series on Human and Institutional Capacity Building<sup>18</sup>

<sup>18</sup> Winton Pitcoff, “Investing in People: Building the Capacity of Community Development, Training and Social Enterprise Practitioners,” *Human and Institutional Capacity Building: A Rockefeller Foundation Series*, Issue No. 1, 2004.





**Clarence Patton**, then Executive Director of the New York City Gay & Lesbian Anti-Violence Project and National Coalition of Anti-Violence Programs, honored by New York City Comptroller William C. Thompson, Jr. on May 30, 2007.

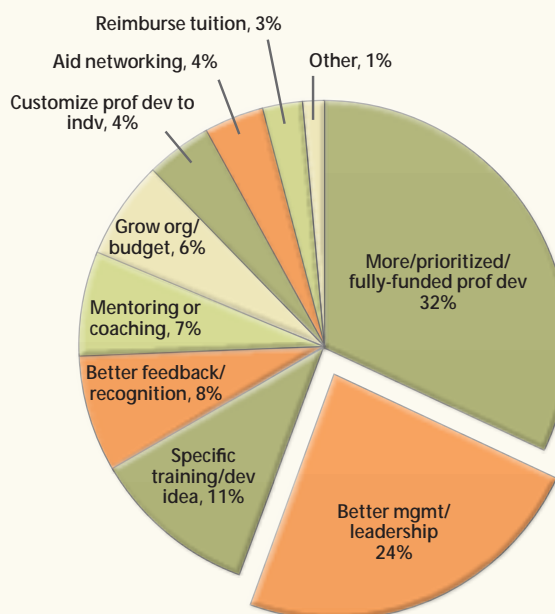
Individuals will contribute most to the LGBT movement's success when they are situated in the right jobs at the right time. LGBT organization jobs should be designed to make the best use of the current skills of employees while providing opportunities for them to grow in their jobs and take on higher-level responsibilities and new challenges over time.

Organizations should therefore make an effort to identify individuals' evolving skills and interests and match them to jobs that are pivotal to movement performance. Those employees who are performing effectively can be moved to jobs of greater value and complexity as they learn and grow, while those who are not can transition to less important roles or out of LGBT movement work entirely.

**MAP suggests that LGBT organizations adopt the mindset that managers have explicit responsibility to make the most of their organization's people resources – not just by deploying those resources to advance the organization's mission, but also by supporting individuals' professional development and career advancement.** Making subordinates' professional development a core responsibility of managers helps secure the long-term health of the organization.<sup>19</sup> It also signals to employees that they really count. Russ Finkelstein, associate director of Idealist, has said, "People need a sense that their employer is invested in their growth, and in many cases, they're not getting that in today's nonprofits."<sup>20</sup>

**Figure 4: LGBT Staff Members: "How My Organization Can Enhance Advancement Learning Opportunities"**

Percent of 768 freeform answers, up to three by each respondent



Managers are in a pivotal position to infuse a talent-building sensibility into the day-to-day work of advancing LGBT equality because a large portion of staff development naturally occurs on the job. Looking back on their careers, successful executives consistently say that they learned more from influential people at work and from challenges inherent in their jobs than from formal training programs and other non-work experiences<sup>21</sup> (see Jerry Hauser case study on page 16). And, organizations characterized by good overall management and attention to talent building, are much better positioned to identify the people with natural leadership abilities, at which point higher-cost investments in their individual development can provide further payoffs.

MAP's *LGBT Career Survey Report* provides further evidence of the link between day-to-day management practices and talent building. The survey asked LGBT nonprofit staff members how their organizations could best foster their personal career development and advancement. Almost a quarter of the responses (the second-highest category overall) said their organizations should improve overall management and leadership (see *Figure 4* above and box on facing page).

<sup>19</sup> Per *Business Week* (October 2007), Pepsico has moved to awarding incentive compensation based equally on people development and business unit operating results (up from 1/3rd people development and 2/3rds operating results).

<sup>20</sup> Quoted in *GEO Action Guide: Supporting Next Generation Leadership*, Grantmakers for Effective Organizations, February 2008.

<sup>21</sup> Cynthia McCauley and Ellen Van Velsor, editors, *The Center for Creative Leadership Handbook of Leadership Development* (2nd Edition), 2004.

<sup>22</sup> MAP, *LGBT Career Survey*, November 2008.

The survey also asked people who have worked in the LGBT movement in the past what change, if any, would make them want to return to LGBT movement work. Thirty-one percent of the free-form answers cited factors related to better leadership or management of LGBT organizations, nearly double the next most frequent answer (better pay). In other questions, many current and former LGBT movement staff reported frustration with management practices; free-form comments indicated that better leadership and management would be essential to recruitment and retention.

One aspect of day-to-day management that is key to talent building is enabling people to advance in their jobs and move to more senior jobs as appropriate. In the MAP survey, 76 percent of LGBT nonprofit executive directors and senior managers indicated that their organizations perform poorly in developing and promoting staff from within, as shown in *Figure 5*. In an interview, the executive director of a well-respected state-based LGBT advocacy organization noted, “We need to make pathways for young people – make movement work something that one can make a career of, without having to go corporate at 35.”<sup>23</sup>

In a sign of the challenges facing the movement, only 43 percent of LGBT staff members said they are satisfied with professional development opportunities in their organizations. This figure was 5 percent lower than the comparable percentage among LGBT people working in other nonprofits. Even more concerning is that fact that 30 percent of LGBT staff are expressly dissatisfied with career opportunities in their organizations. About 50 percent of middle/first-line managers and non-management professionals said they would likely leave the movement for a job with better advancement opportunities; about 31 percent of executive directors and other senior managers would do so.

MAP believes that people learn when they are in jobs that require a small, manageable bundle of skills they don’t already have. LGBT organizations might therefore use professional development as a criterion when assigning individuals to jobs and help employees see and capitalize upon the learning opportunities in their jobs.

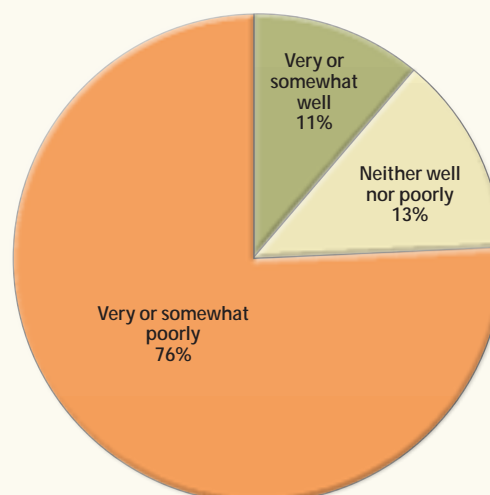
Adding to the challenges facing LGBT organizations as they seek to deploy and manage people more effectively is the changeover of generations (from baby boomers to generations X and Y). To succeed over the long term, the movement needs to engage sexually diverse and gender non-conforming youth, many of whom do not relate to categories like LGBT.

## How LGBT Nonprofit Employers Can Enhance Advancement and Learning Opportunities<sup>22</sup>

(Themes among 183 answers that pointed to overall management and leadership)

- **Better HR policies/ infrastructure.** More clarity around roles and responsibilities, development paths and how to advance; initiate an HR function; devise systematic and accessible training/development programs/plans that reflect organization’s needs.
- **More fair, open and upstanding leadership.** Make opportunities available and known to all staff; don’t play favorites; explain decisions; genuinely care.
- **Better day-to-day supervision.** More supervisory attention; delegate and provide more authority to get job done.
- **Better communication and teamwork.** Break down silos across departments; achieve better cross-departmental communication and collaboration.
- **Better setting and achieving of goals, strategy.** Develop clearer goals and objectives; build a more mission-driven and accountable organization; develop better strategic planning ability so goals make more sense.
- **Less hierarchical decision-making.** Be more accepting of staff input; include employees in decision-making.
- **More competent management.** Practice stronger leadership; improve management skills among senior management.

Figure 5: EDs: How Well My Organization Develops and Promotes Staff from Within



<sup>23</sup> Personal interview by Linda Bush, 2005.

### Case Study—Jerry Hauser on How Good Management Helps Develop Leaders

One of my best accomplishments as COO of Teach For America (TFA) was ultimately a leadership development story. One of our local offices was really struggling, programmatically and financially. We were raising around \$40,000 a year and we weren't sure whether it was possible to raise more. I spent a lot of time with the ED trying to coach her through, but things weren't getting better. Ultimately, after a lot of agonizing, I had to let the ED go. (You're probably thinking, "This isn't a very inspiring leadership development story!")

Part two of the story, though, is that around the same time this was going on, I met a woman named Elisa Villanueva, who struck me as incredibly impressive – smart and a total go-getter. She was still teaching and wasn't in a position to join our staff when I first met her, but I put her on my list and reached out to her periodically to see what she was thinking about next steps in her career. When we let the old ED go, Elisa agreed to take the job. In one year, revenue went from \$43,000 to \$285,000; in two more years we hit \$1 million, with comparable progress on the programmatic side.

Today TFA has grown to over 1,000 people and Elisa is its COO. I look at Elisa with pride when I think of the role I played in her trajectory. I never set out explicitly saying, "I'm going to focus on leadership development." Instead, I focused on trying to get results in that local office, which led me to do things that ended up turning into a leadership development success. In Elisa's case, I can't remember spending a dime on anything that'd be typically called "leadership development" – leadership classes or offsites, coaching, or formal mentoring.

If not those things, then, what do I believe leadership development is? **Fundamentally, good leadership development is a direct product of good management, so if you want to develop the next generation of leaders, manage well.** This means ensuring you have great people on board, which means letting go of people who aren't up to the task and heavily recruiting those who seem promising. ...Once you have the right people, good management is about giving your people responsibility for meeting ambitious goals, holding them to a high bar, and helping them get there. ...Overall, then, the message is to do what it takes to get results: find great people, help them learn by managing them to ambitious goals, and do whatever it takes to retain them.

– Jerry Hauser, CEO of The Management Center<sup>24</sup>

### Practical Guidance—Deploying and Managing People Well

- **Managing to Change the World: The Nonprofit Leader's Guide to Getting Results** — This book can show managers how to make the most of people resources. It conveys the nuts and bolts of managing nonprofit work, managing and developing the people who do the work, and managing one's self in the workplace.
- **Harvard ManageMentor** — This online management support covers all major management tasks including leading, motivating, goal setting, decision making, delegating, team leadership and management, and managing difficult interactions.
- **Starting the Process of Making More Inclusive Organizations: A Primer for LGBT Managers, Executive Directors and Human Resources Staff** — This monograph by the Pipeline Project is a custom guide for LGBT nonprofits and staff wishing to learn more about issues of diversity and inclusion in the workplace.<sup>25</sup>
- **Working Across Generations: Defining the Future of Nonprofit Leadership** — This 2009 book by Francis Kunreuther, Helen Kim and Robby Rodriguez provides a range of ideas on how to approach generational shifts in leadership. Chapter 6, Leading Across Generations, is particularly practical.

<sup>24</sup>The Management Center is a progressive nonprofit founded by Peter Lewis, former CEO of Progressive Insurance, who is also a major donor to MAP. Jerry Hauser co-authored the 2009 book, *Managing to Change the World: the Nonprofit Leader's Guide to Getting Results*, which MAP is providing to the LGBT organizations we work with.

<sup>25</sup>Email Clarence Patton, [cpatton@lgbtpipeline.org](mailto:cpatton@lgbtpipeline.org), for a copy. See also Appendix 1 of this essay, pp. 42-45 for more on the Pipeline Project.

## Opportunity for Joint Action—Shared Resource for Deploying Leaders Among LGBT Nonprofits

MAP recommends that a small number of LGBT nonprofits come together in 2010 to experiment with designing shared performance management, career tracking, and succession planning tools. These tools, which could be customized by organization type (e.g., advocacy organizations, community centers), might include:

- A schema of common LGBT movement jobs and the key knowledge, skills and abilities needed to succeed in each job. MAP already has begun this work. *Figure 6* fits nearly all job titles across 120 LGBT organizations into a dozen fields/career tracks.
- Forms and online systems to identify and record individual staff members' current strengths, weaknesses and development potential vs. the standards for their current and prospective jobs (e.g., common terminology to describe relevant skills and experience; common performance review forms).
- An online system for tracking individuals' personal career interests. Combined with the skills tracking mentioned above, this database would enable quick identification for development planning and of candidates when jobs come up.
- An online career management site for staff members, which would complement the systems and tools for organizations. This might include tips, tools and practical advice for managing one's own advancement and development (e.g., "how to make the most of your annual performance review").

**Figure 6: Nearly all LGBT Nonprofit Jobs Fit into 12 Career Tracks**

Position/career track type	Includes:	Broadly applicable to? →					
		National advocacy	State advocacy	Legal	Community center	Capacity-bldg/rsch	Arts/media
Executive direction	ED, deputy director, managing director, COO	√	√	√	√	√	√
Program – policy	Public policy/project director, researcher, analyst	√	√	√		√	
Program – services	Program director/staff, helpline staff – healthcare, anti-violence, youth/elder services, social work			√	√	√	
Program – legal	Staff attorney, paralegal/legal assistant, legal services coordinator			√			
Communications	Constituent communications, media relations, producer	√	√	√	√	√	√
Political	Political/caucus/legislative director, lobbyist	√	√				
Campaign/field organizing	GOTV, education coordinator, regional director, training staff	√	√				
Development	Donor direct marketing/outreach, major gifts, membership, events, corporate support, grant writing	√	√	√	√	√	√
Government financing	Government grant writing, administration and reporting	√			√		√
Finance/accounting	Finance director, payroll/accounts payable clerks	√	√	√	√	√	√
Administrative/HR	Office/building management, operations, volunteer coordination, admin/reception, grant reporting	√	√	√	√	√	√
IT	Hardware/software, webmaster web design. Note few organizations seem to have in-house IT	√	√	√	√	√	√

Having this infrastructure in place would help individuals see LGBT movement work as a serious, professional career with clear advancement potential. It could even lay the basis for a "talent market" in which individuals take personal initiative and organizations collaborate to place staff members in ever more challenging jobs as they become ready, sometimes crossing organizational boundaries.



MAP believes that LGBT nonprofits and their supporters should view creating such pathways as a movement-wide, rather than organizational, challenge. The majority of LGBT organizations are likely too small to offer realistic career pathways on their own, such that cajoling small organizations to take these steps is not the answer. For instance, a research assistant might aspire to be a research director, but in a small organization with only one such slot and an incumbent unlikely to move, that aspiration might not be feasible. Viewed across the movement, though, the aspiration becomes more realistic – and in fact, would help other organizations fill critical talent gaps.

Of course, losing a capable research assistant or other valued staff member can be hard for a small nonprofit organization. But research demonstrates that companies where top employees can negotiate job transfers (which MAP perceives as somewhat analogous to transfers among LGBT movement organizations) have higher returns on sales, investments, assets and equity.<sup>26</sup>

#### 4. Develop People on the Job and Offsite

*Our major criticism of the approach of many organizations to leader development is that it is not systemic but rather events-based. ...Too often the answer is to send the engineer to a training program, and the shorter it is the better. There is no question of determining readiness, no feedback prior to training, no planned support or reinforcement upon return. The hope is that this kind of training "fixes" people. As you will discover, we have found that training is a powerful intervention and an important part of a developmental system—but it is only one part.*



Pool/Getty Images News/Getty Images



**Shannon Minter**, Legal Director of the National Center for Lesbian Rights, presents the California Supreme Court with arguments challenging the law defining marriage as the union between a man and a woman. March 4, 2008.

– Center for Creative Leadership<sup>27</sup>

LGBT nonprofits need to help current and emerging leaders develop the knowledge, skills and abilities that will enable them to successfully lead their organizations and advance the cause of LGBT rights. But developing leaders is not easy – there are so many changing ways of thinking about “leadership” and “leadership development” that the concepts, language and frameworks become fragmented and unclear. After reviewing more than 100 articles and books on the subject, MAP recommends that LGBT nonprofits use the simple enumeration of 12 targets of individual leader development in the box on page 19.

Leader development in the LGBT movement needs to emphasize participation and shared ownership beyond the executive director, and beyond the walls of individual organizations. Just as in for-profit business today, LGBT organizations are discovering that leadership styles grounded in formal authority do not fare well in the new “networked” workplace or with upcoming generations of staff and leaders. Gara LaMarche, President of Atlantic Philanthropies, opines, “It is not possible to deal with leadership in a vacuum without considering the changing nature of the workplace—indeed, the way work is structured.”<sup>28</sup>

LGBT nonprofits, in particular, are trying to solve problems and make social and political changes that are too big for any one organization to solve alone. No single entity has the technical capacities to resolve the challenges facing LGBT organizations and the movement as a whole – and no single entity “owns” them either. Thus, LGBT leaders need greater skills in systems thinking and contextual analysis, negotiating and influencing, building sustainable partnerships and building capabilities for change.

<sup>26</sup> “Making a Market in Talent,” *McKinsey Quarterly*, 2006 number 2.

<sup>27</sup> Cynthia McCauley and Ellen Van Velsor, editors, *The Center for Creative Leadership Handbook of Leadership Development* (2nd Edition), 2004.

<sup>28</sup> From the foreword to *Working across Generations: Defining the Future of Nonprofit Leadership* by Francis Kunreuther, Helen Kim and Robby Rodriguez, 2009.



Twelve Targets of LGBT Nonprofit Leader Development <sup>29</sup>	
<b>Self-management capabilities</b> – managing one's own thoughts, emotions, attitudes and actions	<p><b>1. Self-awareness.</b> Developing awareness of personal strengths and weaknesses, why these are so, how they impact others, and how they impact one's own effectiveness in reaching goals.</p> <p><b>2. Ability to balance conflicting demands.</b> Learning not to let conflicts paralyze or overwhelm, to understand their natural roots, and to develop strategies for balancing or integrating them.</p> <p><b>3. Ability to learn.</b> Recognizing when new behaviors, skills or attitudes are called for; accepting responsibility for one's own development; engaging in activities that hone or test new skills or behaviors; and developing a variety of learning tactics to acquire needed skills or behaviors.</p> <p><b>4. Leadership values.</b> Modeling honesty and integrity (engenders trust and credibility); strong personal initiative and drive (allows one to persevere in face of difficult organizational goals); and positive, optimistic attitude (supports individual and group efficacy).</p>
<b>Social capabilities</b> – enabling meaningful connections to others	<p><b>5. Ability to build and maintain relationships.</b> Respecting people of varying racial and gender identities, varying ages, and varying backgrounds; and understanding their perspectives.</p> <p><b>6. Ability to build effective work groups.</b> Facilitating positive relationships among others who work together; creating synergy, motivation and sense of empowerment in work groups.</p> <p><b>7. Communication skills.</b> Communicating information, thoughts and ideas clearly in different media; listening carefully; and understanding what others are saying, thinking and feeling.</p> <p><b>8. Ability to develop others.</b> Helping others diagnose their development needs; providing appropriate feedback; coaching and encouraging change in their behavior; and recognizing and rewarding improvements.</p>
<b>Work facilitation capabilities</b> – getting things done in organizational systems	<p><b>9. Management skills.</b> Facilitating everyday work in organizations by competently setting goals and devising plans for achieving those goals, monitoring progress, developing systems for accomplishing work, solving problems, and making decisions.</p> <p><b>10. Ability to think and act strategically.</b> Maintaining a clear sense of the desirable collective future; and making decisions, setting priorities and supporting initiatives that will bring current reality more in line with the desired future.</p> <p><b>11. Ability to think creatively.</b> Seeing new possibilities; finding connections between disparate ideas; reframing issues; and being willing to take risks and go into uncharted territory.</p> <p><b>12. Ability to initiate and implement change.</b> Establishing need for major changes in organizational systems and practices; influencing others to participate in the change; and institutionalizing new ways of working.</p>

<sup>29</sup>Adapted by MAP from Cynthia McCauley and Ellen Van Velsor, editors, *The Center for Creative Leadership Handbook of Leadership Development* (2nd Edition), 2004.



**Roey Thorpe**, then Basic Rights Oregon Executive Director, speaks about a court ruling that ordered Oregon to recognize 3,000 same-sex marriage licenses issued by Multnomah County in March 2004. Behind her are some of the plaintiffs in the lawsuit filed by the ACLU. April 20, 2004.

The state-of-the-art of leadership development also is evolving toward combinations of offsite development experiences (its traditional focus) and more collective, action-oriented, in-field modes, particularly coaching. This is in part due to increasing acknowledgement of the time and consistent effort it takes individuals to really own new leadership capabilities, as depicted in *Figure 7*. Some experts go so far as to say that effective individual leader development is less about specific practices and more about consistent and intentional implementation.<sup>30</sup> A *Business Week* columnist opines, "At one time, corporate education programs were a disconnected series of independent events. In today's best firms, they are part of an integrated career-development plan that is tied to strategic objectives with specific, actionable goals."<sup>31</sup>

The best individual leader development initiatives tend to integrate or link various developmental experiences. For example, when a leader is tapped for a tough new job assignment, the development program could precede that assignment with open conversations about expectations and learning goals; time a training experience to help the leader rise to the challenge; and then supplement the developmental assignment with ongoing feedback, coaching, and opportunities to reflect on what and how the leader is learning. Ideally, each of the development experiences in the sequence should combine elements of Assessment, Challenge, and Support, as depicted in *Figure 8*.<sup>32</sup>

<sup>30</sup> David D. Day, "Leadership Development in Context," *Leadership Quarterly*, volume 11, number 4, 2001.

<sup>31</sup> Marshall Goldsmith, "Developing Strategic Leadership," *Business Week*, October 2007.

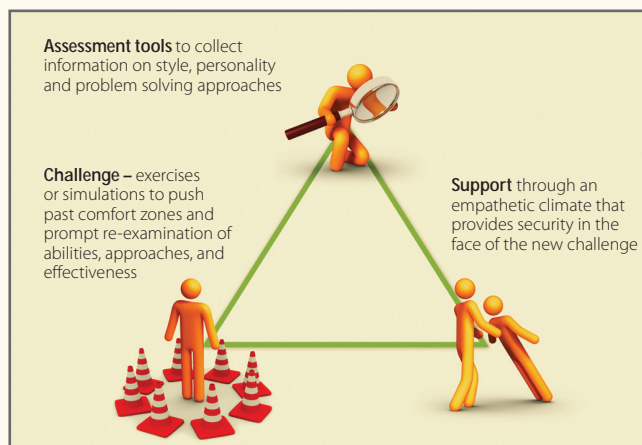
<sup>32</sup> Cynthia McCauley and Ellen Van Velsor, editors, *The Center for Creative Leadership Handbook of Leadership Development* (2nd Edition), 2004.

<sup>33</sup> William P. Ryan, *Coaching Practices and Prospects: The Flexible Leadership Awards Program in Context*, a report for the Haas, Jr. Fund, May 12, 2009.

**Figure 7: Acquiring New Leadership Capabilities Takes Time**



**Figure 8: The Best Development Experiences Integrate "ACS"**



**Rashad Robinson**, Senior Director of Media Programs for the Gay & Lesbian Alliance Against Defamation, gives the keynote address at the 5th annual OUT for Work LGBTQA College Student Career Conference, September 26, 2009.

### Case Study—Paula Morris on Investing in Coaching and Other Talent-building Supports for Leaders

As project director for the Evelyn and Walter Haas, Jr. Fund's Flexible Leadership Awards (FLA) Program, I have had a firsthand view of how LGBT nonprofits can use cost-effective external resources to help build leadership talent.

Through the FLA Program, the Haas, Jr. Fund gives small and mid-size organizations a rare opportunity: multi-year funding for leadership development, and consulting support to decide how to use it best. One organization that made the most of this support is Asian and Pacific Islander Wellness Center, a San Francisco-based agency rooted in the LGBT community that serves Asian and Pacific Islanders living with HIV/AIDS. When the organization became an FLA grantee, its deputy director, Lance Toma, was stepping up to replace a longtime executive director.

Lance used the organization's grant funds to hire an experienced nonprofit manager as an executive coach. Lance had a good idea of what he wanted and needed to do as he prepared to take the reins of the organization. The primary goal of the coaching was to help him figure out how to do it.

Two key areas Lance focused on as a result of the coaching were strengthening the organization's fund development and building a stronger leadership team. To strengthen the organization's fundraising capacity, Lance decided not to join the flood of organizations trying to recruit the perfect development director – i.e., someone with a track record and significant major donor expertise. Instead, Lance hired a strong development manager with good experience, clear talent and a passion for the organization's work, and then brought in a coach to help build the new hire's skills and expertise on the job.

Similarly, when it came to building the talent of the agency's leadership team, Lance brought in a coach who helped team members shift old patterns of communication, clarify their purpose and roles, and hold themselves accountable for their performance, both as individuals and as a team.

Lance's experience – and that of his organization – shows that investing in leadership support for LGBT nonprofits is not an expensive luxury but an essential complement to strong management. Three years later, Asian and Pacific Islander Wellness Center has emerged from the executive transition healthier than ever: despite the state of the economy, its programs are thriving, with a growing donor base, an engaged board, a strong business plan and an ambitious expanded mission. As Lance put it, he still worries like any other nonprofit executive director, but thanks to coaching he's worrying about the right things.

What made the difference? Lance credits the opportunity to build staff capacity over time and onsite with coaching that focused on the organization's real-time leadership challenges.

— Paula Morris, Program Director Haas, Jr. Fund Flexible Leadership Awards Program

Coaching is a development activity that appears particularly suited to today's working world. A 2008 survey by the American Management Association found that 71 percent of North American companies already use or expect to institute coaching programs in the future.<sup>33</sup> Generally, coaching is a practice in which a coachee and her coach collaborate to develop the coachee's understanding of personal strengths and weaknesses; identify her primary developmental tasks; challenge current constraints while exploring new possibilities; and ensure accountability and support for reaching goals and sustaining development.<sup>34</sup>

Coaching is particularly well suited to nonprofits because it tends to address real-time issues embedded in the organization's day-to-day context, and because it can be tailored to the organization's and the leader's specific needs, as well as the available resources for coaching.<sup>35</sup> Within the Haas, Jr. Fund's

Flexible Leadership Awards (FLA) program, grantees' single-largest spending area has been coaching (20 percent of all outlays), and many FLA executives credit coaching for significant successes in their organizations. (See Paula Morris case study above.) A research report on coaching commissioned for the FLA describes a successful coaching engagement as one that is organized around clear goals; features some form of assessment; and links individual development to organizational performance.<sup>36</sup> The Haas, Jr. Fund also points out that coaches need to have a background in the nonprofit sector.

<sup>34</sup> Cynthia McCauley and Ellen Van Velsor, editors, *The Center for Creative Leadership Handbook of Leadership Development* (2nd Edition), 2004.

<sup>35</sup> Kim Ammann Howard, Michelle Gislason and Virginia Kellogg, *Coaching and Philanthropy: An Action Guide for Grantmakers*, forthcoming from GEO.

<sup>36</sup> William P. Ryan, *Coaching Practices and Prospects: The Flexible Leadership Awards Program in Context*, a report for the Haas, Jr. Fund, May 12, 2009. MAP also obtained the AMA survey figures there. Appendix 1 of this essay, page 38 has more information on the FLA.



A related practice that is just beginning to emerge in nonprofits is development of a nonprofit organization's senior team as a whole. This work often includes on-site, in-team training experiences that can be integrated more easily into the organizational context. In fact, team-based training mitigates against one of the major downsides of individual development: the individual's return, after a leadership development experience, to an organizational environment where no one else's attitudes or behavior have changed. Leadership development efforts are much more effective when members of the top leadership team have a shared understanding of the challenges and opportunities facing the organization, as well as the skills and capacities they need to succeed.

In assessing and implementing these and other strategies for developing employees, LGBT organizations and their funders should pay special attention to making sure that development opportunities are available to people of color. MAP's survey revealed that only 47 percent of staff members who are people of color (compared to 60 percent of white staff) believe their organizations pay sufficient attention to racial/cultural/ethnic diversity when developing and promoting staff.

The good news is that many of the existing LGBT leadership development programs profiled in Appendix 1 are designed to target people of color, who make up about 39 percent of paid staff of LGBT organizations. Of the 22 leadership development programs, 13 (59 percent) give preference to people of color, including five (23 percent) that are limited to people of color only. Additionally, one program (the Pipeline Project's *Organizational Development and Strategic Planning for Diversity/Inclusion*) is entirely built around people-of-color issues, bringing the total share of programs that give preference to or focus on people of color to nearly two-thirds.

## 5. Retain the Best People

*I find it puzzling that people who clearly understand the idea of investing in great companies run by the right people often fail to carry the same logic over to the social sectors.*

—Jim Collins, *Good to Great and the Social Sectors*<sup>37</sup>



LGBT nonprofits need to keep their best leaders personally engaged in the movement for long periods of time. Based on MAP's research, the four key activities that drive retention are: maintaining steady funding of the organization; optimizing financial rewards (pay and benefits) and psychic rewards (enjoyment, challenge, and accomplishment); minimizing undue stress and strain on staff members; and sensitively managing underperforming staff members out of the organization to make room for high performers to move up.

### Practical Guidance—Developing People on the Job and Offsite

- **LGBT-specific leadership development programs** — For concentrated, offsite leader development experiences, Appendix 1 profiles 22 leadership development programs currently designed (at least in part) for LGBT nonprofits. The programs include internships and fellowships; training sessions at annual meetings and conferences; day-to-day performance support programs; and organization-focused programs.
- **Open-enrollment leadership development programs that serve nonprofits in general** — Such programs can operate at a more economical scale than LGBT-specific programs and they can afford to employ developers trained in adult learning methods and instructional design. Using public leadership development programs would further integrate LGBT advocates and concerns into the larger nonprofit sector, providing access to new ideas and networks. *Appendix 5* contains very brief profiles of a few such programs.

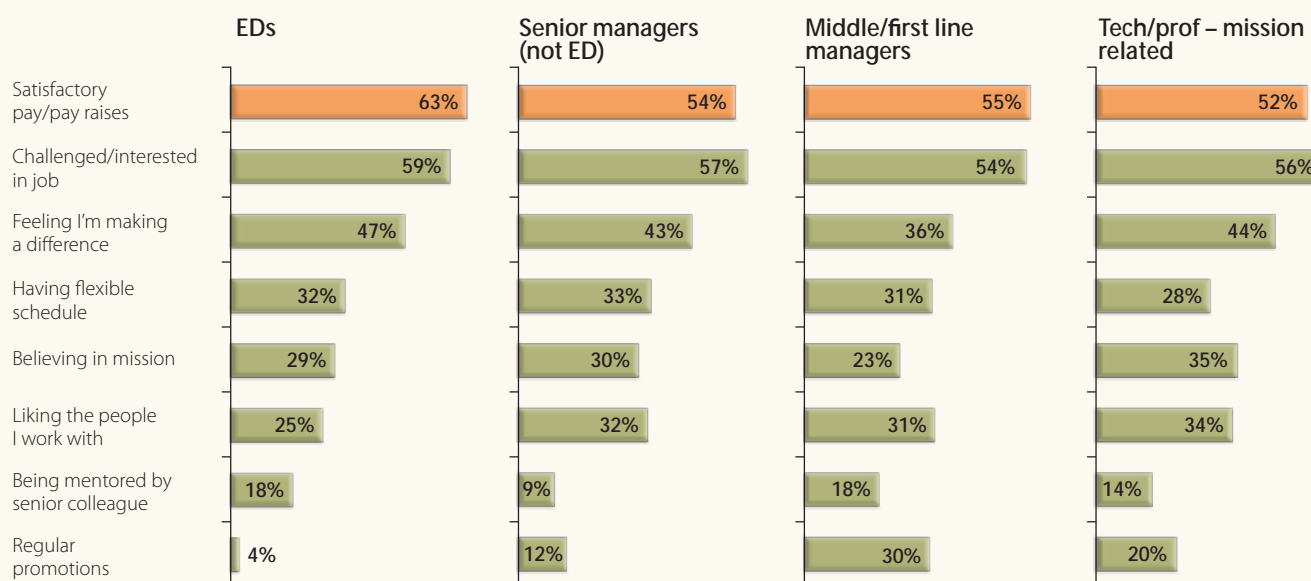


**Matt Foreman**, then Executive Director of the National Gay and Lesbian Task Force, sits down with Rabbi Sharon Kleinbaum in the middle of Broadway by the Times Square Military recruitment center to protest remarks by US Joint Chiefs of Staff Chairman General Peter Pace. Pace said that homosexual acts are "immoral" and that the Military's "Don't Ask, Don't Tell" policy should stand. March 15, 2007.

<sup>37</sup> Jim Collins, *Good to Great and the Social Sectors: A Monograph to Accompany Good to Great*, 2005.

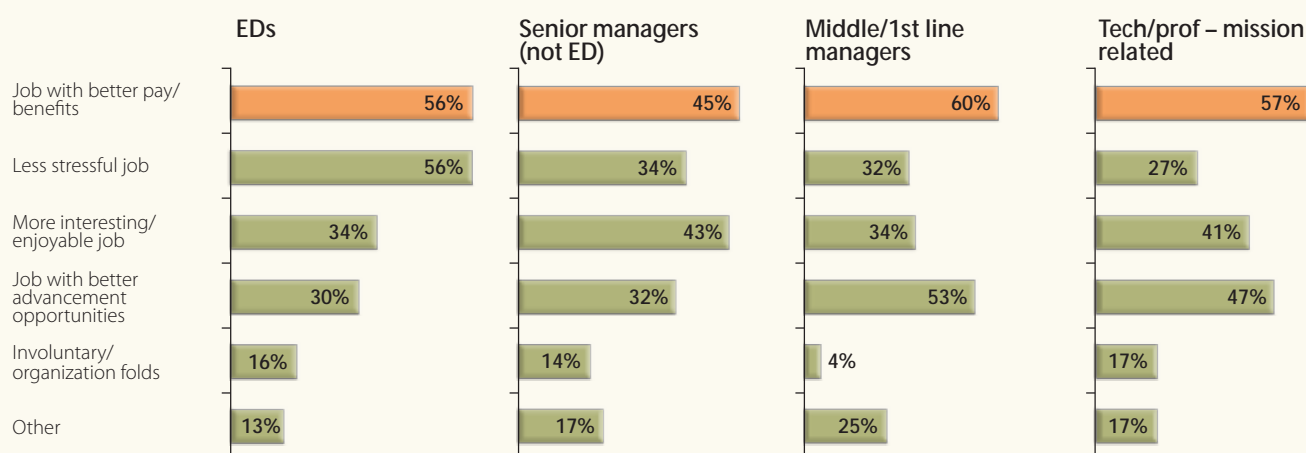
**Figure 9a: What Would Keep Me in the LGBT Movement for Five More Years**

(check up to 3)



**Figure 9b: Why I Would Leave the LGBT Movement**

(check up to 3)



In MAP's *LGBT Career Survey Report*, people working in LGBT nonprofits showed less commitment to their current organizations and the field than LGBT people working in other nonprofit sectors. Less than one-third of current LGBT movement staff described an ideal next job that is within the movement. Most LGBT nonprofit employees said their current stress levels are high and they have insufficient administrative support and time to complete their work. Executive directors are especially overwhelmed, with many saying that finding a less stressful job would be the most likely reason they would leave the LGBT movement.

Across the board, respondents to MAP's *LGBT Career Survey Report* perceived the pay in LGBT nonprofit organizations to be inadequate. Current LGBT nonprofit staff members said that pay will be a key factor in whether they continue in the movement (see *Figures 9a and 9b*), while LGBT people outside the movement said low pay caused them to leave LGBT movement work or prevents them from considering movement jobs. In an interview, the leader of a state-based LGBT nonprofit opined, "For people who want to do the right thing and make a career of it, the financial prospects are daunting."<sup>38</sup>

<sup>38</sup> Personal interview by Linda Bush, 2005.



Looking beyond compensation, it is important to note that even the most talented and enterprising leader needs sufficient organizational resources and good working conditions to succeed. No amount of leadership development can replace adequate salary levels, positive working conditions, strong planning, and appropriate resourcing for activities from polling and opposition research to communications and fundraising.

Equipping leaders properly to get their jobs done is mostly about good overall nonprofit management – it requires focused attention on issues from strategic and operational planning to fundraising and communications with donors. Like all nonprofits, LGBT organizations need to seek more resources to the extent possible, but then “size” the organization’s work to the resources available, so as not to stretch staff members too thin.

Bridgespan points out that, in the short run, staff members may be able to “do more with less,” but ultimately the organization’s beneficiaries suffer.<sup>39</sup> This is an area where major funders need to take the lead to ensure that LGBT nonprofits have the financial wherewithal to achieve organizational and movement goals (see foreword to this essay by Linda Wood and Matt Foreman of the Haas, Jr. Fund).

The LGBT movement’s culture is such that the need to fund immediate crises overshadows most conversations about building the sector’s long-term sustainability. As hard as it is, LGBT nonprofits need to be direct with funders about the level of funding truly needed to execute programs and let funders know that undercapitalizing programs will likely lead to less than optimal results.

MAP also recommends that LGBT funders provide more opportunities for renewal of long-time leaders via sabbaticals or rotations into learning-rich projects that call on leaders to develop and practice new skills. In the broader nonprofit sector, sabbatical opportunities are one option for offering recognition and tribute to the recipient, while also providing an opportunity for rejuvenation. A recent evaluation has shown that when sabbaticals are planned well, they also can be a powerful way to develop the second tier of leadership that steps up while the leader is away.<sup>40</sup> There are also “leadership renewal programs,” usually offered in retreat settings where leaders are given the opportunity to reconnect with the values, personal vision and passion that drive their work and keep them engaged.

<sup>39</sup> Jeffrey L. Bradach, Thomas J. Tierney and Nan Stone, “Delivering on the Promise of Nonprofits,” *Harvard Business Review*, December 2008.

<sup>40</sup> Deb Linnell and Tim Wolfred, *Creative Disruption: Sabbaticals for Capacity Building and Leadership Development in the Nonprofit Sector*, 2009

David Hume Kennedy/3rd Party – Misc/Getty Images



**Ruth Harlow**, then Legal Director, and **Kevin Cathcart**, Executive Director, both of Lambda Legal, talk to the press outside the U.S. Supreme Court building, after the court struck down sodomy laws that make it a crime for persons of the same sex to engage in sexual relations. Ruth Harlow was lead attorney on the case. June 26, 2003.

### Practical Guidance—Making the Case for Resources for Building Leadership Talent

MAP intends to help LGBT nonprofits make the case for adequate funding for leadership talent by emphasizing the need for reasonable overhead in communications and presentations to funders. Also of great value for communicating with funders is Ann Goggins Gregory’s and Don Howard’s *Stanford Social Innovation Review* article, “The Nonprofit Starvation Cycle” (fall, 2009). According to the authors: “A vicious cycle is leaving nonprofits so hungry for decent infrastructure that they can barely function as organizations—let alone serve their beneficiaries.” The article recommends that nonprofits commit to understanding their real overhead costs and infrastructure needs and then engage their boards to help communicate with funders.

## CONCLUSION

The private sector has been investing substantial sums in leadership development for many years, based on an understanding that the skills and capacity of an organization's leaders are essential to its continued growth and success.

For the LGBT movement and the broader nonprofit sector, this is a relatively new frontier. Nonprofit organizations and their funders are just beginning to invest more strategically in building leadership talent. They are just beginning to figure out what works best, and what doesn't, as they seek to ensure that current and emerging leaders have the support they need to succeed in their careers, and to contribute to the success of the important causes that their organizations work to address.

Tracking the impact of new investments in building LGBT nonprofit leadership talent is important – organizations need to understand what types of investments deliver the best results. At the same time, however, LGBT nonprofits and their funders would be wise to follow the model of their private-sector peers, who continually review and apply best practices in leadership development but are reluctant to allocate substantial time and resources to isolating and tracking "returns on investment." The reason: leadership development is notoriously difficult to measure, even as participants and supporters regularly and enthusiastically report on the benefits that well-designed development opportunities deliver for individuals, organizations and social movements.

When funders and LGBT nonprofits invest in building LGBT nonprofit leadership talent, they are advancing a new body of work. MAP hopes that the vision and the strategies outlined in this essay can help the movement as it devotes more resources and attention to leadership issues in the months and years ahead.

MAP believes very strongly that the future of the LGBT movement depends on strong and capable leaders collaborating within and across nonprofits to advance organizational and collective goals. Funders and nonprofit leaders need to work together to make sure that the movement has the understanding and the resources to make talent building a continuing priority – because talent building leads directly to movement building, and movement building leads directly to change.

Alex Wong/Getty Images News/Getty Images



After signing a memorandum to extend benefits to same-sex partners of federal employees on June 17, 2009, President Barack Obama shakes hands with **Frank Kameny**. In the late 1950s, Kameny protested his firing due to homosexuality by the U.S. Civil Service Commission and argued the case to the U.S. Supreme Court. Kameny then founded the Mattachine Society, which pressed aggressively for gay and lesbian civil rights and was the subject of 1963 congressional hearings over its right to solicit funds.

## APPENDIX 1: LEADERSHIP DEVELOPMENT PROGRAMS CURRENTLY SERVING LGBT NONPROFITS

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## Snapshot of Leadership Development Programs Currently Serving LGBT Nonprofits

All programs described here are designed, at least in part, to meet the leadership development needs of LGBT nonprofits. (The programs by Center for Community Change, Center for Progressive Leadership, and Haas, Jr. Fund also, or predominantly, serve other progressive nonprofit sectors. David Bohnett Leadership Fellows predominantly serves LGBT public officials and typically one leader of an LGBT nonprofit annually.) All data is self-reported by the program provider. Capacity figures are for FY2009.

		Leadership Sought				Skills Imparted			Activities						
Program	Brief Description (see profile for more)	Organizational	Field	Thought	Diversity of leadership	Leadership	Managerial	Technical	Program Length	Lecture	In-class projects	Field projects	Coaching	Other	Enrollment and Annual Capacity
Internships and Fellowships															
Center for Community Change: <b>Generation Change</b>	Recruit and cultivate next generation of community organizers and nonprofit professionals for social change sector, particularly from underrepresented communities; internships/ fellowships at community nonprofits, peer support, events	20%	80%					100%	1 week to 6 months		20%	80%			~ 112 individuals (↑ to 150 in 2010) in total; ~ 20 LGBT  Must be POC and early in career
Center for Progressive Leadership: <b>New Leaders Program</b>	Provide diverse young leaders with paid internships or fellowships with progressive organizations, plus weekly training workshops, mentorship and regular networking events	30%	10%		60%	60%	10%	30%	~ 50 hours over 3 (intern) or 6 months (fellow)	5%	65%	15%	15%		~ 120 individuals (↑ to in 2010); in total; ~ 36 LGBT  Must be POC and/or GLBT youth
Equality Federation Institute (EFI): <b>State Internship Program</b>	EFI covers costs and provides leadership training for 10 paid interns to work on specific projects in state-based LGBT organizations, with local supervision and mentoring	20%	20%	20%	40%	50%		50%	~ 300 hrs over 3 months	10%		90%			8 individuals  POC, trans preferred
Gay & Lesbian Leadership Institute: <b>David Bohnett Leadership Fellows</b>	Openly-LGBT public officials sponsored to attend 3-week Senior Executives in State and Local Government program at Harvard's Kennedy School of Government (about 10% of Fellows work at LGBT nonprofits that interface with government)	20%	20%	30%	30%	40%	50%	10%	3 weeks	40%	40%		20%		11 individuals (↑ to 16 in 2010); 10% are from LGBT nonprofits  Must be accepted by Harvard too
Pipeline Project: 21st Century <b>Fellows Program</b>	POC managers in LGBT nonprofits form cohort to attend Rockwood's Art of Collaborative Leadership course and then 3 additional retreats in hard and soft management/success skills, network-building, and leadership planning. Professional coaching included		25%		50%	35%	20%	35%	~ 200 hours over 1 year		60%	30%	10%		20 individuals  Must be POC manager in LGBT nonprofit
Pipeline Project: <b>Pipeline Internship Program</b>	Recruits new, diverse talent to work for LGBT organizations via relationships with colleges, universities, LGBT youth organizations, and other youth/student-focused recruiting pools. Once placed, interns are supported with conference calls and individual coaching	10%	10%	10%	70%	40%		60%	Varies; part-time and full-time internships	Varies					35 to 40 individuals  Must be students of color
Rockwood Leadership Institute: Fellowship in LGBTQ Community and Advocacy	[in hiatus] Series of developmental experiences for diverse learning community of LGBTQ leaders via offsite workshops, phone conferences and professional and peer coaching. Targets deeply personal transformational leadership approach and deeper relationships among LGBTQ leaders	30%	20%	30%	20%	90%	5%	5%	~ 70 hrs over 8 months	35%	60%		5%		20 individuals (0 during hiatus)  Seeks diverse mix by race, age, and circumstances

Program	Brief Description (see profile for more)	Leadership Sought				Skills Imparted			Program Length	Activities					Enrollment and Annual Capacity
		Organizational	Field	Thought	Diversity of leadership	Leadership	Managerial	Technical		Lecture	In-class projects	Field projects	Coaching	Other	
Task Force Academy for Leadership & Action: Holley Law Fellows	Full- and part-time internships for law students to work in Task Force Public Policy and Government Affairs Dept, most closely with State Legislative Director and Transgender Civil Rights Project Director		50%	50%		25%		75%	~ 400 hrs over 3 months		70%		10%	20%	4 individuals  Must be law student; POC and trans preferred
<b>Training at Annual Meetings/Conferences</b>															
CenterLink: Community Center Executive Directors Summit	Annual two-day conference for EDs of LGBT community centers. Includes training, skills-building and LD on topics in nonprofit management and organization development of particular interest to center EDs	80%		10%	10%	70%	15%	15%	~ 16 hrs over 2 days	20%	75%		5%		~ 50 community center EDs  Any LGBT community center ED
EFI: Equality Federation Summer Meeting	Up to 25 workshops over 4 days in 3 tracks: new/emerging state leaders (<5 years experience); experienced state leaders/executives; and board members. Topics chosen to meet state organizations' latest needs	50%	20%	10%	20%	20%	20%	60%	~ 27 hrs over 4 days	25%	25%		25%	25%	~ 120 individuals  Any senior staff of EFI member
Task Force Academy: National Leadership Program	Year-round, multi-disciplinary training and leadership dev sessions to build diverse pool of leaders from grassroots. Sessions at various locations culminate at <i>Creating Change</i> conference. (Umbrella for all Task Force/partner trainings)	20%	20%	10%	50%	50%	10%	40%	15 to 30 hours over months		40%	50%	10%		~ 500 individuals (1 to 700 in 2010)  POC/trans/disabled preferred
<b>Day-to-Day Performance Support</b>															
EFI: State Leader Executive Support and Coaching	EFI staff conduct 1-on-1 discussions with state leaders about job challenges (e.g., org development, strategy, fundraising); help brainstorm and make referrals to useful resources or other state leaders	70%	10%	10%	10%	34%	33%	33%	Varies widely	Varies widely					~ 150 individuals  Any senior staff of EFI member
EFI: State Leader Peer Coaching	[launched April 2009] Cohorts of eight state leaders with same role define common needs (e.g., financial or board management skills) and undertake monthly conference calls, semi-annual meetings and online workshops, led by experienced coach	50%	20%	10%	20%	34%	33%	33%	~ 60 hrs over 12 months	20%	20%		40%	20%	8 individuals  Competitive among state org leaders; POC/trans preferred
LGBT Mentoring Project: Mentoring Emerging and Established Leaders	Mentors work side-by-side with LGBT leaders/leadership teams to build stronger LGBT political organizations and campaigns and other non-partisan projects	40%	20%	20%	20%	50%	25%	25%	200-700 hrs over 12 months	5%		40%	10%	45%	~ 35 individuals and 4 teams
MAP: Harvard ManageMentor for LGBT Leaders	[pilot 2008-9] Online, self-paced management training and performance support licensed from Harvard Business School Publishing. 21 modules cover personal effectiveness, leadership skills and people management skills	80%	20%			33%	67%		~ 2.5 hours/module					100%	Up to 500 individuals  Open to managers at participating LGBT nonprofits
Pipeline Project: Support and Coaching for POC in LGBT Organizations	[launched May 2009] Ongoing phone and (planned) in-person support and coaching of POC managers in LGBT organizations; facilitation of connections with other POC and non-POC leaders; and support and peer resources	45%		10%	45%	60%	30%	10%	Varies widely	Varies widely					4 individuals  Must be POC manager in LGBT nonprofit
realChange Partners: Leveraging Your Inner ED	Combines group training and individual executive coaching of EDs in ED Leadership Skills; ED Management Skills; and ED People Person Skills. Currently serving 2 cohorts: EDs from statewide LGBT orgs, EDs from and national LGBT orgs	50%	25%		25%	33%	33%	33%		10%	10%	15%	50%	15%	Currently 15 individuals  Open to EDs of LGBT nonprofits



		Leadership Sought				Skills Imparted			Activities						
Program	Brief Description (see profile for more)	Organizational	Field	Thought	Diversity of leadership	Leadership	Managerial	Technical	Program Length	Lecture	In-class projects	Field projects	Coaching	Other	Enrollment and Annual Capacity
Organization-focused Programs															
Haas, Jr. Fund: Flexible Leadership Awards	Enables key Haas, Jr. Fund grantees to reflect on organizations' aims and associated leadership challenges to achieve aims; then provides sustained resources and support to address identified leadership challenges over 3 to 5 years (grants, consulting, skills-building, coaching)	90%	5%		5%	70%	15%	15%	Varies widely		5%	30%	30%	35%	~ 14 organizations (30% LGBT) with 8 individuals from each  Current Haas Jr. grantees, by invitation
Horizons Foundation: POCIBLE (POC Initiative to Build Leadership & Effectiveness)	Horizons provides LGBT organizations rooted in communities of color with capacity-building grants and LD over a two-year period to build strong local POC-LGBT organizations and leadership network	60%			40%	40%	30%	30%	~ 120 to 140 hours/team over 2 years			25%	40%	35%	10 individuals from 9 organizations  POC-led LGBT nonprofits in Bay area
Pipeline Project: Organizational Development and Strategic Planning for Diversity/Inclusion	Two-day meeting imparts guided change and strategic planning framework to teams of EDs, managers and/or board members to improve diversity/inclusion performance in their organizations. Followed by coaching and support, status-checking and progress assessments vs. organization's identified goals and objectives	45%		10%	45%	40%	20%	40%	16 to 20 hours		80%	10%	10%		5 organizations with 4 individuals each  LGBT nonprofits self-select
Other															
Stonewall Institute: LGBT Leadership Initiative	[1-time only, 2009-10] Convene about 50 LGBT movement leaders for planning/coaching, to report information about existing LGBT and progressive leadership dev programs, and to develop/disseminate "State of the LGBT Movement's Leadership" presentation to stakeholders			50%	50%	100%			20 hours over two years		100%				50 individuals (0 new enrollees)  Individuals selected to achieve target racial/ gender/ other mix
Task Force Academy: Power Summits	Three-day trainings for state/local leaders on how to build grassroots political power/ money to defeat anti-LGBT ballot measures or pass pro-LGBT legislation; build cadre of people ready to fill key organizer or fund-raiser positions	10%	50%	10%	30%	10%	20%	70%	~ 24 hrs over 3 days	30%	40%		15%	15%	100 individuals  Competitive; POC and trans preferred

## Center for Community Change: Generation Change

Basic Program Information		
Key contact	Susan Chin, <a href="mailto:schin@communitychange.org">schin@communitychange.org</a> , (202) 339-9300	Program overview National program to recruit and cultivate the next generation of community organizers and nonprofit professionals for the social change sector, particularly from underrepresented communities, e.g., POC and low-income and LGBT people. Ten-week internships with community-based organizations or six-month fellowships to do community organizing; alumni peer support, conferences and events
Year of launch	2007	
Status	Ongoing and stable (no major changes underway)	
Program Design		
Program aims	<ul style="list-style-type: none"><li>• Increase number and diversity of leaders in the movement</li><li>• Provide a progressive, cross-issue frame for LGBT movement leadership development</li><li>• Equip leaders with skills to strengthen organizations and organizing efforts</li></ul>	
Talent-building focus	<ul style="list-style-type: none"><li>• 25% Recruit good leaders</li><li>• 50% Develop leaders' skills</li><li>• 25% Retain good leaders</li></ul>	
Leadership types targeted	<ul style="list-style-type: none"><li>• 20% Organizational leadership</li><li>• 80% Field leadership</li></ul>	
Skill types imparted	<ul style="list-style-type: none"><li>• 100% Technical knowledge/skills</li></ul>	
Specific skills imparted	Recruitment, organizing, campaign planning and electoral work. Expansion into managerial and leadership skills planned	
Skills assessed?	<ul style="list-style-type: none"><li>• Self-assessment at program start and end</li><li>• By workplace colleagues at program end</li></ul>	
Certification?	No	
Hours per participant	From 1 week to 6 months, consisting of <ul style="list-style-type: none"><li>• 80% Projects/field assignments</li><li>• 20% Classroom projects/experiences</li></ul>	
Cohort?	Yes, mostly not LGBT/from LGBT nonprofits	
Customization?	All enrollees go through the standard content/sequence	
Alumni resources	<ul style="list-style-type: none"><li>• Online networking site</li><li>• Check-in with program-provided coach</li></ul>	
Participants		
# participants	<ul style="list-style-type: none"><li>• Last FY: 112 individuals</li><li>• Current FY: 112 individuals</li><li>• Next FY: 150 individuals</li></ul>	
Enrollment	Individuals enrolled directly (employer's endorsement not required)	
Selection criteria	Applicants required to be POC; preference given to LGBT people	
Application process	Open, competitive enrollment	
Participant characteristics	About 20% LGBT (internships) and 5% LGBT (fellowships); 40% AA/black, 27% Latino/a/Hispanic, 10% API and 14% Caucasian/white; about 83% female, 16% male and 1% FTM transgender	
Program Operations		
Program cost	<ul style="list-style-type: none"><li>• Last FY: \$272K development, \$624K delivery and \$220K administration</li><li>• Current FY: \$361K development, \$1.15M delivery and \$209K administration</li><li>• Next FY: not provided</li></ul>	
Financing	<ul style="list-style-type: none"><li>• 90% Direct grants (Open Society Institute and Panta Rhea, Gill, Arcus, W.R. Hearst, Z. Smith Reynolds, and W.K. Kellogg Foundations)</li><li>• 6% Tuition/fees</li><li>• 4% Other</li></ul>	
Staff/developer qualifications	Instructors are senior organizers and experienced trainers; several are LGBT	
Program evaluation	<ul style="list-style-type: none"><li>• Participant questionnaires and pre- and post- tests</li><li>• Quality of participants' end products</li><li>• Post-program career progression</li></ul>	

## Center for Progressive Leadership: New Leaders Program

Basic Program Information		
Key contact	Peter Murray, <a href="mailto:peter@progressiveleaders.org">peter@progressiveleaders.org</a> , (202) 775-2003	<b>Program overview</b> Provides diverse young leaders with paid internships (three months) or fellowships (six months) with progressive organizations, along with weekly training workshops, mentorship and regular networking events. Dedicated to supporting leaders from underrepresented communities (nearly 30% are LGBT youth of color) and placing them in organizations where they can create sustainable careers
Year of launch	2006	
Status	Ongoing, with planned expansion from DC-based training to DC + six state locations	
Program Design		
Program aims	<ul style="list-style-type: none"><li>• Create sustainable progressive career paths for diverse youth leaders</li><li>• Help GLBT leaders and youth of color bridge traditional racial, cultural, and sexual orientation divisions in social justice movements, while improving their capacity to collaborate and build strong social justice coalitions</li></ul>	
Talent-building focus	<ul style="list-style-type: none"><li>• 30% Recruit good leaders</li><li>• 70% Develop leaders' skills</li></ul>	
Leadership types targeted	<ul style="list-style-type: none"><li>• 30% Organizational leadership</li><li>• 10% Field leadership</li><li>• 60% Leadership diversity</li></ul>	
Skill types imparted	<ul style="list-style-type: none"><li>• 60% Leadership skills</li><li>• 10% Managerial skills</li><li>• 30% Technical knowledge/skills</li></ul>	
Specific skills imparted	<ul style="list-style-type: none"><li>• Leadership skills: communication, collaboration, vision, and self-awareness</li><li>• Values-based leadership: understanding and articulating their core progressive values; an intersectional understanding of social justice</li><li>• Career development: understanding career pathways; succeeding in their organization; engaging mentors and building a community of support</li><li>• Organizing and movement building: building a base, collaborative movement building, sustainable organizing</li><li>• Political skills: message and communications, fundraising, campaign 101</li></ul>	
Skills assessed?	Self-assessment at program start and end	
Certification?	No	
Hours per participant	About 50 hours over 3 months for interns and 6 months for fellows; includes 12 days at program events away from workplace <ul style="list-style-type: none"><li>• 65% Classroom projects/experiences</li><li>• About 50 hours over 3 months for interns and 6 months for fellows; includes 12 days at program events away from workplace</li><li>• 65% Classroom projects/experiences</li><li>• 15% Field projects/assignments</li><li>• 10% Coaching</li><li>• 5% Classroom lecture</li><li>• 5% Other (mentorship)</li></ul>	
Cohort?	Yes, mostly not LGBT/from LGBT nonprofits	
Customization?	All enrollees go through the standard content/sequence	
Alumni resources	<ul style="list-style-type: none"><li>• Online networking site</li><li>• In-person alumni events</li></ul>	
Participants		
# participants per year	<ul style="list-style-type: none"><li>• Last FY: 109 individuals</li><li>• Current FY: 120 individuals</li><li>• Next FY: 150 individuals</li></ul>	
Enrollment	Individuals enrolled directly via open, competitive enrollment	
Selection criteria	GLBT youth and youth of color not currently working in a progressive nonprofit and having high leadership potential; track record of progressive organizing/leadership; commitments to progressive political and policy change, self-improvement and learning; and willingness/capacity to support peers.	
Participant characteristics	Historically about 38% AA/black, 25% API, 20% Latino/a/Hispanic, 12% Caucasian/white, 2% Native American and 3% other race/ethnicity; about 61% female, 37% male and 2% FTM transgender	
Program Operations		
Program cost	<ul style="list-style-type: none"><li>• Last FY: \$175K development, \$218K delivery and \$32K administration</li><li>• Current FY: \$235K development, \$288K delivery and \$40K administration</li><li>• Next FY: not provided</li></ul>	
Financing	<ul style="list-style-type: none"><li>• 72% Direct grants, (Arcus, Gill and Jonathan D. Lewis Foundations)</li><li>• 16% CPL's general operating funds</li><li>• 12% Tuition/fees</li></ul>	
Staff/developer qualifications	Designers/delivery staff members have extensive social justice nonprofit management experience. More than 2/3 <sup>ds</sup> have training industry experience and about 1/3 <sup>rd</sup> have LGBT movement experience	
Program evaluation	<ul style="list-style-type: none"><li>• Participant questionnaires and pre- and post- tests</li><li>• Partner organizations' assessments of participants at program end</li><li>• Tracking of participants' post-program career progression</li></ul>	

## CenterLink: Community Center Executive Directors Summit

Basic Program Information		
Key contact	Terry Stone, <a href="mailto:terry@lgbtcenters.org">terry@lgbtcenters.org</a> , (202) 824-0450 x 1	<b>Program overview</b> Annual two-day conference for executive directors (EDs) of LGBT community centers. Includes training, skills-building and leadership development on a broad range of topics in nonprofit management and organization development of particular interest to center EDs
Launch year	2007	
Status	Ongoing and stable (no major changes underway)	
Program Design		
Program aims	<ul style="list-style-type: none"><li>• Healthy, sustainable community centers – expand centers’ organizational capacity by increasing their level of professionalism, leading to strong, stable leadership, improved financial health, and viable, relevant programs</li><li>• Politically-engaged community centers – increase centers’ effectiveness and power as voices for grassroots LGBT communities’ needs, enabling centers to be identified as leaders in local social justice movements and best resources on LGBT issues</li></ul>	
Talent-building focus	<ul style="list-style-type: none"><li>• 15% Equip leaders (tools to get the job done)</li><li>• 70% Develop leaders’ skills</li><li>• 15% Retain good leaders</li></ul>	
Leadership types targeted	<ul style="list-style-type: none"><li>• 80% Organizational leadership</li><li>• 10% Thought leadership</li><li>• 10% Leadership diversity</li></ul>	
Skill types imparted	<ul style="list-style-type: none"><li>• 70%Leadership skills,</li><li>• 15% Managerial skills,</li><li>• 15%Technical knowledge/skills</li></ul>	
Specific skills imparted	Organizational management, visioning, strategic planning, fundraising, program development, crisis planning, board development and financial management	
Skills assessed?	Self-assessment during program using Leadership Compass Index	
Certification?	No	
Hours per participant	About 16 hours over two days, consisting of: <ul style="list-style-type: none"><li>• 75% Classroom projects/experiences</li><li>• 20% Classroom lecture</li><li>• 5% Coaching</li></ul>	
Cohort?	Yes, 100% LGBT/from LGBT nonprofits	
Customization?	All enrollees go through the standard content/sequence	
Alumni resources	<ul style="list-style-type: none"><li>• Online networking site</li><li>• Phone/web conferences</li></ul>	
Participants		
# participants per year	<ul style="list-style-type: none"><li>• Last FY: 44 individuals</li><li>• Current FY: 50 individuals</li><li>• Next FY: 55 individuals</li></ul>	
Enrollment	Individuals enroll directly via open, noncompetitive enrollment process	
Selection criteria	Open to EDs of LGBT community centers	
Participant characteristics	Historically about 86% Caucasian/white, 9% AA/black and 5% Latino/a/Hispanic; about 41% female, 57% male and 2% MTF transgender	
Program Operations		
Program cost	<ul style="list-style-type: none"><li>• Last FY: \$1K development, \$25K delivery and \$5K administration</li><li>• Current FY: \$1K development, \$35K delivery and \$6K administration</li><li>• Next FY: \$1K development, \$40K delivery and \$6K administration</li></ul>	
Financing	<ul style="list-style-type: none"><li>• 70% Direct grants (major funders: GLLI, David Bohnett Foundation, Casswood Insurance, American Airlines and American Legacy Foundation)</li><li>• 15% CenterLink general operating funds</li><li>• 15% Registration fees</li></ul>	
Staff/developer qualifications	Lead consultant has provided fundraising and organizational development training and coaching to 1,000+ local and 25 national organizations since 1996	
Program evaluation	Participant survey at conclusion of meeting	



## Equality Federation (EFI): Equality Federation State Internship Program

Basic Program Information		
Key contact	Toni Broaddus, <a href="mailto:toni@equalityfederation.org">toni@equalityfederation.org</a> , (415) 252-0510 ext. 204	<b>Program overview</b> 10 paid interns work on specific projects in state-based LGBT organizations with EFI-provided leadership training and stipends. Projects must be new and add value to state organizations' work. Organization must commit to supervise and mentor intern. Intern presents project at EFI Summer Meeting
Year of launch	2008	
Status	Ongoing and stable (no major changes underway)	
Program Design		
Program aims	Develop a pool of young leaders and support their career aspirations within the LGBT movement, develop their skills and make them aware of the vital role of statewide organizations in movement success	
Talent-building focus	<ul style="list-style-type: none"><li>• 30% Recruit good leaders</li><li>• 10% Deploy leaders(right job at right time)</li><li>• 30% Equip leaders (tools to get job done)</li><li>• 30% Develop leaders' skills</li></ul>	
Leadership types targeted	<ul style="list-style-type: none"><li>• 20% Organizational leadership</li><li>• 20% Field leadership</li><li>• 20% Thought leadership</li><li>• 40% Leadership diversity</li></ul>	
Skill types imparted	<ul style="list-style-type: none"><li>• 50% Leadership skills</li><li>• 50% Technical knowledge/skills</li></ul>	
Specific skills imparted	<ul style="list-style-type: none"><li>• Movement history and structure</li><li>• Community Organizing</li><li>• Developing Resources</li><li>• Electoral Strategies</li><li>• Leadership Skills</li></ul>	
Skills assessed?	No	
Certification?	No	
Hours per participant	About 300 hours over 3 months, consisting of: <ul style="list-style-type: none"><li>• 90% Projects/field assignments</li><li>• 2% Classroom lecture</li><li>• 8% Other (participation in Equality Federation Summer Meeting)</li></ul>	
Cohort?	Yes, 100% LGBT/from LGBT nonprofits	
Customization?	Participants select some aspects of program design/content	
Alumni resources	None	
Participants		
# participants per year	<ul style="list-style-type: none"><li>• Last FY: 8 individuals</li><li>• Current FY: 8 individuals</li><li>• Next FY: 10 individuals</li></ul>	
Enrollment	Individuals enrolled through an EFI member organization via joint application detailing the intern's project. Competitive enrollment	
Selection criteria	College junior/senior or graduate/law students with 3.2+ GPA. Preference for interns who bring diversity, particularly on race and gender identity. Organization must have paid staff	
Participant characteristics	Historically about 32% Caucasian/white, 20% Latino/a/Hispanic, 10% API and 10% AA/black; about 60% female, 30% FTM transgender and 10% gender queer	
Program Operations		
Program cost	<ul style="list-style-type: none"><li>• Last FY: \$32,000</li><li>• Current fiscal FY: \$2K development, \$32K delivery and \$500 administration</li><li>• Next FY: \$500 development, \$44K delivery and \$600 administration</li></ul>	
Financing	100% from EFI's general operating funds	
Staff/developer qualifications	Program manager has 25 years LGBT movement and 10 years nonprofit management experience; all staff have extensive movement experience	
Program evaluation	<ul style="list-style-type: none"><li>• Participant questionnaire after each training session</li><li>• Participant and mentor questionnaires at program end</li><li>• Tracking of participants' career progress</li></ul>	

## EFI: Equality Federation Summer Meeting

Basic Program Information		
Key contact	Toni Broaddus, <a href="mailto:toni@equalityfederation.org">toni@equalityfederation.org</a> , (415) 252-0510 ext. 204	Program overview Up to 25 workshops for state LGBT leaders in three tracks: new/emerging state leaders (<5 years experience); experienced state leaders/executives; and board members. Topics designed to meet latest needs of state organizations
Year of launch	1997	
Status	Ongoing and stable (no major changes underway)	
Program Design		
Program aims	Hone skills needed to found, grow, manage and lead statewide LGBT advocacy organizations	
Talent-building focus	<ul style="list-style-type: none"><li>• 30% Equip leaders (tools to get job done)</li><li>• 60% Develop leaders’ skills</li><li>• 10% Retain good leaders</li></ul>	
Leadership types targeted	<ul style="list-style-type: none"><li>• 50% Organizational leadership</li><li>• 20% Field leadership</li><li>• 10% Thought leadership</li><li>• 20% Leadership diversity</li></ul>	
Skill types imparted	<ul style="list-style-type: none"><li>• 20% Leadership skills</li><li>• 20% Managerial skills</li><li>• 60% Technical knowledge/skills</li></ul>	
Specific skills imparted	Past workshop topics have included managing 501c3, 501c4, and PAC legal requirements; using technology to reach supporters; rural organizing strategies; messaging and communications around specific issues; model programs adaptable to any state; and building an effective fundraising plan	
Skills assessed?	No	
Certification?	No	
Hours per participant	About 27 hours over 4 days, consisting of: <ul style="list-style-type: none"><li>• Classroom lecture, 25%</li><li>• Classroom projects/experiences, 25%</li><li>• Coaching, 25%</li><li>• Other, 25% (informal networking and 1-on-1 meetings with subject matter experts)</li></ul>	
Cohort?	Yes, other EFI Summer Meeting attendees	
Customization?	Participants largely self-direct their own program experience	
Alumni resources	Ongoing access to peer expertise and support through email list (employers have continuing access to EFI materials)	
Participants		
# participants per year	<ul style="list-style-type: none"><li>• Last FY: 120 individuals</li><li>• Current FY: 120 individuals</li><li>• Next FY: 120 individuals</li></ul>	
Enrollment	Open enrollment of individuals and groups, based on their affiliation with EFI member organization and ability to pay fee	
Selection criteria	Leaders of EFI member organizations, including board and staff, paid and volunteer. Need-based scholarships select in part for racial, gender and geographic diversity	
Participant characteristics	Historically about 85% Caucasian/white and 5% each API, AA/black and Latino/a/Hispanic; about 47% female, 47% male and 2% each MTF transgender, FTM transgender and gender neutral/other (based on EFI-member stats overall)	
Program Operations		
Program cost	<ul style="list-style-type: none"><li>• Last FY: \$4,500 development,<sup>1</sup> \$30K delivery and \$3,200 administration</li><li>• Current FY: \$24K development, \$33K delivery and \$6K administration</li><li>• Next FY: \$24K development, \$33K delivery and \$6K administration</li></ul>	
Financing	<ul style="list-style-type: none"><li>• 50% from registration fees</li><li>• 48% EFI general operating funds</li><li>• 2% direct grants</li></ul>	
Staff/developer qualifications	All program developers and delivery staff have LGBT nonprofit experience and about 20% of delivery staff have training industry experience	
Program evaluation	Survey after each workshop and at conclusion of Summer Meeting (evaluating entire meeting experience)	

<sup>1</sup> Program development costs include EFI staff salaries.

## EFI: State Leader Executive Support and Coaching

Basic Program Information		
Key contact	Toni Broaddus, <a href="mailto:toni@equalityfederation.org">toni@equalityfederation.org</a> , (415) 252-0510 ext. 204	<b>Program overview</b> All EFI staff members are on call for one-on-one discussions with state leaders, solutions brainstorming, and referrals to useful resources or other state leaders. Typically includes organizational development, advocacy strategies, fundraising strategies, and/or administrative and operational services. Also provide advice, resource materials and networking via four e-lists with nearly 200 unique participants; phone briefings; working groups; and board/staff summits
Year of launch	1997	
Status	Ongoing and stable (no major changes underway)	
Program Design		
Program aims	Connect state leaders with colleagues across the country to facilitate relationships and expertise-sharing. This is the heart of EFI work and our most effective tool for supporting state organizations’ development and growth	
Talent-building focus	<ul style="list-style-type: none"><li>• 33% Equip leaders (tools to get job done)</li><li>• 34% Develop leaders’ skills</li><li>• 33% Retain good leaders</li></ul>	
Leadership types targeted	<ul style="list-style-type: none"><li>• 70% Organizational leadership</li><li>• 10% Field leadership</li><li>• 10% Thought leadership</li><li>• 10% Leadership diversity</li></ul>	
Skill types imparted	<ul style="list-style-type: none"><li>• 34% Leadership skills</li><li>• 33% Managerial skills</li><li>• 33% Technical knowledge/skills</li></ul>	
Specific skills imparted	Skills needed to found, grow, manage and lead a statewide LGBT advocacy organizations, including fundraising, board development, human resources, public speaking, financial management, nonprofit organizational development, campaigns/fieldwork, communications, electoral work, and lobbying	
Skills assessed?	<ul style="list-style-type: none"><li>• Self-assessment at start, midpoint and end (informal and ongoing)</li><li>• By instructor/coach at start, midpoint and end (informal and ongoing)</li></ul>	
Certification?	No	
Hours per participant	Varies widely (no breakdown provided)	
Cohort?	Not designed for cohort experience	
Customization?	Participants largely self-direct their own program experience	
Alumni resources	None	
Participants		
# participants per year	<ul style="list-style-type: none"><li>• Last FY: 150 individuals</li><li>• Current FY: same as above</li><li>• Next FY: same as above</li></ul>	
Enrollment	Open, noncompetitive enrollment: <ul style="list-style-type: none"><li>• Individuals, both volunteer and paid staff of statewide organizations</li><li>• Groups of leaders from same organization</li></ul>	
Selection criteria	Leaders of EFI member organizations	
Participant characteristics	About 85% Caucasian/white and 5% each API, AA/black and Latino/a/Hispanic; about 47% female, 47% male and 2% each MTF transgender, FTM transgender and gender neutral/other (based on general EFI member stats)	
Program Operations		
Program cost	<ul style="list-style-type: none"><li>• Last FY: not provided</li><li>• Current FY: \$2,500 development, \$70K delivery and \$8,500 administration</li><li>• Next FY: \$2,500 development, \$70K delivery and \$16K administration</li></ul>	
Financing	100% from EFI general operating funds	
Staff/developer qualifications	All EFI staff members have LGBT nonprofit experience and are cross-trained on multiple topics. Primary external consultant has training industry experience	
Program evaluation	<ul style="list-style-type: none"><li>• Annual survey (<i>State of the States</i>)</li><li>• Feedback collected at meetings (e.g., Equality Federation Summer Meeting)</li></ul>	

## EFI: State Leader Peer Coaching

Basic Program Information		
Key contact	Toni Broaddus, <a href="mailto:toni@equalityfederation.org">toni@equalityfederation.org</a> , (415) 252-0510 ext. 204	<b>Program overview</b>  Mentoring of cohorts of eight state leaders with same organizational role (first cohort is new EDs). Group members define common needs (e.g., financial skills; board management strategies; community relationship building) and engage in facilitated monthly conference calls and semi-annual meetings led by an experienced coach. Subject-matter experts may present online workshops
Year of launch	2009	
Status	Launched April 2009	
Program Design		
Program aims	Leverage experiences of LGBT leaders in various states to improve performance of state-level leadership nationwide; retain current leaders; and increase POC and transgender people in leadership	
Talent-building focus	<ul style="list-style-type: none"><li>• 30% Equip leaders (\$, tools to get job done)</li><li>• 60% Develop leaders' skills</li><li>• 10% Retain good leaders</li></ul>	
Leadership types targeted	<ul style="list-style-type: none"><li>• 50% Organizational leadership</li><li>• 20% Field leadership</li><li>• 10% Thought leadership</li><li>• 20% Leadership diversity</li></ul>	
Skill types imparted	<ul style="list-style-type: none"><li>• 34% Leadership skills</li><li>• 33% Managerial skills</li><li>• 33% Technical knowledge/skills</li></ul>	
Specific skills imparted	Depends on cohort needs. May include financial management, board management, organizing, public speaking, fundraising, time management, dealing with stress/difficult situations, negotiation/mediation, and/or meeting facilitation	
Skills assessed?	<ul style="list-style-type: none"><li>• Self-assessment at start, midpoint and end</li><li>• By workplace colleagues at start, midpoint and end</li><li>• By instructor/coach upon request</li><li>• By program peers at program end</li></ul>	
Certification?	None	
Hours per participant	About 60 hours over 12 months, including about 4 days away from workplace <ul style="list-style-type: none"><li>• 40% Coaching</li><li>• 20% Classroom lecture</li><li>• 20% Classroom projects/experiences</li><li>• 20% Self-paced learning</li></ul>	
Cohort?	Yes, 100% LGBT/from LGBT nonprofits	
Customization?	Participants largely self-direct their own program experience	
Alumni resources	<ul style="list-style-type: none"><li>• Check-in with program-provided coach</li><li>• Access to EFI online resources</li></ul>	
Participants		
# participants per year	<ul style="list-style-type: none"><li>• Last FY: 0 individuals</li><li>• Current FY: 8 individuals</li><li>• Next FY: 8 to 15 individuals</li></ul>	
Enrollment	Individuals enrolled directly via open, competitive enrollment	
Selection criteria	Preference for leaders from racial and gender minorities	
Participant characteristics	Not tracked yet	
Program Operations		
Program cost	<ul style="list-style-type: none"><li>• Last FY: n/a</li><li>• Current FY: \$28,000</li><li>• Next FY: \$800 development, \$28K delivery and \$4K administration</li></ul>	
Financing	Scott W. Opler Foundation grant to cover the startup and 1st year	
Staff/developer qualifications	All EFI staff have LGBT nonprofit experience and are cross-trained on multiple topics. Primary external consultant has training industry experience	
Program evaluation	<ul style="list-style-type: none"><li>• In-depth questionnaire and 1-on-1 interviews with participants</li><li>• Tracking of participants' longevity in LGBT movement</li></ul>	



## Gay & Lesbian Leadership Institute (GLLI): David Bohnett Gay & Lesbian Leadership Fellows

Basic Program Information		
Key contact	George Walker, <a href="mailto:george.walker@glli.org">george.walker@glli.org</a> , (202) 842-7305	<b>Program overview</b> Sponsors LGBT public officials – defined to include a small number of LGBT nonprofit executives who work with state and local governments <sup>2</sup> – to attend the three-week Senior Executives in State and Local Government program at Harvard University's Kennedy School of Government
Year of launch	2001	
Status	Ongoing and stable (no major changes underway)	
Program Design		
Program aims	Ensure that public officials are equipped on a daily basis to manage and lead results-driven government agencies and non-profit organizations	
Talent-building focus	<ul style="list-style-type: none"><li>• 20% Recruit good leaders</li><li>• 10% Deploy leaders (right job at right time)</li><li>• 10% Equip leaders (tools to get job done)</li><li>• 35% Develop leaders' skills</li><li>• 25% Retain good leaders</li></ul>	
Leadership types targeted	<ul style="list-style-type: none"><li>• 20% Organizational leadership</li><li>• 20% Field leadership</li><li>• 30% Thought leadership</li><li>• 30% Leadership diversity</li></ul>	
Skill types imparted	<ul style="list-style-type: none"><li>• 40% Leadership skills</li><li>• 50% Managerial skills</li><li>• 10% Technical knowledge/skills</li></ul>	
Specific skills imparted	<ul style="list-style-type: none"><li>• Develop new conceptual frameworks for addressing program and policy issues</li><li>• Explore relationship between citizens and their government</li><li>• Examine ethical and professional responsibilities of leadership</li><li>• Exchange ideas with experienced faculty and an extremely diverse group of participants</li></ul>	
Skills assessed?	Self-assessment at program start, middle and end	
Certification?	No	
Hours per participant	3 weeks onsite at Harvard University, consisting of: <ul style="list-style-type: none"><li>• Classroom lecture, 40%</li><li>• Classroom projects/experiences, 40%</li><li>• Self-paced learning, 10%</li><li>• Other, 10% (special programs for Bohnett Fellows)</li></ul>	
Cohort?	Yes, mostly not LGBT or from LGBT nonprofits	
Customization?	Enrollees largely self-direct their own program experiences	
Alumni resources	In-person events	
Participants		
# participants per year	<ul style="list-style-type: none"><li>• Last FY: 10 individuals<sup>2</sup></li><li>• Current FY: 11 individuals</li><li>• Next FY: 16 individuals</li></ul>	
Enrollment	Enrolls individuals directly via open, competitive enrollment	
Selection criteria	Must be openly LGBT. Harvard selects applicants for program based on size of jurisdiction, resume, professional challenges, public service commitment, and strength of endorsements/ sponsorships. GLLI considers: commitment to public service, time in office, opportunity for growth and relationship to GLLI programs; seeks geographic, racial, ethnic and gender diversity	
Participant characteristics	Historically about 70% Caucasian/white, 15% AA/black, 10% Latino/a/Hispanic and 5% API; about 25% female, 70% male and 5% MTF transgender	
Program Operations		
Program cost	<ul style="list-style-type: none"><li>• Last FY: \$4K development, \$75K delivery and \$1K administration</li><li>• Current FY: \$5K development, \$80K delivery and \$2,500 administration</li><li>• Next FY: \$10K development, \$80K delivery and \$10K administration</li></ul>	
Financing	<ul style="list-style-type: none"><li>• 60% Funder-sponsored fellowships (David Bohnett Foundation)</li><li>• 20% Direct grants (David Bohnett Foundation)</li><li>• 20% Tuition/fees</li></ul>	
Staff/developer qualifications	The program is designed and delivered by faculty of the Harvard Kennedy School of Government	
Program evaluation	Currently participant questionnaires, with enhancement to program evaluation in the works	

<sup>2</sup> Only 10% of fellows have been nonprofit executives, versus public officials, in the past.

## Haas, Jr. Fund: Flexible Leadership Awards (FLA)

Basic Program Information		
Key contact	Paula Morris, <a href="mailto:paula@haasjr.org">paula@haasjr.org</a> , 415-856-1490	<b>Program overview</b> Each participating organization receives over three to five years: three annual grants (\$50K to \$100K) followed by post-FLA support (\$50K over two years); support for ED, board and senior staff from contracted Plan Consultant; and bi-annual convenings with fellow participants. Each grantee defines “effective leadership” in their context and creates tailored leadership plan; builds leaders’ relevant skills in the workplace; and tightly links leadership development goals to strategic organizational objectives
Year of launch	2005	
Status	Original program ongoing and stable (2nd to launch in 2010/11); smaller 1-year leadership capacity grant program, based on similar model, will launch in 2009	
Program Design		
Program aims	Enable key Haas, Jr. Fund grantees to reflect on, and think expansively about, their organizations’ aims and the leadership challenges inherent in those aims; then provide sustained resources and support targeted to address identified leadership challenges over three to five years	
Talent-building focus	<ul style="list-style-type: none"><li>• 20% Equip leaders (tools to get job done)</li><li>• 60% Develop leaders’ skills</li><li>• 20% Retain good leaders</li></ul>	
Leadership types targeted	<ul style="list-style-type: none"><li>• 90% Organizational leadership</li><li>• 5% Field leadership</li><li>• 5% Leadership diversity</li></ul>	
Skill types imparted	<ul style="list-style-type: none"><li>• 70% Leadership skills</li><li>• 15% Managerial skills</li><li>• 15% Technical knowledge/skills</li></ul>	
Specific skills imparted	Varies by organization’s needs and plan and may include, e.g.: <ul style="list-style-type: none"><li>• Strategy setting for ED and board</li><li>• Partnership among ED, board and development director for fundraising</li><li>• Teamwork, communication, decision-making, supervision and training skills for senior team</li><li>• Life/work balance and priority-setting for ED</li></ul>	
Skills assessed?	<ul style="list-style-type: none"><li>• Self-assessment at start, midpoint and end (interviews with Plan Consultant)</li><li>• By workplace colleagues at start, midpoint and end (same as above)</li><li>• By instructor/coach at start, midpoint and end (same as above)</li></ul>	
Certification?	No	
Hours per participant	Varies by organization’s needs and plan; may require as much as 150 hours/year per individual staff/board member, consisting of: <ul style="list-style-type: none"><li>• 30% Projects/field assignments</li><li>• 30% Coaching</li><li>• 10% Self-paced learning</li><li>• 5% Classroom projects/experiences</li><li>• 25% Other (e.g. participation in succession/strategic planning processes)</li></ul>	
Cohort?	Yes, Haas, Jr. Fund grantees, few of which are LGBT-focused	
Customization?	Each organization designs own leadership plan, with guidance from Plan Consultant	
Alumni resources	<ul style="list-style-type: none"><li>• Alumni events</li><li>• Check-in with program-provided coach</li></ul>	
Participants		
# participants per year	<ul style="list-style-type: none"><li>• Last FY: 14 organizations with, on average, 8 individual participants each</li><li>• Current FY: same as above</li><li>• Next FY: same as above</li></ul>	
Enrollment	Organizations are enrolled by invitation only, then develop leadership plan that identifies individuals within senior management and board who will receive development support	
Selection criteria	Organization must be current grantee of Haas, Jr. Fund; certain organization missions, types and situations preferred, based on Haas, Jr. Fund grantmaking goals	
Participant characteristics	Historically LGBT organizations have made up about 30% of participants. Individuals coached in the program have been about 46% API, 32% Caucasian/white, 12% AA/black, and 9% Latino/a/Hispanic; about 64% female and 36% male	
Program Operations		
Program cost	<ul style="list-style-type: none"><li>• Last FY: \$10K development, \$1M delivery<sup>3</sup> and \$75K administration</li><li>• Current FY: \$10K development, \$600K delivery and \$75K administration</li><li>• Next FY: \$10K development, \$700K delivery and \$75K administration</li></ul>	
Financing	100% from Haas Jr. Fund	
Staff/developer qualifications	Lead developers and plan consultants have 10-25 years’ OD/capacity-building consulting experience and direct experience as nonprofit managers/EDs	
Program evaluation	Evaluation framework keys on impact of program on organizations’ effectiveness, future program design/implementation, and role of Haas Jr. Fund in enhancing grantee leadership. Methods include participant interviews during and at regular intervals after program, focus groups, surveys, review of organizational data and in-depth case studies	

<sup>3</sup> Delivery costs include grants, Plan Consultant, coaches and convenings

## Horizons Foundation: POCIBLE (POC Initiative to Build Leadership and Effectiveness)

Basic Program Information		
Key contact	Jewelle Gomez, <a href="mailto:jgomez@horizonsfoundation.org">jgomez@horizonsfoundation.org</a> , 415-398-2333	Program overview Provide LGBT organizations rooted in communities of color in the San Francisco metro area with two years of capacity-building grants and leadership development
Year of launch	2009	
Status	Launched in early 2009	
Program Design		
Program aims	<ul style="list-style-type: none"><li>• Build strong, visible, and sustainable LGBT POC organizations in strong partnership with Horizons Foundation</li><li>• Develop strong, capable, inspired, and supported leaders active in the LGBT community, especially but not exclusively in LGBT POC nonprofits</li><li>• Build community among LGBT POC nonprofits /leaders and between POC and non-POC LGBT nonprofits /leaders</li></ul>	
Talent-building focus	<ul style="list-style-type: none"><li>• 15% Recruit good leaders</li><li>• 5% Deploy leaders (right job at right time)</li><li>• 30% Equip leaders (tools to get job done)</li><li>• 30% Develop leaders' skills</li><li>• 20% Retain good leaders</li></ul>	
Leadership types targeted	<ul style="list-style-type: none"><li>• 60% Organizational leadership</li><li>• 40% Leadership diversity</li></ul>	
Skill types imparted	<ul style="list-style-type: none"><li>• 40% Leadership skills</li><li>• 30% Managerial skills</li><li>• 30% Technical knowledge/skills</li></ul>	
Specific skills imparted	Varies by participant (determined by 1-on-1 coaching). Likely to include strategic thinking, strategic planning, building a board, leading a staff, and tools to identify and address individual weaknesses	
Skills assessed?	<ul style="list-style-type: none"><li>• Self-assessment during program</li><li>• By workplace colleagues during program</li><li>• By instructor/coach during program</li></ul>	
Certification?	No	
Hours per participant	100 to 120 hours per organization team over 2 years, including about 16 days at offsite events <ul style="list-style-type: none"><li>• 25% Projects/field assignments</li><li>• 40% Coaching</li><li>• 35% Other (social meetings and collaborations with others in program)</li></ul>	
Cohort?	Yes, mostly LGBT/from LGB organizations	
Customization?	Enrollees select some aspects of program design/content	
Alumni resources	<ul style="list-style-type: none"><li>• Alumni events</li><li>• Check-in with program-provided coach</li></ul>	
Participants		
# participants per year	<ul style="list-style-type: none"><li>• Last FY: n/a</li><li>• Current FY: 10 individuals from 9 organizations</li><li>• Next FY: 12 individuals from 10 organizations</li></ul>	
Enrollment	By invitation only: <ul style="list-style-type: none"><li>• Individuals, directly and through their organizations (fellowships)</li><li>• Groups of leaders from same organization (capacity-building grants and work with board/staff leadership)</li></ul>	
Selection criteria	Applicants must be LGBT/from LGBT organizations. Preference for POC and transgender people. Will work to include representation of young leaders	
Participant characteristics	Will be tracked but not yet available	
Program Operations		
Program cost	<ul style="list-style-type: none"><li>• Last FY: n/a</li><li>• Current FY: \$15K development</li><li>• Next FY: \$5K development, \$250K delivery and \$40K administration</li></ul>	
Financing	Start-up funding from Funders of Lesbian and Gay Issues. Additional funding from Hewlett, Irvine and Packard Foundations	
Staff/developer qualifications	All lead developers have LGBT movement experience; about half of delivery staff have LGBT movement experience and half have training industry experience	
Program evaluation	<ul style="list-style-type: none"><li>• Informal evaluation will occur throughout program lifespan</li><li>• Formal evaluation at two-year mark</li></ul>	

## LGBT Mentoring Project: Mentoring Emerging and Established Leaders

Basic Program Information		
Key contact	Dave Fleischer, <a href="mailto:davefleis@aol.com">davefleis@aol.com</a> , 646-262-1500	Program overview Mentors work side-by-side with established and emerging LGBT leaders / leadership teams to build much stronger LGBT political organizations and campaigns – particularly ballot initiative campaigns – and other non-partisan projects
Year of launch	2007	
Status	Pilot now in its 3rd year as an independent project; possible future affiliation under discussion with L.A. Gay and Lesbian Center	
Program Design		
Program aims	Strengthen state and local LGBT leadership by accurately observing their strengths and weaknesses in the field and demonstrating alternative ways to strengthen the team and solve problems related to motivating the team in real time.	
Talent-building focus	<ul style="list-style-type: none"><li>Recruit good leaders, 25%</li><li>Develop leaders' (and teams') skills, 50%</li><li>Retain good leaders, 25%</li></ul>	
Leadership types targeted	<ul style="list-style-type: none"><li>Organizational leadership, 40%</li><li>Field leadership , 20%</li><li>Thought leadership , 20%</li><li>Leadership diversity, 20%</li></ul>	
Skill types imparted	<ul style="list-style-type: none"><li>Leadership skills, 50%</li><li>Managerial skills , 25%</li><li>Technical knowledge/skills , 25%</li></ul>	
Specific skills imparted	<ul style="list-style-type: none"><li>Motivating many more people to get and stay involved in the organization, to take leadership roles in it, and to fundraise for it</li><li>Knitting a group of individuals into a high-functioning team that accomplishes practical work</li><li>Talking one-on-one with voters to persuade more of them to stand with us</li><li>Analyzing strengths and weaknesses of community organizing projects and non-partisan electoral campaigns</li><li>Creating and leading highly participatory training</li><li>Critical thinking, and close and accurate listening</li></ul>	
Skills assessed?	<ul style="list-style-type: none"><li>Self-assessment: during and at the end; and on an anonymous basis annually</li><li>By instructor/coach: during and at the end</li></ul>	
Certification?	No	
Hours per participant	About 200-700 hours over 12 months <ul style="list-style-type: none"><li>Classroom projects/experiences, 5%</li><li>Projects/field assignments, 35 - 40%</li><li>Coaching, 5 - 15%</li><li>Other, 45 - 50% (actual organizational growth work)</li></ul>	
Cohort?	Mentoring can be individual or group, depending on the situation	
Customization?	Customization is the driving principle. Focus, frequency, depth and length of the mentoring relationship is driven by the needs established by the local leaders with guidance from the mentors	
Alumni resources	Ongoing relationship with mentors is a possible and desired outcome	
Participants		
# participants per year	<ul style="list-style-type: none"><li>Last fiscal year: 20 individuals from 3 organizations</li><li>Current fiscal year (est): 30 individuals from 3 organizations</li><li>Next fiscal year (est): 30-35 individuals from 3-4 organizations</li></ul>	
Enrollment	Enrolls individuals directly	
Selection criteria	Must be currently involved in leading LGBT organization or campaign	
Participant characteristics	75 - 90% of participants LGBT; 43% women; 29% people of color	
Program Operations		
Program cost	<ul style="list-style-type: none"><li>Last FY: \$1K development, \$200K delivery and \$5K administration</li><li>Current FY: \$1K development, \$350K delivery and \$10K administration</li><li>Next FY: similar to current year, incremental increase</li></ul>	
Financing	Predominantly individual donors; some foundation funds	
Staff/developer qualifications	All core staff members have LGBT movement and campaign management experience. Leader Dave Fleisher created and ran national training programs at the Gay & Lesbian Victory Fund/Foundation and The Task Force for a total of 14 years.	
Program evaluation	<ul style="list-style-type: none"><li>By participants, in writing, both for attribution and anonymously</li><li>By the mentoring team, evaluating results achieved by participating individuals, teams, and organizations</li></ul>	



## MAP: Harvard ManageMentor for LGBT Leaders

Basic Program Information		
Key contact	Linda Bush, <a href="mailto:linda@lgbtmap.org">linda@lgbtmap.org</a> , 970-368-0668	Program overview Online, self-paced management training and performance support, licensed from Harvard Business School Publishing. Consists of 21 modules covering personal effectiveness (e.g., writing, strategic thinking), leadership skills and people management skills
Year of launch	2008	
Status	One-year pilot through 11/09	
Program Design		
Program aims	Cost-effectively improve broad level of management and leadership skills across major LGBT nonprofits, thereby improving day-to-day work experience, productivity and career development for a broad swath of LGBT movement staff (both participants and the people they manage)	
Talent-building focus	<ul style="list-style-type: none"><li>• 25% Equip leaders (tools to get job done)</li><li>• 25% Develop leaders' skills</li></ul>	
Leadership types targeted	<ul style="list-style-type: none"><li>• 80% Organizational leadership</li><li>• 20% Field leadership</li></ul>	
Skill types imparted	<ul style="list-style-type: none"><li>• 33% Leadership skills</li><li>• 67% Managerial skills</li></ul>	
Specific skills imparted	<ul style="list-style-type: none"><li>• Personal management: strategic thinking, writing, presentation, time management, stress management, and becoming a manager</li><li>• Leadership: leading &amp; motivating, goal setting, delegating, launching &amp; leading teams, keeping teams on track, meeting management, and change management</li><li>• Hiring, developing employees, retaining employees, feedback essentials, performance appraisal, managing upward and difficult interactions</li></ul>	
Skills assessed?	<ul style="list-style-type: none"><li>• Self-assessment at start, mid and end of each course via online exercises and scenarios</li><li>• 10-part test at end of each of course, recorded by software</li></ul>	
Certification?	Four Management Certificates, endorsed by Harvard Business School Publishing, based on successful completion of specific courses	
Hours per participant	100% self-paced learning. Hours entirely variable, based on participant's usage of the 21 modules, which likely require about 2.5 hours per module to complete	
Cohort?	Organizations may elect to have staff members take courses together, using provided facilitation materials	
Customization?	None available (MAP chose 21 modules most applicable to LGBT nonprofits from 42 offered by Harvard)	
Alumni resources	None	
Participants		
# participants per year	<ul style="list-style-type: none"><li>• Last FY: n/a</li><li>• Current FY: up to 500 individuals (about 250 have accessed courses through mid-June, 2009)</li><li>• Next FY: up to 250 individuals, if program continued after pilot</li></ul>	
Enrollment	Individuals enrolled through their organizations' reserving slots with MAP	
Selection criteria	Individuals who manage people or projects (or intended for promotion to management) in LGBT organizations working with MAP	
Participant characteristics	Not tracked	
Program Operations		
Program cost	<ul style="list-style-type: none"><li>• Last FY: \$10,000 in systems development</li><li>• Current FY: \$26,400 in license fees and \$7,500 for contracted administrator<sup>4</sup></li><li>• Next FY: depends on pilot results</li></ul>	
Financing	100% from MAP's general operating funds	
Staff/developer qualifications	Program manager has MBA and 2 years experience in training firm; administrator has 5 years' teaching experience and 5 years' experience in HR management. Program developed by Harvard Business School Publishing	
Program evaluation	<ul style="list-style-type: none"><li>• Extensive tracking of online usage, test scores and Management Certificates earned</li><li>• User feedback on courses and embedded tips, tools and checklists</li></ul>	

<sup>4</sup> MAP staff time considered fixed cost and not allocated to individual projects

## Pipeline Project: 21st Century Fellows Program

Basic Program Information		
Key contact	Clarence Patton, <a href="mailto:cpatton@lgbtpipeline.org">cpatton@lgbtpipeline.org</a> , (718) 623-6135	<b>Program overview</b> A year-long program for POC managers currently working at LGBT organizations nationwide, managed by the Pipeline Project in collaboration with Haas, Jr. Fund's FLI and Rockwood. Fellowship cohort attends Rockwood's Art of Collaborative Leadership course and then three additional retreats covering hard and soft management/success skills; network-building; and review of fellows' leadership plans. Includes professional coaching and other support
Year of launch	2009	
Status	Launches in July 2009	
Program Design		
Program aims	To deepen the investment of key POC leaders in LGBT movement work, improve their leadership skills and resources, create opportunities for them to develop and deepen their personal/professional networks, as well as mitigate attrition of promising POC talent from the LGBT movement	
Talent-building focus	<ul style="list-style-type: none"><li>• 30% Equip leaders (tools to get job done)</li><li>• 30% Develop leaders' skill</li><li>• 40% Retain good leaders</li></ul>	
Leadership types targeted	<ul style="list-style-type: none"><li>• 25% Organizational leadership</li><li>• 25% Thought leadership</li><li>• 50% Leadership diversity</li></ul>	
Skill types imparted	<ul style="list-style-type: none"><li>• 35% Leadership skills</li><li>• 20% Managerial skills</li><li>• 35% Technical knowledge/skills</li></ul>	
Specific skills imparted	Fundraising; communications/marketing; financial, staff, project and time management; cross-organizational collaboration; network creation and maintenance; and personal and team support	
Skills assessed?	<ul style="list-style-type: none"><li>• Self-assessment at start of program</li><li>• By workplace colleagues at start</li><li>• By instructor/coach during and at end</li><li>• By program peers during and at end</li></ul>	
Certification?	No	
Hours per participant	300 hours over one year, consisting of: <ul style="list-style-type: none"><li>• 30% Field projects/assignments</li><li>• 10% Coaching</li><li>• 60% Other (Structured retreats)</li></ul>	
Cohort?	Yes, all LGBT/from LGBT organizations	
Customization?	Enrollees select some aspects of program design/content	
Alumni resources	<ul style="list-style-type: none"><li>• Check-in conference calls with facilitator and with cohort peers</li><li>• Possibly an annual in-person gathering with cohort and other Pipeline Project participants</li></ul>	
Participants		
# participants per year	<ul style="list-style-type: none"><li>• Last FY: none</li><li>• Current FY: 20 individuals</li><li>• Next FY: 20 individuals</li></ul>	
Enrollment	Competitive enrollment after nomination by ED of employing organization	
Selection criteria	Must be POC manager within an LGBT organization. Application package reviewed Pipeline Project staff and Advisory Committee	
Participant characteristics	Not yet available	
Program Operations		
Program cost	<ul style="list-style-type: none"><li>• Last FY: n/a</li><li>• Current FY: \$22.5K Development, \$180K delivery, \$17.5K Administration</li><li>• Next FY: \$15K Development, \$370K delivery, \$35K Administration</li></ul>	
Financing	100% Direct grants (Haas, Jr. Fund and Arcus Foundation)	
Staff/developer qualifications	Pipeline Project staff (project director and program associate) have extensive experience in LGBT and other social justice non-profit management and board membership, as well as relevant degrees from Cornell University.	
Program evaluation	<ul style="list-style-type: none"><li>• Participant surveys during and after program</li><li>• Feedback from nominating EDs on quality and impact of programming and services</li></ul>	

## Pipeline Project: Organizational Development and Strategic Planning for Diversity/Inclusion

Basic Program Information		
Key contact	Clarence Patton, <a href="mailto:cpatton@lgbtpipeline.org">cpatton@lgbtpipeline.org</a> , (718) 623-6135	<b>Program overview</b> Two-day meeting that that provides guided change and strategic planning framework for teams of EDs, managers and/or board members to improve diversity and inclusion performance and efficacy within LGBT organizations. Followed by in-person/phone coaching and support, status-checking and progress assessments vs. organization's identified goals and objective.
Year of launch	2009	
Status	Launched in January 2009	
Program Design		
Program aims	To prepare LGBT organizations and their leaders with tools to achieve and sustain diverse staffs and boards, as well as to provide support for building organizations that are rightly viewed as “inclusive” by POC and others	
Talent-building focus	<ul style="list-style-type: none"><li>• 50% Equip leaders (tools to get job done), 50%</li><li>• 50% Develop leaders’ skills, 50%</li></ul>	
Leadership types targeted	<ul style="list-style-type: none"><li>• 45% Organizational leadership</li><li>• 10% Thought leadership</li><li>• 45% Leadership diversity</li></ul>	
Skill types imparted	<ul style="list-style-type: none"><li>• 40% Leadership skills</li><li>• 20% Managerial skills</li><li>• 40% Technical knowledge/skills</li></ul>	
Specific skills imparted	Guided organizational change and management planning vis-à-vis future diversity/inclusion goals and objectives, supported by historical and contextual data around their organizations’ diversity/inclusion	
Skills assessed?	<ul style="list-style-type: none"><li>• Self-assessment at start of program</li><li>• By workplace colleagues at start</li><li>• By instructor/coach during and at end</li><li>• By program peers during and at end</li></ul>	
Certification?	No	
Hours per participant	16-20 hours, consisting of: <ul style="list-style-type: none"><li>• 10% Field projects/assignments</li><li>• 10% Coaching</li><li>• 80% Other (two-day strategic planning sessions)</li></ul>	
Cohort?	Yes, all from LGBT organizations	
Customization?	Enrollees select some aspects of program design/content on site and region-specific data (where applicable) gathered in advance to ensure realistic goals and objectives	
Alumni resources	<ul style="list-style-type: none"><li>• Check-in conference calls with cohort peers and facilitators</li><li>• Individual facilitator-participant check-in and ongoing support and coaching</li></ul>	
Participants		
# participants per year	<ul style="list-style-type: none"><li>• Last FY: none</li><li>• Current FY: 20 individuals from 5 organizations</li><li>• Next FY: 20-25 individuals from 3-5 organizations</li></ul>	
Enrollment	Groups of leaders from individual organizations and related/peer organizations	
Selection criteria	Organizations self-select with planning guidance from Pipeline Project staff	
Participant characteristics	To date, 80% Caucasian/white and 5% each African-American/black, Latina and Arab/Middle Eastern; 60% female and 40% male	
Program Operations		
Program cost	<ul style="list-style-type: none"><li>• Last FY: n/a</li><li>• Current FY: \$5K development, \$55K programming and \$2.5K administration</li><li>• Next FY: \$5K development, \$75K programming and \$2.5K administration</li></ul>	
Financing	<ul style="list-style-type: none"><li>• 50% Direct grants</li><li>• 50% fees from participating organizations</li></ul>	
Staff/developer qualifications	Both core staff (project director and program associate) have extensive experience in LGBT and other social justice nonprofit management and board membership, as well as relevant degrees from Cornell University	
Program evaluation	<ul style="list-style-type: none"><li>• Periodic surveys of organizational and individual participants on quality and impact of programming and services</li></ul>	

## Pipeline Project: Pipeline Internship Program

Basic Program Information		
Key contact	Andy García, <a href="mailto:agarcia@lgbtpipeline.org">agarcia@lgbtpipeline.org</a> , (617) 407-4779	<b>Program overview</b> Focuses on recruiting new, diverse talent to work for LGBT organizations via relationships with colleges, universities, LGBT youth organizations, and other youth/student-focused recruiting pools. Once placed, interns are supported by the Pipeline Project via conference calls and individual coaching
Year of launch	2009	
Status	Launched in March 2009	
Program Design		
Program aims	Part of the Pipeline Project's overall recruitment and retention effort to bring about a long-term increase in the number of POC working in the LGBT rights, service and advocacy sectors and increase diversity in LGBT movement leadership.	
Talent-building focus	<ul style="list-style-type: none"><li>• 30% Recruit good leaders</li><li>• 50% Deploy leaders (right job at right time)</li><li>• 20% Develop leaders' skills</li></ul>	
Leadership types targeted	<ul style="list-style-type: none"><li>• 10% Organizational leadership</li><li>• 10% Field leadership</li><li>• 10% Thought leadership</li><li>• 70% Leadership diversity</li></ul>	
Skill types imparted	<ul style="list-style-type: none"><li>• 40% Leadership skills</li><li>• 60% Technical knowledge/skills</li></ul>	
Specific skills imparted	Personal leadership development planning, analysis and evaluation; career planning and charting.	
Skills assessed?	<ul style="list-style-type: none"><li>• Self-assessment at start middle and end</li><li>• By workplace colleagues at middle and end</li><li>• By instructor/coach at middle and end</li></ul>	
Certification?	No	
Hours per participant	Varies according to program; part-time and full-time internships are available	
Cohort?	Yes, all being placed in LGBT nonprofits	
Customization?	Students select internships based on content, focus, and location	
Alumni resources	<ul style="list-style-type: none"><li>• Online and in-person networking events</li><li>• Scheduled conference calls</li></ul>	
Participants		
# participants per year	<ul style="list-style-type: none"><li>• Last FY: none</li><li>• Current FY: 35 to 45 individuals</li><li>• Current FY: 35 to 45 individuals</li></ul>	
Enrollment	<ul style="list-style-type: none"><li>• Individual students enroll directly or via referral by their schools/organizations; must complete an Internship Interest Form</li><li>• Organizations offering internships self-select and/or recommended/referred by funders, and must complete an Internship Opportunity Form</li></ul>	
Selection criteria	Must be students of color. Pipeline staff follow up individually to further determine students' interests and qualifications	
Participant characteristics	As of June 2009, 35 students of color from 27 colleges in 12 states have signed on (not all yet placed): 49% African American/black, 29% Asian/Pacific Islander and 23% Latino/a/Hispanic; 60% female and 40% male	
Program Operations		
Program cost	<ul style="list-style-type: none"><li>• Last FY: n/a</li><li>• Current FY: \$2.5K development, \$25K delivery, \$2.5K administration</li><li>• Next FY: \$2.5K development, \$25K delivery, \$2.5K administration</li></ul>	
Financing	100% direct grants (Arcus Foundation)	
Staff/developer qualifications	Both core staff (project director and program associate) have extensive experience in LGBT and other social justice nonprofit management and board membership, as well as relevant degrees from Cornell University	
Program evaluation	<ul style="list-style-type: none"><li>• Organizational and individual participant questionnaires on quality and impact of programming and services</li><li>• Tracking interns' post-program career progress</li></ul>	



## Pipeline Project: Support and Coaching for POC in LGBT Organizations

Basic Program Information		
Key contact	Clarence Patton, <a href="mailto:cpatton@lgbtpipeline.org">cpatton@lgbtpipeline.org</a> , (718) 623-6135	Program overview Ongoing phone and (planned) in-person support and coaching of POC managers in LGBT organizations; facilitation of connections with other POC and non-POC leaders; and support and peer resources
Year of launch	2009	
Status	Program launched May 2009	
Program Design		
Program aims	Help mitigate POC attrition problem within the LGBT sector	
Talent-building focus	<ul style="list-style-type: none"><li>• 10% Recruit good leaders</li><li>• 10% Equip leaders (tools to get job done)</li><li>• 10% Develop leaders' skills</li><li>• 70% Retain good leaders</li></ul>	
Leadership types targeted	<ul style="list-style-type: none"><li>• 45% Organizational leadership</li><li>• 10% Thought leadership</li><li>• 45% Leadership diversity</li></ul>	
Skill types imparted	<ul style="list-style-type: none"><li>• 60% Leadership skills</li><li>• 30% Managerial skills</li><li>• 10% Technical knowledge/skills</li></ul>	
Specific skills imparted	Troubleshooting, reality-checking, application of best-practices, and problem-solving	
Skills assessed?	<ul style="list-style-type: none"><li>• Self-assessment: Ongoing</li><li>• By instructor/coach: Ongoing</li></ul>	
Certification?	No	
Hours per participant	Varies widely	
Cohort?	Not designed for cohort experience	
Customization?	Participants largely self-direct their own program experience	
Alumni resources	None	
Participants		
# participants per year	<ul style="list-style-type: none"><li>• Last FY: none</li><li>• Current FY: 4 individuals</li><li>• Next FY: 6 individuals</li></ul>	
Enrollment	Open/available to all POC managers in local, state and national LGBT organizations	
Selection criteria	See above	
Participant characteristics	To date, 100% African-American/black; 50% male and 50% female	
Program Operations		
Program cost	<ul style="list-style-type: none"><li>• Last FY: n/a</li><li>• Current FY: \$5K for programming</li><li>• Next FY: \$7.5K for programming</li></ul>	
Financing	100% Direct grants (Arcus, Haas, Jr.)	
Staff/developer qualifications	Both core staff (project director and program associate) have extensive experience in LGBT and other social justice nonprofit management and board membership, as well as relevant degrees from Cornell University	
Program evaluation	Feedback from recipients (both solicited and unsolicited, e.g., thank you notes)	

## realChange Partners: Leveraging Your Inner ED

Basic Program Information		
Key contact	Pamela Strother, Chief Operating Officer, <a href="mailto:pamela@realchangepartners.com">pamela@realchangepartners.com</a> , 202.486.5990	Program overview  Combines group training and individual executive coaching of EDs in three-part series: (1) If You Lead, Will They Follow? - ED Leadership Skills; (2) Leaders Manage Systems - ED Management Skills; and (3) Leaders Manage Relationships and Build Teams - Your ED People Person Skills. Currently serving two cohort, one each of EDs from statewide LGBT organizations and national LGBT organizations
Year of launch	2007	
Status	Ongoing and stable (no major changes under-way)	
Program Design		
Program aims	Build confident, effective, happy leaders to ensure top talent is retained in the LGBT movement	
Talent-building focus	<ul style="list-style-type: none"><li>75% Develop leaders' skills</li><li>25% Retain good leaders</li></ul>	
Leadership types targeted	<ul style="list-style-type: none"><li>50% Organizational leadership</li><li>25% Field leadership</li><li>25% Leadership diversity</li></ul>	
Skill types imparted	<ul style="list-style-type: none"><li>33% Leadership skills</li><li>33% Managerial skills</li><li>33% Technical knowledge/skills</li></ul>	
Specific skills imparted	<ul style="list-style-type: none"><li>"Soft-skills" of leadership, including vision, trust, and discipline</li><li>Eight functional areas of non-profit management skills</li><li>Staff management skills</li><li>Burn-out prevention skills</li><li>Board management skills</li><li>Collaborative relationship management skills</li></ul>	
Skills assessed?	<ul style="list-style-type: none"><li>Self-assessment at beginning, middle, and end</li><li>By instructor/coach at beginning, middle, end</li><li>By program peers at beginning, middle, end</li></ul>	
Certification?	No	
Hours per participant	<ul style="list-style-type: none"><li>50% Coaching</li><li>15% Self-paced learning</li><li>15% Projects/field assignments</li><li>10% Classroom lecture</li><li>10% Classroom projects/experiences</li></ul> (Program length and hours involved not provided)	
Cohort?	Yes, EDs of LGBT civil rights organizations	
Customization?	Each cohort program is customized to the needs of the group	
Alumni resources	Online trainings, resource materials and networking	
Participants		
# participants per year	<ul style="list-style-type: none"><li>Last FY: none</li><li>Current FY: 15 EDs (9 of statewide and 6 on national organizations)</li><li>Next FY: 15 to 25 EDs (1 national and 2 statewide cohorts)</li></ul>	
Enrollment	Non-competitive, open enrollment	
Selection criteria	Must be EDs of LGBT nonprofits	
Participant characteristics	Historically 100% LGBT; 93% Caucasian/white and 7% AA/black; 73% female and 27% male	
Program Operations		
Program cost	\$5,000 per participant	
Financing	Fee paid by participating organizations	
Staff/developer qualifications	Lead developer and trainer Mickey McIntyre has provided individual and group coaching/training to more than 50 EDs of national, statewide and regional LGBT civil rights organizations and shepherded numerous LGBT nonprofits' strategic planning processes	
Program evaluation	Participants engage in continual feedback and evaluation of their cohort experience	

## Rockwood Leadership Institute: Fellowship in LGBTQ Community and Advocacy

Basic Program Information		
Key contact	Stacy Kono, <a href="mailto:Stacy@rockwoodleadership.org">Stacy@rockwoodleadership.org</a> , (510) 524-4000 ext. 113	<b>Program overview</b> Series of developmental experiences for a diverse learning community of LGBTQ leaders delivered via offsite workshops, phone conferences and professional and peer coaching. Provides tools and resources in deeply personal transformational leadership approach and fosters deeper relationships and partnerships among LGBTQ leaders
Year of launch	2006	
Status	Program is currently not in session for 2009	
Program Design		
Program aims	To strengthen the leadership and collaborative capacity of LGBTQ leaders in national, state, local and broader social change organizations	
Talent-building focus	<ul style="list-style-type: none"><li>• 20% Equip leaders (tools to get job done)</li><li>• 60% Develop leaders' skills</li><li>• 20% Retain good leaders</li></ul>	
Leadership types targeted	<ul style="list-style-type: none"><li>• 30% Organizational leadership</li><li>• 20% Field leadership</li><li>• 30% Thought leadership</li><li>• 20% Leadership diversity</li></ul>	
Skill types imparted	<ul style="list-style-type: none"><li>• 90% Leadership skills</li><li>• 5% Managerial skills</li><li>• 5% Technical knowledge/skills</li></ul>	
Specific skills imparted	Social change issues and strategies; evaluation of own leadership style and effectiveness; team building/partnerships; personal ecology ; articulating vision; authentic communication; feedback; and managing difficult situations	
Skills assessed?	<ul style="list-style-type: none"><li>• Self-assessment at program start (using Rockwood 360 Leadership Survey)</li><li>• By workplace colleagues at start (same as above)</li><li>• By instructor/coach during program</li><li>• By program peers informally during program</li></ul>	
Certification?	No	
Hours per participant	About 70 hours over 4 to 15 months (typically 8 months), including 8 days onsite at Rockwood <ul style="list-style-type: none"><li>• 35% Classroom lecture</li><li>• 60% Classroom projects/experiences</li><li>• 5% Coaching</li></ul>	
Cohort?	Yes, mostly LGBT/from LGBT nonprofits	
Customization?	Participants select some aspects of program design/content	
Alumni resources	None (currently fundraising to offer additional follow-up)	
Participants		
# participants per year	<ul style="list-style-type: none"><li>• Last FY: 20 individuals</li><li>• Current FY: 20 individuals</li><li>• Next FY: unknown</li></ul>	
Enrollment	Individuals enrolled directly or with employer's sponsorship via open, competitive enrollment	
Selection criteria	Seeks to construct diverse learning community reflecting multiracial, multi-gendered, intergenerational leadership from different geographic areas using different strategies	
Participant characteristics	Historically about 54% Caucasian/white, 20% Latino/a/Hispanic, 10% AA/black, 10% API, 3% Native American and 3% other race/ethnicity; about 40% female, 40% male, 14% FTM transgender, 3% MTF transgender and 3% gender neutral/other	
Program Operations		
Program cost	<ul style="list-style-type: none"><li>• Last FY: \$5K development, \$100K delivery and \$55K administration</li><li>• Current FY: \$5K development, \$110K delivery and \$55K administration</li><li>• Next FY: contingent on funder commitments</li></ul>	
Financing	<ul style="list-style-type: none"><li>• 72% Direct grants (Arcus and Gill Foundations)</li><li>• 28% Rockwood general operating funds</li></ul>	
Staff/developer qualifications	Lead trainers each have 15+ years each working in organizational development, leadership training and coaching with nonprofit and for-profit clients. Qualifications of various trainers include doctoral studies in cross-cultural communication/adult learning and leadership of Fortune 500 executive development programs	
Program evaluation	<ul style="list-style-type: none"><li>• Questionnaires and post-program phone interviews with participants</li><li>• Quality of participant-generated end products</li></ul>	

## Stonewall Institute: LGBT Leadership Initiative

Basic Program Information		
Key contact	Chris Bartlett, <a href="mailto:bartlett.cd@gmail.com">bartlett.cd@gmail.com</a> , (267) 977-0638	Program overview Bring together about 50 LGBT movement leaders for planning and coaching, to report information about existing LGBT and progressive leadership development programs, and to develop and widely disseminate a “State of the LGBT Movement’s Leadership” presentation to stakeholders (nonprofit boards, funders, and LGBT movement leaders)
Year of launch	2008	
Status	One-time program lasts two years (not taking additional participants)	
Program Design		
Program aims	In a movement that rightly values consensual decision-making and democratic participation, the cultivation and nurturing of LGBT leaders is a poorly understood process. This program seeks to: <ul style="list-style-type: none"><li>• Build awareness of the importance of leadership development among LGBT movement stakeholders</li><li>• Develop a collaborative strategic plan for bringing about the next generation of effective LGBT leaders</li><li>• Open the ranks of LGBT leadership to underrepresented groups, including POC, transgender people, and community-based leaders</li></ul>	
Talent-building focus	<ul style="list-style-type: none"><li>• 50% Equip leaders (tools to get job done)</li><li>• 50% Retain good leaders</li></ul>	
Leadership types targeted	<ul style="list-style-type: none"><li>• 50% Thought leadership</li><li>• 50% Leadership diversity</li></ul>	
Skill types imparted	<ul style="list-style-type: none"><li>• 100% Leadership skills</li></ul>	
Specific skills imparted	Program does not focus on skills but rather on improving knowledge about gaps in LGBT leadership trainings and services; improving access to and participation by community organizers/leaders in LGBT leadership programs and conversations about strategic leadership development; and improving coordination and collaboration among existing LGBT and progressive leadership programs	
Skills assessed?	Self-assessment at program start, mid, end	
Certification?	No	
Hours per participant	20 hours over two years, 100% devoted to developing a strategic plan for LGBT leadership	
Cohort?	Yes, mostly LGBT/from LGBT nonprofits	
Customization?	All enrollees go through the standard content/sequence	
Alumni resources	None	
Participants		
# participants per year	<ul style="list-style-type: none"><li>• Last FY: none</li><li>• Current FY: 50 individuals</li><li>• Next FY: same 50 individuals</li></ul>	
Enrollment	Individuals are recommended by the “LGBT Leadership Advisory Council”	
Selection criteria	Program attempts to achieve mix of participants including women, POC, trans people, neighborhood community organizers, LGBT progressive leaders not directly involved in the LGBT movement, public intellectuals, and religious figures	
Participant characteristics	Targets: 65%+ women, 65%+ POC, and 20%+ trans people	
Program Operations		
Program cost	<ul style="list-style-type: none"><li>• Last fiscal year: n/a</li><li>• Current FY: \$43K development, \$88K delivery and \$13K administration</li><li>• Next FY: \$43K development, \$88K delivery and \$13K administration</li></ul>	
Financing	100% direct grants (Arcus and Calamus Foundations)	
Staff/developer qualifications	Project Director has extensive experience in HIV/AIDS/health organizing and large-scale convening to plan leadership/strategy across organizations. Council has 17 volunteers bringing expertise in leadership development, community organizing, and movement building	
Program evaluation	Consultant will conduct independent evaluation including process evaluation of each project component; tracking of ongoing participation rates; tracking of ongoing relationships among participants and associated transmission of skills/philosophies, mentorship and coaching. Will also collect baseline data on state of LGBT leadership and track dissemination and reaction to strategic plan	

## The Task Force Academy for Leadership & Action: Holley Law Fellows

Basic Program Information		
Key contact	Laurie Young, <a href="mailto:lyoung@theTaskForce.org">lyoung@theTaskForce.org</a> , (202) 393-5177	Program overview Full and part-time internships for law students to work in the Task Force Public Policy and Government Affairs Department, most closely with the State Legislative Director and the Transgender Civil Rights Project Director
Year of launch	2001	
Status	Ongoing and stable (no major changes underway)	
Program Design		
Program aims	Develop lawyers to work in the LGBT movement. The addition of highly skilled and trained lawyers is critical to movement work, especially as it relates to providing legal leadership to advance equality and defeat discrimination in legislatures and courts	
Talent-building focus	<ul style="list-style-type: none"><li>• 50% Recruit good leaders</li><li>• 50% Develop leaders' skills</li></ul>	
Leadership types targeted	<ul style="list-style-type: none"><li>• 50% Field leadership</li><li>• 50% Thought leadership</li></ul>	
Skill types imparted	<ul style="list-style-type: none"><li>• 25% Leadership skills</li><li>• 75% Technical knowledge/skills</li></ul>	
Specific skills imparted	<ul style="list-style-type: none"><li>• Drafting legislative language, letters, memos, talking points and other materials supporting local, state, and federal civil rights legislation</li><li>• Analyzing federal and state court decisions for their impact on LGBT civil rights</li><li>• Producing materials for/coordinating education of Congress</li></ul>	
Skills assessed?	<ul style="list-style-type: none"><li>• Self-assessment during and at end</li><li>• By workplace colleagues during and at end</li><li>• By instructor/coach during and at end</li></ul>	
Certification?	No	
Hours per participant	About 400 hours over 3 months, consisting of: <ul style="list-style-type: none"><li>• 70% Classroom projects/experiences</li><li>• 20% Self-paced learning</li><li>• 10% Coaching</li></ul>	
Cohort?	Yes, mostly LGBT/from LGBT nonprofits	
Customization?	Enrollees select some aspects of program design/content	
Alumni resources	<ul style="list-style-type: none"><li>• In-person events</li><li>• Check-in with program-provided coach</li></ul>	
Participants		
# participants per year	<ul style="list-style-type: none"><li>• Last FY: 4 individuals</li><li>• Current FY: 4 individuals</li><li>• Next FY: 4 individuals</li></ul>	
Enrollment	Enrolls individuals directly via open, competitive enrollment	
Selection criteria	Must currently be law student. Preference for transgender people and POC	
Participant characteristics	Historically about 90% Caucasian/white and 5% each API and AA/black; about 55% female, 35% male, 2% MTF transgender, 6% FTM transgender and 2% gender neutral/other	
Program Operations		
Program cost	<ul style="list-style-type: none"><li>• Last FY: \$2,500 development, \$20K delivery and \$2,500 administration</li><li>• Current FY: \$2,500 development, \$20K delivery and \$2,500 administration</li><li>• Next FY: \$5K development, \$30K delivery and \$5K administration</li></ul>	
Financing	Grant from individual donor	
Staff/developer qualifications	All program developers and delivery staff have LGBT nonprofit experience and have, or are in process of earning, a law degree; half of delivery staff has training industry experience	
Program evaluation	Task Force staff involved meet yearly to evaluate program's effectiveness based on participant feedback and evaluations	



## The Task Force Academy for Leadership & Action: National Leadership Program

Basic Program Information		
Key contact	Lisa Weiner-Mahfuz, <a href="mailto:lmahfuz@theTaskForce.org">lmahfuz@theTaskForce.org</a> , (202) 639-6325	Program overview  Umbrella for all Task Force/partner trainings. Year-round, multi-disciplinary training and leadership development sessions to build diverse pool of leaders from grassroots. Sessions at various locations culminating at annual <i>Creating Change</i> conference
Year of launch	2007	
Status	Ongoing with overhaul or expansion in the works	
Program Design		
Program aims	<ul style="list-style-type: none"><li>• Increase number and diversity of leaders in the movement</li><li>• Provide a progressive, cross-issue frame for LGBT movement leadership development</li><li>• Equip leaders with skills to strengthen organizations and organizing efforts</li></ul>	
Talent-building focus	<ul style="list-style-type: none"><li>• 20% Recruit good leaders</li><li>• 20% Deploy leaders (right job at right time)</li><li>• 20% Equip leaders (tools to get job done)</li><li>• 20% Develop leaders' skills</li><li>• 20% Retain good leaders</li></ul>	
Leadership types targeted	<ul style="list-style-type: none"><li>• 20% Organizational leadership</li><li>• 20% Field leadership</li><li>• 10% Thought leadership</li><li>• 50% Leadership diversity</li></ul>	
Skill types imparted	<ul style="list-style-type: none"><li>• 50% Leadership skills</li><li>• 10% Managerial skills</li><li>• 40% Technical knowledge/skills</li></ul>	
Specific skills imparted	<ul style="list-style-type: none"><li>• Building diverse, sustainable organizations</li><li>• Diverse community organizing and campaign management</li></ul>	
Skills assessed?	<ul style="list-style-type: none"><li>• Self-assessment at start, midpoint and end (no standardized method as yet)</li></ul>	
Certification?	No (may add soon)	
Hours per participant	Typically 15 to 30 hours over varying # months, consisting of: <ul style="list-style-type: none"><li>• 50% Projects/field assignments</li><li>• 40% Classroom projects/experiences</li><li>• 10% Coaching</li></ul>	
Cohort?	Yes, mostly LGBT/from LGBT nonprofits	
Customization?	Enrollees select some aspects of program design/content	
Alumni resources	None	
Participants		
# participants per year	<ul style="list-style-type: none"><li>• Last FY: 250 individuals, including 4 teams from same organization</li><li>• Current FY: 500 individuals, including 6 teams</li><li>• Next FY: 700 individuals, including 6 teams</li></ul>	
Enrollment	Non-competitive, open enrollment of: <ul style="list-style-type: none"><li>• Individuals, directly and through their organizations</li><li>• Groups of leaders from same organization</li></ul>	
Selection criteria	Transgender people, POC, disability activists, immigrants and others historically lacking access to leadership development opportunities preferred	
Participant characteristics	Not tracked	
Program Operations		
Program cost	Not provided	
Financing	Not provided	
Staff/developer qualifications	Not provided	
Program evaluation	In development	

## The Task Force Academy for Leadership & Action: Power Summits

Basic Program Information		
Key contact	Dan Hawes, <a href="mailto:dhawes@thetaskforce.org">dhawes@thetaskforce.org</a> , (202) 393-5177	Program overview Three-day Task Force trainings for state and local leaders in core skills needed to build grassroots political power that amasses organized people and/or organized money to defeat anti-LGBT ballot measures or pass pro-LGBT legislation. Power Summits build a cadre of people ready to fill key organizer or fundraiser positions in LGBT advocacy organizations or short-term campaigns
Year of launch	2001	
Status	Ongoing and stable (no major changes underway)	
Program Design		
Program aims	<ul style="list-style-type: none"><li>• Increase power of state and local LGBT/allied organizations, particularly across racial and ethnic lines</li><li>• Increase # of state and local advocacy groups engaged in focused organizing that yields measurable social change results</li><li>• Intensively prepare communities and leaders to win legislation/ballot initiative fights or, where winning is not possible, use organizing around the fight to put progressive community in more powerful position to advance a pro-LGBT agenda</li><li>• Identify and build a cadre of new talent unaffiliated with existing LGBT organizations</li></ul>	
Talent-building focus	<ul style="list-style-type: none"><li>• 50% Recruit good leaders</li><li>• 10% Deploy leaders (right job at right time)</li><li>• 20% Equip leaders (\$, tools to get job done)</li><li>• 20% Develop leaders' skills</li></ul>	
Leadership types targeted	<ul style="list-style-type: none"><li>• 10% Organizational leadership</li><li>• 50% Field leadership</li><li>• 10% Thought leadership</li><li>• 30% Leadership diversity</li></ul>	
Skill types imparted	<ul style="list-style-type: none"><li>• 10% Leadership skills</li><li>• 20% Managerial skills</li><li>• 70% Technical knowledge/skills</li></ul>	
Specific skills imparted	Skills needed to increase greatly their lists of identified pro-LGBT and/or anti-racist voters; the number of active leaders in their organization or campaign; the size of the volunteer team doing voter ID and other base-building work; and their ability to fundraise on a large scale	
Skills assessed?	<ul style="list-style-type: none"><li>• Self-assessment during program (1-on-1 meeting with trainer)</li><li>• By instructor/coach at program (1-on-1 meeting with trainer)</li></ul>	
Certification?	No	
Hours per participant	About 24 hours over 3 days, consisting of: <ul style="list-style-type: none"><li>• 40% Classroom projects/experiences</li><li>• 30% Classroom lecture</li><li>• 15% Coaching</li><li>• 15% Other (organizing first follow-up actions)</li></ul>	
Cohort?	Yes, mostly LGBT/from LGBT nonprofits	
Customization?	Enrollees select some aspects of program design/content	
Alumni resources	<ul style="list-style-type: none"><li>• Access to performance enhancement tools</li><li>• Check-in with program-provided coach</li></ul>	
Participants		
# participants per year	<ul style="list-style-type: none"><li>• Last FY: 115 individuals</li><li>• Current FY: 100 individuals</li><li>• Next FY: 100 individuals</li></ul>	
Enrollment	Open, competitive enrollment of Individuals and groups from same organization. Task Force staff meets with each prospective participant (or leader of organization that may send a team) to assess interests, goals and fit	
Selection criteria	Individuals should have desire to step into organizing or fundraising leadership roles within their communities; priority given to POC, transgender people and people currently working in an LGBT organization	
Participant characteristics	Historically about 60% Caucasian/white and 10% each API, AA/black and Latino/a/Hispanic; about 43% female, 42% male and 15% gender neutral/other	
Program Operations		
Program cost	<ul style="list-style-type: none"><li>• Last FY: \$5K development, \$114K delivery and \$3K administration</li><li>• Current FY: \$8K development, \$125K delivery and \$5K administration</li><li>• Next FY: \$10K development, \$150K delivery and \$5K administration</li></ul>	
Financing	<ul style="list-style-type: none"><li>• 70% Direct grants</li><li>• 20% Task Force's general operating funds</li><li>• 10% Tuition/fees</li></ul>	
Staff/developer qualifications	10 in-house program developers and delivery staff collectively have 30 years' LGBT nonprofit experience; about 20% have training industry experience	
Program evaluation	<ul style="list-style-type: none"><li>• Participant questionnaires</li><li>• Assessment of first post-training action</li><li>• Tracking of post-program career progress</li></ul>	

## APPENDIX 2: LEADERSHIP SNAPSHOT ASSESSMENT TOOL

This tool is adapted from one developed by the Haas, Jr. Fund to help organizations determine priorities for spending funds granted through the Fund's Flexible Leadership Investment Program (FLIP). In FLIP, key senior staff and board members each complete the instrument independently and then meet to compare and contrast their answers and collaborate to identify priorities.

Three Sets of Strategic Planning Questions						
1. CLARITY OF VISION AND MISSION	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Unsure
Board and staff <b>share a vision</b> of where we want the organization to be and what success looks like over 3-5 years and we interpret the organization's mission the same way.						
The <b>mission and purpose</b> of the organization is clearly understood and consistently articulated by our board, staff and stakeholders (e.g., organizations, constituents, donors).						
The organization has a <b>common set of values</b> that is clearly communicated and understood by everyone, and these values are reflected in our practices and priorities.						
Staff and board <b>consistently refer to the mission</b> and purpose of the organization in decision making and in allocating resources.						
How important is this issue area to your organization at this time? Give a score from 1 to 5 (1 = not at all / 5 = very). Why? Any other comments?						
2. STRATEGY-SETTING, PLANNING AND TRACKING IMPACT	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Unsure
Our organization has <b>clear medium- to long-term strategic priorities</b> that are linked to our overall mission, are widely-known, and are referred to regularly for decision-making.						
We develop <b>organization and program goals</b> that advance our strategic priorities and have ongoing planning processes in place that enable our organization to perform better.						
We <b>assess community needs on a regular basis</b> and plans are developed with input from the staff who will implement them and the constituents who will be affected by them.						
We have a regular process to <b>evaluate the impact</b> of our programs and service, including assessing progress against agreed-upon benchmarks, and adjusting in response to the assessment.						
How important is this issue area to your organization at this time? Give a score from 1 to 5 (1 = not at all / 5 = very). Why? Any other comments?						

3. FINANCIAL AND FUNDRAISING PLANNING AND COMMUNICATIONS	True for Board & staff?	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Unsure
Board and staff <b>consistently monitor the organization's financial status</b> , including performance against budget, and use financial analysis and sustainability goals when making strategic decisions about programs.	True for Board?						
	For Staff?						
Senior staff and board <b>embrace fundraising and promoting visibility for the organization</b> as their core responsibilities. We have the needed skills and capacity on board and staff to be effective in both areas.	True for Board?						
	For Staff?						
We <b>have a realistic, well-developed fund development plan</b> that includes funding across multiple source types and is integrated with our strategic plan and budget projections. We monitor performance against the plan and adjust accordingly.							
We have an effective communications plan and strategy, as well as capacity to share information about our issues and communicate the impact of our programs.							
How important is this issue area to your organization at this time? Give a score from 1 to 5 (1 = not at all / 5 = very). Why? Any other comments?							
<b>Three Sets of Professional Development Planning Questions</b>							
1. BOARD LEADERSHIP / GOVERNANCE	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Unsure	
We <b>have the right board</b> with the skills and expertise needed at this time, as well as for the organization's future direction.							
Board and staff leadership are <b>clear and agree on their respective roles</b> and they communicate with each other effectively and respectfully.							
The board <b>sets strategy and provides strong direction</b> , support, and accountability to staff leadership, by setting and reviewing process against goals and budgets.							
The board <b>evaluates the executive director's performance</b> on a regular basis and actively supports the executive director's leadership development.							
<b>Board engagement is high</b> : board members contribute time and expertise within the organization and engage in outreach to raise funds and build the organization's reputation.							
The Board <b>has a clear plan and annual goals</b> , evaluates its progress, and is intentional and effective in recruiting, training and integrating new members.							
How important is this issue area to your organization at this time? Give a score from 1 to 5 (1 = not at all / 5 = very). Why? Any other comments?							

2. EXECUTIVE DIRECTOR AND SENIOR STAFF LEADERSHIP AND ORGANIZATIONAL CULTURE	True for ED & staff?	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Unsure
We have the <b>right senior staff team</b> (ED and senior staff) with the skills and expertise the organization needs now and for its future direction.	True for ED?						
	For Staff?						
Senior <b>staff members are self-aware</b> , seeking opportunities to improve their performance as leaders and to increase the organization's impact.	True for ED?						
	For Staff?						
The organization has a <b>management team</b> that is mainly responsible for ensuring accountability, coordination, and implementation of programs and operations.							
Our current <b>organizational structure makes sense</b> for us, with shared understanding of who is responsible for what, clear decision-making processes, and lines of accountability.							
<b>We have effective meetings and communications systems and processes</b> that promote trust, resolve conflict, anticipate and analyze issues and concerns, and address them fairly.							
How important is this issue area to your organization at this time. Give a score from 1 to 5 (1 = not at all / 5 = very) – why? Any other comments?							
3. NEXT TIER STAFF DEVELOPMENT AND SUCCESSION PLANNING	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Unsure	
We are <b>prepared for sudden changes</b> among key staff, in that we have planned ahead for when staff leaders might leave the organization and can anticipate a smooth transition.							
<b>Management nurtures leadership throughout the organization</b> and intentionally develops staff through relevant training, coaching/feedback, and consistent performance appraisal.							
The organization is <b>able to attract and retain</b> competent and committed staff members who represent the diversity of the community and our organization's stakeholders.							
<b>Staff engagement is high</b> , experimentation and learning is encouraged, and challenges and conflicts are handled effectively in ways that do not stifle effective problem solving.							
How important is this issue area to your organization at this time? Give a score from 1 to 5 (1 = not at all / 5 = very). Why? Any other comments?							



## APPENDIX 3: RECOMMENDED HANDBOOK: MANAGING TO CHANGE THE WORLD BY ALLISON GREEN AND JERRY HAUSER, 2009

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## APPENDIX 4: MAP'S PILOT OF HARVARD MANAGEMENTOR® FOR LGBT LEADERS

ONLINE COURSE	CONCEPTS	LISTS & DOWNLOADABLE TOOLS
<b>Personal Management Skills Group</b> <i>Manage yourself so that you can effectively manage others (6 modules)</i>		
<b>Strategic Thinking</b> Learn how to recognize the personal traits, behaviors and attitudes, and cognitive capacities that strategic thinkers demonstrate.	Strategic Thinking Overview Defining Characteristics of Strategic Thinkers Strategic Thinking as a Process Seeing the Big Picture Clarifying Strategic Objectives Identifying Relationships, Patterns, and Trends Thinking Creatively Analyzing Information Prioritizing Your Actions Making Trade-Offs	Steps for understanding your company's and unit's strategies Steps for balancing short-term requirements with long-term goals Tips for seeing the big picture Tips for clarifying strategic objectives Tips for identifying relationships, patterns, and trends Tips for thinking creatively Tips for analyzing information Tips for prioritizing your actions Tips for making trade-offs  Strategic thinking self-assessment Worksheet for seeing the big picture Worksheet for clarifying strategic objectives Worksheet for identifying relationships, patterns, and trends Worksheet for thinking creatively Worksheet for analyzing information Worksheet for prioritizing your actions Worksheet for making trade-offs
<b>Presentation Skills</b> Sound advice on preparing and delivering presentations that command attention, persuade, and inspire. Includes rehearsal techniques as well as tips for creating and using more effective visuals. Also addresses the importance of understanding your objectives and your audience to create a presentation with impact.	Presentation Overview Laying the Foundation for Your Presentation Deciding What to Say Organizing Your Presentation Using Visuals Rehearsing Presenting Effectively Handling Questions Making Group Presentations Evaluating Your Presentation	Steps for setting up a presentation Steps for creating a presentation Steps for practicing and evaluating Tips for setting up a presentation Tips for organizing a presentation Tips for creating visuals Tips for presenting effectively Preliminary planning worksheet  Audience characteristics worksheet Presentation context worksheet Presentation outline worksheet Logistics worksheet Objections worksheet
<b>Time Management</b> Master effective time management techniques. Learn how to analyze how you currently spend your time and pinpoint opportunities for improvement, set goals, prioritize tasks, plan your time efficiently using scheduling tools, control time-wasters, and evaluate your schedule once it is underway.	Why Manage Your Time? Identifying and Prioritizing Goals Breaking Goals into Tasks Analyzing How You Spend Your Time Recognizing and Defeating Common "Time-Wasters" Scheduling Time More Effectively Monitoring and Improving Your Time-Management Strategies Dealing with Time-Wasting Bosses Balancing the Demands on Your Work and Personal Time Helping Your Employees Manage Their Time	Steps for managing your time Steps for saying no to your boss Tips for delegating Tips for making the most of your travel time Tips for getting the most from meetings Tips for using telework effectively Tips for working from home Worksheet for identifying and prioritizing your goals Worksheet for breaking goals into tasks Daily activity log chart Worksheet for identifying and evaluating time-wasters To-do list

ONLINE COURSE	CONCEPTS	LISTS & DOWNLOADABLE TOOLS	
<b>Stress Management</b> Learn the difference between positive stress that enhances productivity and negative stress that breeds tension, lowers productivity, and undercuts job satisfaction. Includes strategies for dealing with underlying causes of worry and stress, with tactical advice and coping mechanisms for immediate problem management.	Overload and Toxic Worry Positive Stress and Productive Worry Assessing Your Stress Level Taking Charge of Stress Turning Worry into Action Connecting with Others Connecting with Yourself Letting Your Body Help You Relieve Stress Practice Good Stress Habits	Steps for quick stress reduction Steps for decreasing toxic worry Tips for managing worry Tips for setting stress-reducing goals Tips for coping with difficult coworkers Tips for listening effectively to a worried colleague Worry self-assessment Life changes as stressors checklist Workplace stress assessment	
<b>Becoming a Manager</b> Concepts and practical advice to help a new managers make a successful transition to the managerial role. Learn common myths of management, the nature of the transition process from individual contributor to manager, how to enhance your self-knowledge, ways to build effective teams, and how to cope with the stresses and emotions that characterize the managerial role.	Myths About Managers Roles and Expectations Setting Agendas and Building Consensus Taking a Broader View Managing Teams Managing Individuals Putting It All Together Promoting Diversity and Understanding Group Culture Building Self-Awareness The Power of Emotional Intelligence Coping with New Emotions Reaping the Rewards	Steps for building and cultivating your network Steps for strengthening your emotional intelligence Tips for assessing your progress Tips for influencing others Tips for introducing new policies and practices Tips for leveraging resources in your first year Best manager-worst manager worksheet Checklist for new managers Emotional intelligence self-assessment Contact sheet for new managers Worksheet for adapting your managerial style	
<b>Leadership Skills Group. Plan and make things happen through other people (8 modules)</b>			
<b>Leading and Motivating</b> A synopsis of the essential tasks of leadership: setting direction, aligning people, and motivating others. Learn how to recognize the skills and characteristics of effective leaders, create an inspiring vision, and energize people to support and work toward your goals.	What Leaders Really Do Skills and Characteristics of Leaders Adapting Your Leadership Style Crafting a Vision That Others Will Follow Aligning People Through Successful Communication Motivating Others Energizing Difficult People Creating a Work Environment that Motivates	Steps for adapting your leadership style to individual needs Steps for formulating a vision Steps for creating forward momentum Tips for establishing your credibility Tips for developing your leadership skills Tips for creating an inspiring work environment Emotional intelligence and leadership trait checklist	Worksheet for developing a vision Worksheet for keeping people motivated Establishing credibility and building a holding environment checklist
<b>Goal Setting</b> Is your work organized around clear and meaningful objectives? It will be once you've mastered these tools and techniques for establishing realistic goals, creating a task list, tracking milestones, and evaluating achievement.	Goal Setting: An Overview Setting SMART Goals Developing Unit Goals Developing Individual Goals Maximizing Goal Success Accomplishing Goals Evaluating Goals	Steps for identifying and prioritizing goals Steps for accomplishing your goals Steps for monitoring your progress Tips for setting unit goals Tips for setting your team members' goals Tips for increasing goal success	Goal development worksheet Smart goal worksheet Goal and task worksheet Obstacles/solutions worksheet Worksheet for evaluating goals

ONLINE COURSE	CONCEPTS	LISTS & DOWNLOADABLE TOOLS
<b>Collaborative Decision Making</b> How to make effective business decisions into a process that requires time and input from many individuals throughout an organization. Learn to identify underlying issues related to a decision, generate multiple alternatives, evaluate those alternatives, and communicate and implement the decision. Includes tools and techniques for diagnosing and defining problems, identifying root causes, generating options, and weighing alternatives.	Decision-Making Overview Setting the Stage Recognizing Obstacles Framing the Issue Generating Alternatives Evaluating Alternatives Making the Decision Communicating the Decision Implementing the Decision Assessing the Decision-Making Ethics and Decision Making	Steps for identifying decision-making objectives Steps for creating a prioritization matrix Steps for using the point-counterpoint technique Steps for using the intellectual watchdog technique Tips for defining problems Tips for conducting a productive brainstorming session Tips for generating alternatives Tips for keeping your group on track Tips for promoting fair process
<b>Delegating</b> Proven tools for assessing any assignment, matching employee skills to tasks, selecting the right person, and supporting the delegation all the way through completion. Includes strategies for communicating the assignment, monitoring progress, and dealing with "reverse delegation."	What Is Delegating? Guidelines for Effective Delegating Approaches to Delegation Preparing to Delegate Making the Assignment Monitoring a Delegation Handling Obstacles After the Assignment Is Complete	Steps for delegating to the right person Steps for communicating the assignment Tips for delegating effectively Tips for choosing what to delegate Delegation skills checklist Worksheet for preparing to delegate Delegation assignment tracking form Task delegation analysis worksheet
<b>Launching and Leading Teams</b> Learn how to establish a team with the right mix of skills and personalities and create a culture that promotes collaborative work. Covers steps to leading an effective team and includes innovative, easy-to-implement self-evaluation tools.	What Is a Team? Seven Steps to an Effective Team Forming a Team Building Team Culture Planning for Success Operating As a Team Evaluating Performance Being a Team Player	Checklist for evaluating yourself as a team leader Worksheet for deciding whether to assemble a team Worksheet for developing a team charter Role clarification worksheet Worksheet for assessing team member's skills Checklist for assessing your team's goals
<b>Keeping Teams on Track</b> Focus is essential to effective teamwork. Learn how to diagnose and overcome common problems—such as poor communication and interpersonal conflict—that can impede team progress, learn to take corrective measures to remove team problems and improve team performance.	Understanding How Teams Get Derailed Fostering Team Identity Helping Your Team Make Decisions Promoting Better Team Communication Resolving Team Conflicts Encouraging Team Participation Fostering Creativity in Your Team Helping Your Team Avoid "Groupthink" Improving a Team Leader's Skills	Steps for keeping team meetings on the right track Steps for resolving conflicts Steps for evaluating your team Tips for building team performance Tips for improving team communication Tips for making the most of conflict Tips for balancing bossing with empowering Team audit – how are we doing? Team identity assessment Worksheet for resolving a disagreement Groupthink assessment



ONLINE COURSE	CONCEPTS	LISTS & DOWNLOADABLE TOOLS	
<b>Meeting Management</b> A timesaving guide to planning and conducting meetings from start to finish. Covers preparation, keeping the meeting on track, and follow-up. Includes expert advice for dealing with problem behaviors exhibited by meeting participants.	Types and Purposes of Meetings Creating an Agenda Preparing for the Meeting How Groups Reach Decisions Conducting a Meeting When Bad Things Happen to Good Meetings Ending a Meeting Following Up After a Meeting Virtual Meetings	Steps for planning, conducting, and following up Steps for discussing a problem Steps for building an instant agenda Tips for preparing a meeting Tips for conducting a meeting Tips for dealing with problem behaviors Tips for intervening at critical junctures Tips for ending a meeting	Tips for on-the-spot recording Meeting agenda form Meeting planner's checklist Meeting minutes form
<b>Change Management</b> A practical guide to implementing, managing, and communicating change in your organization. Learn how to approach change with an open mind and use it as a stimulus to encourage new ideas and harness enthusiasm for further progress. Includes steps to help your unit or organization become change-ready and planning tools to address resistance to change efforts.	The Dimensions of Change Being Ready for Change Change Management Implementing Change Communicating Change Understanding Reactions to Change Taking Care of Yourself During Change	Steps for assessing your reactions to change Steps for addressing resistance to change Steps for creating an effective implementation plan Tips for avoiding common change mistakes Tips for creating a guiding vision Tips for empowering employees to change	Tips for making near-term wins effective Self-assessment for managers of change Worksheet for communicating change Worksheet for addressing resistance to change Worksheet for overcoming obstacles to change
<b>People Management Skills Group. Attract, develop and retain great colleagues (6 modules)</b>			
<b>Hiring</b> Techniques for finding, interviewing, and selecting top performers. Covers information on screening résumés, checking references, asking effective questions, making the hiring decision, and extending the offer. Includes tools for creating a job profile, preparing for an interview, and evaluating job candidates.	Hiring Overview Defining Job Requirements Recruiting Promising Candidates Preparing to Interview Conducting the Interview Maintaining Control of the Interview Asking Effective Questions Asking Personal Questions Evaluating Candidates Making the Offer	Steps for recruiting candidates Steps for asking interview questions Steps for making the hire Tips for finding the right person Tips for screening résumés Tips for conducting the interview Interview preparation form Decision-making matrix worksheet Job profile form	
<b>Developing Employees</b> Easily applied recommendations for addressing employees' developmental needs. Includes strategies for maximizing return on management, growing competent employees, and keeping star performers motivated. Also addresses use of development planning to help team members improve individual performance, make the most of career opportunities, and maximize contributions to your organization's performance.	Why Develop Employees? Addressing Developmental Needs Acknowledge Employee Differences Using the Performance and Potential Grid Keeping Top Employees Motivated Growing Competent Employees Acting on Underperformers The Career Development Discussion	Steps for preparing for a career development discussion Steps for identifying career development opportunities for your employees Steps for having a career development discussion Tips for building employee trust Tips for helping an employee find a mentor Tips for motivating top employees Tips for nurturing solid contributors	Tips for creating an individual development plan Worksheet for using the Performance and Potential Grid Employee's planning worksheet for development discussions Manager's planning worksheet for development discussions Individual development plan worksheet

ONLINE COURSE	CONCEPTS	LISTS & DOWNLOADABLE TOOLS
<b>Retaining Employees</b> Why do employees stay with—or leave—their jobs? Learn strategies for attracting and keeping top performers, how to handle common obstacles to retention such as burnout and work/life imbalance, and how to develop programs that address the diverse needs and interests of your workforce.	Employee Retention Overview Why Is Retention More Important Than Ever? What Makes Retention So Challenging? The Special Challenges of a Diverse Work Force Hiring Right: The First Step to Retention Stay Competitive Cultivate the Right Culture Help Managers Help Employees Stay Help Employees Avoid Burnout	Steps for managing exhausted employees Steps for diagnosing and closing retention gaps Tips for getting good people to stay Tips for building your retention task force Tips for building your online internal job-search tool Tips for using training to foster retention Tips for recognizing the early warning signs of defection Tips for hooking the right prospects Worksheet for conducting a stay interview Worksheet for calculating the cost of replacing a specific employee Work culture survey Retention self-assessment
<b>Feedback Essentials</b> Learn how and when to use various types of feedback to maximize openness and encourage learning. Covers information on establishing a receptive work environment; giving effective feedback; receiving feedback openly; being patient with non-communicators; and managing barriers to feedback.	What Is Feedback? Deciding When and How to Deliver Feedback Giving Feedback Effectively Receiving Feedback Openly Customizing Feedback Providing Upward Feedback Managing Barriers to Feedback Acting When Feedback Calls for Change Frequently Asked Questions	Steps for giving feedback to correct a behavior Steps for communicating positive feedback Steps for receiving feedback Tips for when to give feedback Tips for when not to give feedback Tips for giving effective feedback Tips for giving feedback in a volatile situation Tips for giving feedback to uncommunicative people Tips for responding to vague feedback Planning a feedback session worksheet Giving feedback upward assessment Planning commitment worksheet Feedback process evaluation
<b>Performance Appraisal</b> Prepare, conduct, and follow up a performance evaluation meeting. Includes guidelines on appropriate documentation and handling problem situations, as well as specific <i>before</i> , <i>during</i> , and <i>after</i> steps designed to reinforce desirable behavior and effect change where needed.	The Purpose of Assessing Performance Preparing for a Performance Appraisal Meeting Conducting a Performance Appraisal Meeting Recording the Meeting Following Up	Steps for preparing for a performance appraisal meeting Steps for conducting a performance appraisal meeting Tips for preparing for a performance appraisal meeting Tips for conducting a performance appraisal meeting Performance appraisal preparation checklist Performance appraisal evaluation checklist Individual development plan worksheet
<b>Managing Upward</b> How well do you work with your supervisor? Gain insight into developing a mutually rewarding relationship, with skills for communicating and negotiating with your manager. Includes tips on presenting problems or opportunities to your supervisor and accepting responsibility for your proposed actions.	The Purpose of Managing Upward Developing a Relationship with Your Manager Communicating with Your Manager Negotiating with Your Manager	Steps for developing a relationship with your manager Steps for presenting problems or opportunities up Tips for working effectively with your manager Tips for negotiating your needs Worksheet for understanding your manager Worksheet for understanding yourself Worksheet for monitoring the effectiveness of your relationship with your manager Worksheet for negotiating with your manager
<b>Difficult Interactions</b> Shows how to discuss and resolve difficult interactions in the workplace—whether they're with employees, peers, bosses, or even customers and suppliers. Includes tools and techniques to help you: decide which situations are worth resolving, find the source of the difficulty, productively discuss the emotions that difficult interactions can raise, and overcome barriers to action.	What Are Difficult Interactions? Causes of Difficult Interactions To Manage a Difficult Interaction—Or Let It Go? Assessing the Facts Identifying the Emotions Dealing with Threats to Your Self-Image Solving the Problem Managing Difficult Interactions	Steps for managing a difficult interaction Steps for improving your conflict-management style Steps for using active listening Steps for resolving conflicts between employees Tips for letting go of a difficult interaction Tips for effective listening Tips for managing anger Tips for dealing with extra-frustrating behaviors Tips for dissipating tension during a difficult conversation Tips for maintaining effective work relationships Worksheet for finding the source of the difficulty Worksheet for deciding whether to deal with a difficult interaction Perceptions and behavior assessment Discussing difficult interactions assessment Worksheet for creating a plan for change Worksheet for resolving a conflict between employees

**Legend for articles cited above:** BSR: Balanced Scorecard Report; HBR: Harvard Business Review; HMCCL: Harvard Management Communication Letter; HMCU: Harvard Management Update; Neg: Negotiation

## APPENDIX 5: A SAMPLING OF HIGH-QUALITY OPEN-ENROLLMENT LEADERSHIP DEVELOPMENT PROGRAMS

This appendix profiles five high-quality leadership development programs with which MAP has some familiarity. The programs in this appendix have open enrollment, such that LGBT organization staff members could attend sessions alongside leaders from other sectors. For each institution, we have profiled the offering that is most generally applicable.

Note that programs by the Center for Community Change, Center for Progressive Leadership, Harvard University's Kennedy School of Government and the Rockwood Leadership Institute appear in Appendix 1, because those programs were designed (at least in part) for LGBT nonprofits.

### Center for Creative Leadership: Leadership Development Program (LDP)

This is a five-day course that uses feedback, self-awareness tools and activities to enhance the leadership capabilities of mid- to senior-level managers. Participants learn strategies for continuous development through extensive assessment, group discussions, self-reflection, small group activities and personal coaching. The strong focus on development planning ties program experiences to the participant's work context.

The LDP is extremely well-regarded in business, with alumni typically describing it as the single development experience that has changed them the most, both personally and professionally. A 2009 Financial Times survey ranked CCL number 6 worldwide among providers of executive education (CCL's fifth straight year with a Top 10 ranking).

The program is offered at CCL locations in Greensboro, Colorado Springs and San Diego. The fee is \$6,800 but CCL offers discounts and scholarships to non-profit organizations.

Contact: Shera Clark, Manager, Non-profit Sector, [clarksj@ccl.org](mailto:clarksj@ccl.org), (336) 286-4485.

### CompassPoint Nonprofit Services: Leadership Series

This set of three courses for senior-level nonprofit executives includes:

- **Management 101.** A three-day program for senior-level nonprofit managers who want to more effectively manage nonprofit organizations. Topics include personal leadership framework; strategic/business thinking and planning; fund development; financial management and leadership; boards, governance; people management, and measuring impact.
- **Executive Director 101.** A three-day program of instruction and skills-building exercises for newly promoted EDs, which includes topics such as leadership and management; financial management and accounting; boards, governance and strategy; fundraising and human resources.
- **Thriving as an Executive Director.** Four day-long sessions for EDs and soon-to-be EDs that cover discovering one's core talents; designing a personal leadership network; turning staff members into allies instead of dependents; and turning Board members into partners instead of critical parents.

The program is offered at locations in and about San Francisco. Tuition is on a sliding scale from \$695 to \$895 per course.

Contact: Michelle Gislason, Senior Project Director, [michelleg@compasspoint.org](mailto:michelleg@compasspoint.org), 415-541-9000.

## Georgetown Public Policy Institute: Nonprofit Management Executive Certificate

This eight- to nine-day program is designed to strengthen the leadership and management capacity of nonprofit practitioners. Each participant takes a sequence of classes that explore the various aspects of nonprofit management and undertakes a management project addressing a major organizational issue or need. Session topics include:

- Overview of the Nonprofit Sector
- Governance
- Strategic Planning
- Evaluation
- Financial Management
- Resource and Fund Development
- Private-Nonprofit Partnerships
- Managing Organizational Change
- Human Resources
- Volunteer Management
- Marketing and Communications
- Capstone Management Project

The program also gives participants the opportunity to create a network of local, regional, and national nonprofit leaders committed to working across organizations, communities, and sectors.

The program is onsite at Georgetown in Washington, DC and tuition is \$4,900.

Contact: Kathy Kretman, Director, Center for Public and Nonprofit Leadership, [kpk2@georgetown.edu](mailto:kpk2@georgetown.edu), (202) 687-5499.

## Stanford Center for Social Innovation: Executive Program for Nonprofit Leaders

This two-week program for senior-level nonprofit executives (having at least 10 years of management experience) integrates frameworks on leadership and management strategy with participants' own experience. Session topics include:

- Vision, Mission and Strategy
- New Perspectives on Marketing and Financial Management
- Negotiation Strategies
- Leadership, Networks and Power

The program is onsite at Stanford in Palo Alto, CA and tuition is on a sliding scale from \$4,000 (for participants from nonprofits with less than \$1 million annual revenue) to \$8,400 (for those from nonprofits with more than \$20 million annual revenue).

Contact: [executive\\_education@gsb.stanford.edu](mailto:executive_education@gsb.stanford.edu), (650) 723-3341.

## The Management Center: Managing to Change the World

Based on the 2009 book of the same name, this course consists of four half-day sessions over four months. The course is designed for mid- and senior-level managers of nonprofit organizations and past participants have ranged from department heads to executive directors and from new managers to those with years of experience wanting to sharpen their skills. The program includes small-group learning between sessions with members of a cohort of about 20 classmates; "office hours" with Management Center staff for advice and coaching; and readings and exercises to help participants apply lessons in their work environment. Topics covered include:

- Building Blocks of Good Management
- Joint Pursuit of Results
- People Practices
- Making it Sustainable

The fee is \$800.

Contact: Jerry Hauser, CEO, The Management Center, [jerry@managementcenter.org](mailto:jerry@managementcenter.org), (202) 327-5441.

## APPENDIX 6: ACKNOWLEDGEMENTS

### Advisory Board for MAP's LGBT Nonprofit Talent-Building Research

- **Joan Garry**, former Executive Director, Gay & Lesbian Alliance Against Defamation
- **Fran Goldstein**, Deputy Director, Lambda Legal Defense and Education Fund
- **Lorri Jean**, CEO, L.A. Gay & Lesbian Center
- **Katherine Peck**, Vice President, National Programs, Gill Foundation
- **Alexander Robinson**, former CEO, National Black Justice Coalition
- **Susanne Salkind**, Managing Director, Human Rights Campaign
- **Alan van Capelle**, Executive Director, Empire State Pride Agenda
- **Tim Wolfred**, Senior Projects Director, Leadership Services, CompassPoint Nonprofit Services
- **Linda Wood**, Senior Director, Leadership and Grantmaking, Evelyn & Walter Haas, Jr. Fund

### Persons Who Commented on Drafts of the Report

- **Jerry Hauser**, CEO, The Management Center
- **Jeff Krehely**, Director of LGBT Research and Communications Project, Center for American Progress
- **Francis Kunreuther**, Founder and Director, Building Movement Project
- **Clarence Patton**, Founder and Project Director, The Pipeline Project
- **Tim Sweeney**, CEO, Gill Foundation

### Other Persons Interviewed for the Report

- **David Altman**, Executive Vice President, Research, Innovation & Product Development, Center for Creative Leadership
- **Chris Bartlett**, Project Director, Stonewall Institute
- **Jeff Bradach**, Managing Partner and Co-founder, The Bridgespan Group
- **Toni Broaddus**, Executive Director, Equality Federation
- **Rea Carey**, Executive Director, The Task Force
- **Brad Clark**, Campaign Director, One Iowa
- **Shera Clark**, Manager, Nonprofit Sector, Center for Creative Leadership
- **Scott Davenport**, Managing Director, Freedom to Marry
- **Masen Davis**, Executive Director, Transgender Law Center
- **Denis Dison**, Vice President, External Affairs, Gay & Lesbian Victory Fund and Leadership Institute
- **Michael Durnil**, Senior Vice President, Gay & Lesbian Alliance Against Defamation
- **Ruth Eisenberg**, Harmon, Curran, Spielberg & Eisenberg LLP
- **Matt Foreman**, Program Director: Rights, Evelyn & Walter Haas, Jr. Fund
- **Stephen Foster**, CEO, Overbrook Foundation
- **Neil Giuliano**, former President, Gay & Lesbian Alliance Against Defamation
- **John Greene**, Director of Human Resources, Human Rights Campaign
- **Jerry Hauser**, CEO, The Management Center
- **Kris Hermanns**, Director of Planning and Development, National Center for Lesbian Rights
- **Kevin Jennings**, former Executive Director, Gay, Lesbian and Straight Education Network
- **Kate Kendell**, Executive Director, National Center for Lesbian Rights
- **Stacy Kono**, Fellowship Director, Rockwood Leadership Institute
- **Kathy Kretman**, Director, Center for Public and Nonprofit Leadership, Georgetown University
- **Christine Lotze**, Partner, Philosophy IB
- **Diane Marcum-Brenan**, CEO, Marcum Partners
- **Michelle MacGaffey**, Senior Director, Human Capital & Administration, Gay & Lesbian Alliance Against Defamation
- **Tim McFeeley**, Vice President/Director, Isaacson, Miller
- **Paula Morris**, Project Director, Evelyn & Walter Haas, Jr. Fund
- **Peter Murray**, President, Center for Progressive Leadership
- **Darren Nimnicht**, Director of Human Resources, Lambda Legal Defense and Education Fund
- **Andrew Park**, Program Director, International Human Rights and LGBT Rights, Wellspring Advisors, LLC
- **Ian Palmquist**, Executive Director, Equality North Carolina
- **Rashad Robinson**, Senior Director of Media Programs, Gay & Lesbian Alliance Against Defamation
- **Cindy Rizzo**, Senior Director, Grantmaking and Evaluation, Arcus Foundation
- **Russell Roybal**, Deputy Executive Director of External Relations, The Task Force
- **Marc Solomon**, former Campaign Director, MassEquality
- **Alvin Starks**, former Senior Program Officer for Racial Justice, Sexual Orientation & Gender Identity, Arcus Foundation
- **Terry Stone**, Executive Director, CenterLink
- **Lee Swislow**, Executive Director, Gay & Lesbian Advocates & Defenders
- **Mike Tate**, former Campaign Director, Fair Wisconsin
- **Rachel Tiven**, Executive Director, Immigration Equality
- **Akaya Windwood**, CEO, Rockwood Leadership Institute



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movement advancement project ►

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