



BONNER CONSULTING

Growing organizations, teams, and leaders sm



R.O.I. in Talent

**How Developing Board & Staff Leaders and
Engaging Employees Can Build Sustainability**



About Bonner Consulting



Growing Organizations

- Strategic, Operational Planning
- Facilitating Meetings and Retreats
- Organization, Culture & Needs Assessments
- Employee Satisfaction & Engagement
- Succession Planning
- Navigating Change & Transition

Growing Teams

- Team Assessment and Development
- Teambuilding Retreats
- Senior Leadership Teams
- DiSC and MBTI

Growing Leaders

- Executive Coaching
- Management & Leadership Training
- Leadership Assessments
- Action Learning & Peer Coaching

Growing Nonprofits

- Board Assessment & Development
- Succession Planning, Developing Emerging Leaders
- Executive Director & CEO Coaching
- E.D. Performance Evaluations
- Nonprofit Management

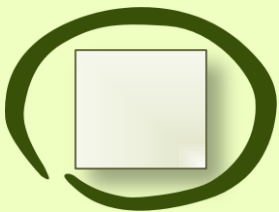
The Untapped Lever for Sustainability



- **Reduce Expenses**
 - Cut programs/staff

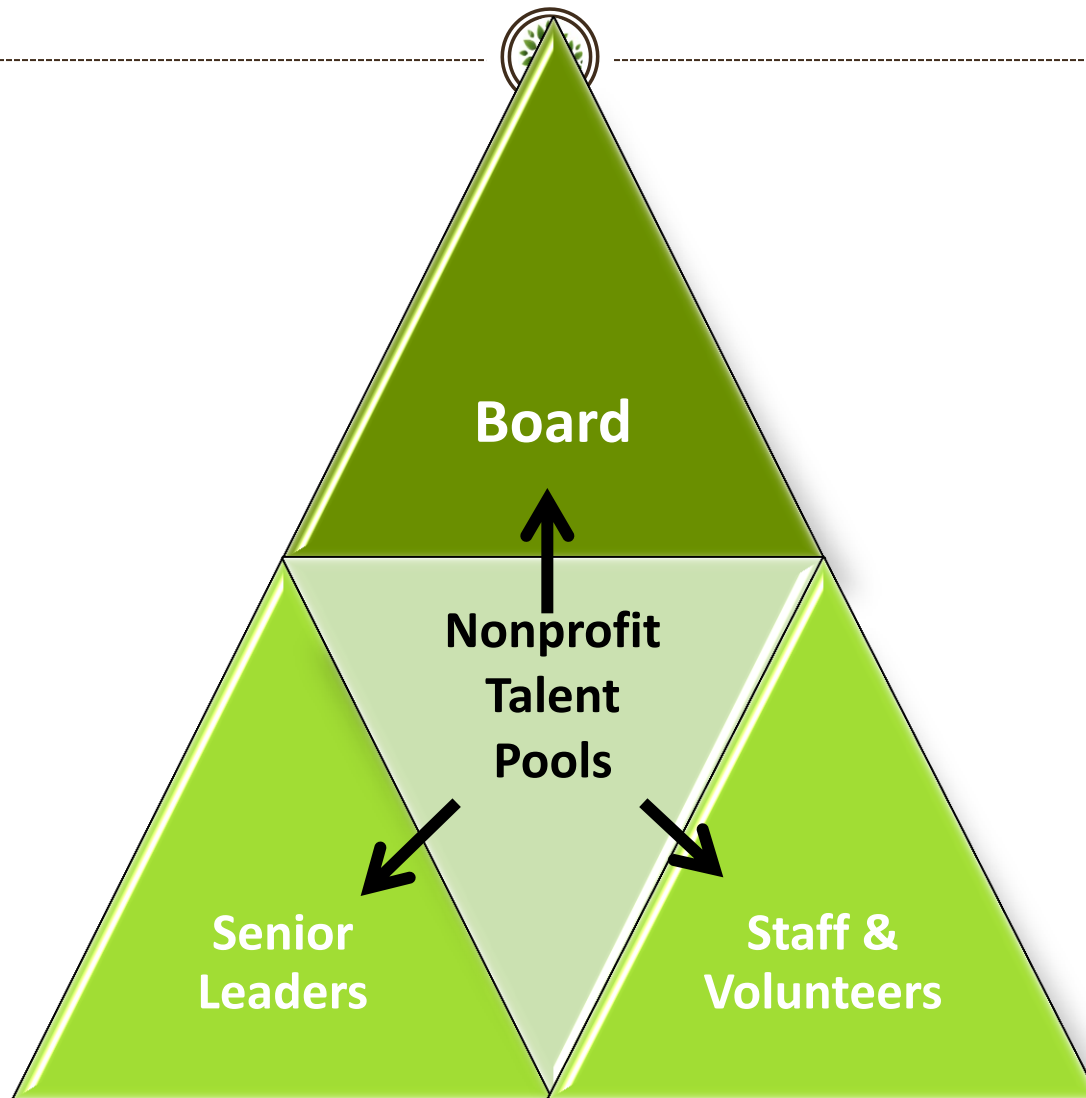


- **Increase Funds**
 - Raise more \$ from individual, corporate and foundation donors
 - Find earned revenue sources
 - New government grants and funding??



- **GROW TALENT** at all levels so we are more productive, efficient, agile and innovative to weather the storm or take advantage of opportunities
 - Develop Leadership and Management
 - Develop Board
 - Increase Employee Engagement
 - Create a Healthy Organizational Culture

Talent, Capacity or Human Capital in a Nonprofit



Talent Management is...



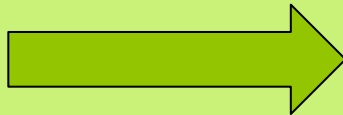
A conscious, deliberate approach undertaken to attract, develop and retain people with the aptitude and abilities to meet current and future organizational needs.

Talent management involves individual and organizational development in response to a changing and complex operating environment. It includes the creation and maintenance of a supportive, people oriented organizational culture.

The Talent Management Handbook (Berger et al)

ASSESS and PLAN

Organizations that decide to "manage their talent" start with an analysis of their current people processes. Then, create a plan to coordinate and integrate



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- Recruitment - ensuring the right people are attracted to the organization **and board**
 - Retention - developing and implementing practices that reward and support employees **and board**
 - Employee **and board** development - ensuring continuous informal and formal learning and development.
 - Leadership Succession and Development - specific development programs for existing and future leaders **and board**.
 - Performance management - specific processes that support performance, including feedback and measurement of staff **and board**
 - Culture - development of a positive, progressive and high performance "way of operating".

Creating a Human Capital Plan is similar to strategic and other planning

Aligned to Strategic Plan



Process Step	Organizational Strategic Plan	Board Development Plan	Leadership Development Plan	Human Capital Plan for all staff
Assessment	SWOT	Board Assessment	360 degree feedback	Employee Engagement or Cultural Survey
Analyze and Prioritize	Report and Discuss	Report and Discuss	Report and Discuss	Report and Discuss
Set few measurable goals	Board and Staff Set goals	Board sets goals	Leader sets goals	Sr. Leadership with help from others sets goals
Create and Execute action plan	Create and Execute action plan	Create and Execute action plan	Create and Execute action plan	Create and Execute action plan
Check progress Accountability	Check progress Board	Check progress Board	Check progress Leader/Coach	Check progress CEO and/or Board

BUT BEWARE:



CULTURE
EATS
STRATEGY
FOR LUNCH
EVERY TIME

A Healthy Organizational Culture



“The single greatest advantage any company can achieve is organizational health. Yet it is ignored by most leaders even though it is simple, free, and available to anyone ... An organization is healthy when it is whole, consistent, and complete, that is, when its management, operations, strategy, and culture fit together and make sense.”

Lencioni, Patrick M. (2012-03-14). The Advantage: Why Organizational Health Trumps Everything Else In Business

external environment and stakeholders



Leadership Development

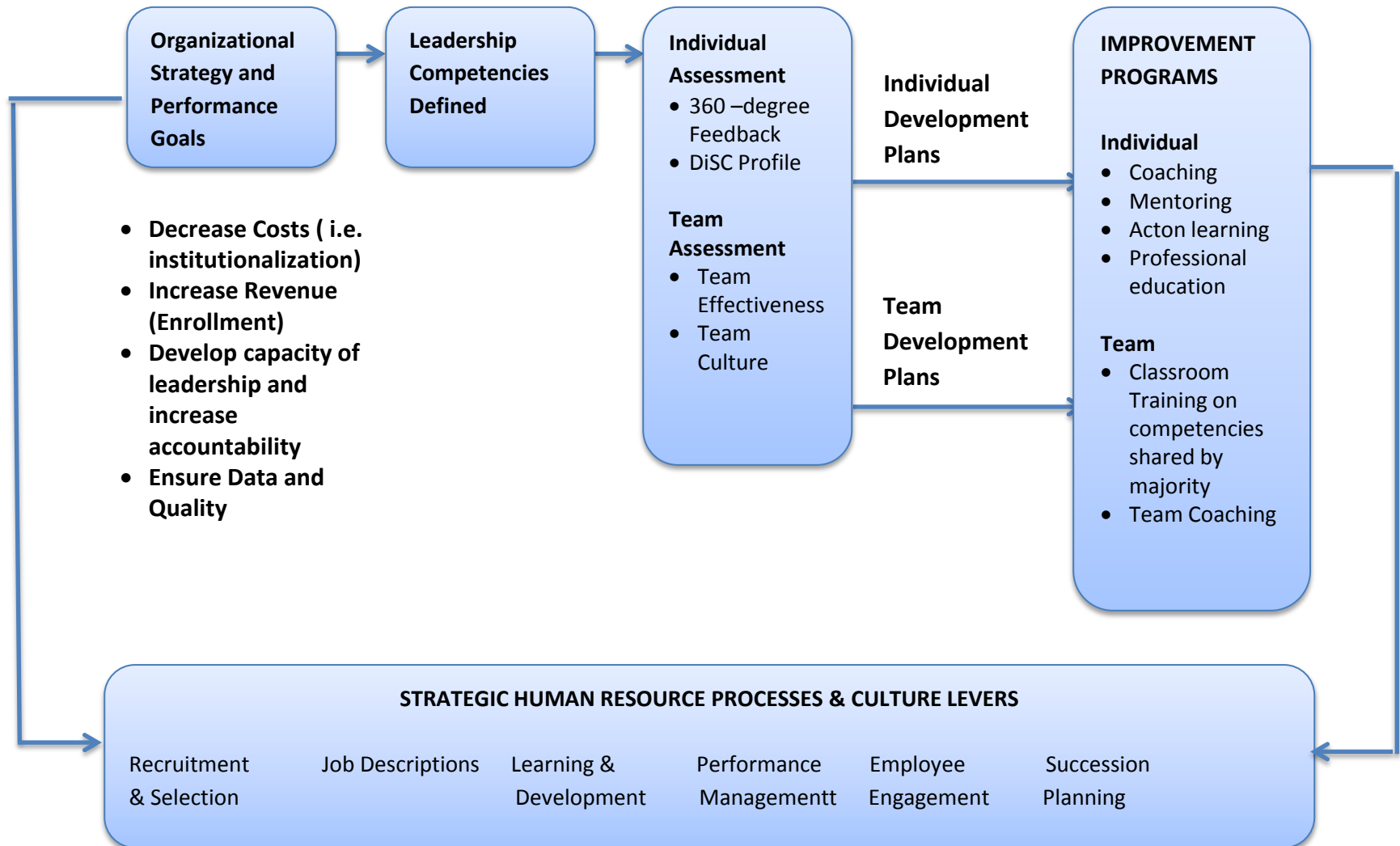
To deal with Challenges & Opportunities Senior Leaders Need



- Zoom Out/In (strategic perspective, attention to detail)
 - Critical thinking
 - Motivate and Influence Others
 - Judgment and Decision Making
- Project Management
 - Fundraising Skills
 - Ability to build a business case
 - Some degree of financial and business acumen

Client example of a Systems Approach to Leadership and Senior Team Development

Culture Change begins at the top





Daring To lead Study 2011 Findings



The aspect of their job where nonprofit leaders assessed themselves as least effective was leading others. The classic challenges associated with human resource management—hiring and firing, giving and getting effective feedback, keeping a whole team aligned and high-performing—contribute to this relatively lower self-assessment by executives.

In fact, they (nonprofit leaders) ranked human resources as the most depleting and commensurately as the least energizing aspect of their work.



Daring To Lead Study

Call to Action

Systematize Leadership Development

It is in the best interests of executives, staff, and their organizations to put systems and structures in place to operationalize shared leadership and systematically develop staff.

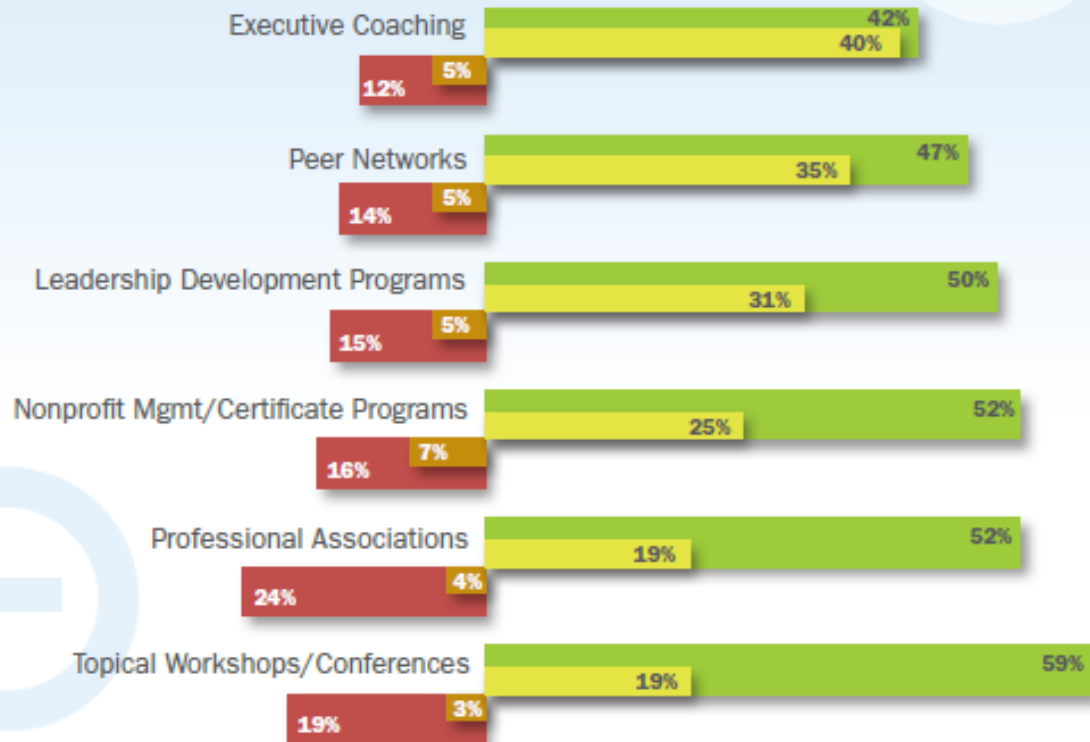
- Leadership development is essential for an organization's long-term sustainability. To ensure that it is resourced, nonprofit leaders should include and protect those funds in the budget.
- Professional development plans should be integrated into all performance reviews—at every level—and adequate resources to pay for continuous skills and knowledge development should be prioritized during budgeting.
- Boards need to hold their executives accountable for good supervision and intentional development.
- Thirty-one percent (31%) of executives report that they are mentoring someone on their staff; more leaders might consider this strategy as an effective way to nurture emerging leaders.
- Develop succession plans for the executive director as well as other key leadership positions in the organization.

Daring to Lead 2011

Leadership Development Strategies



Effectiveness Ratings of Professional Development Activities Utilized



Very Ineffective Somewhat Ineffective Effective Very Effective

Daring to Lead 2011 Call to Action



“Supporting executives in expanding their intentional leadership development practices and encouraging them to build organizational systems— beyond their individual shared leadership practices—that prioritize talent development are critical to strengthening organizations today and preparing them for leadership transition in the future.”

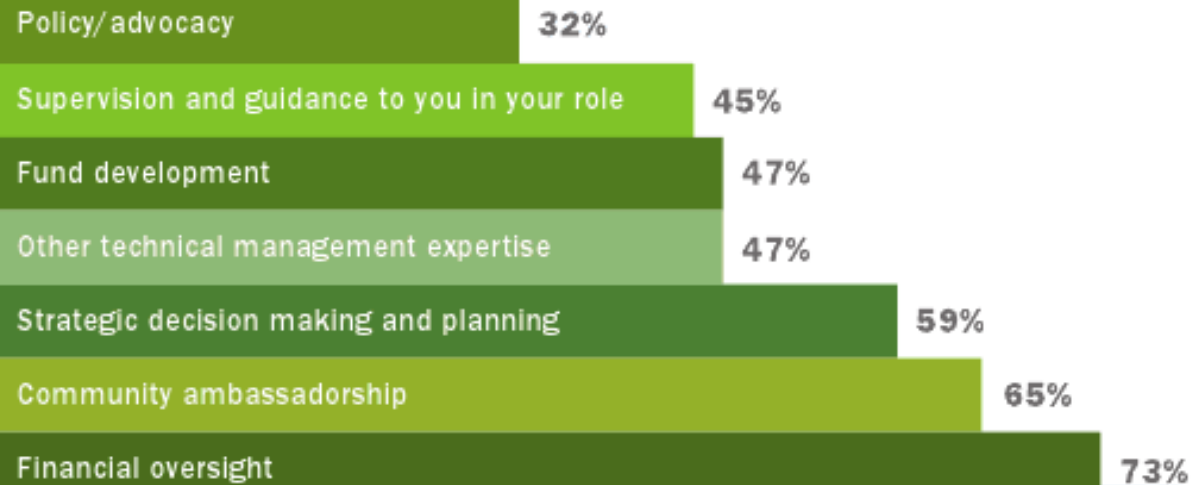
www.daringtolead.org

**Whose job is it to
recruit, develop, and
engage the Board in
a nonprofit?**

The recently released Daring to Lead study

financial monitoring and oversight.

Percentage of Executives Reporting Significant Board Support by Area



Executive time invested in working with boards of directors was notably low. Sixteen percent (16%) of executives reported spending fewer than five hours per month on board-related activity, yet nearly half of these executives described this as the right amount of time. The largest

of executives (39%) spend between five and 10 hours per month—just 6% of their time overall—and half of these executives said this was the right amount of time. Other studies have found that executives who spend 20% of their time on board-related activity have high rates of satisfaction with board performance.

Similarly, among these respondents, executives at the low-end of the time investment spectrum were the least happy with their board performance.

Board Engagement

From
“Daring to
Lead 2011”



Daring To Lead 2011

Key Findings about Board

While executive directors tended to give boards relatively high marks when asked about overall performance, their responses to more specific questions often contradicted that assessment—and suggest that boards are neglecting critical governance responsibilities.

Despite these board performance challenges, most executive directors are not spending a significant percentage of their time working with and supporting their boards.

Executive directors who spend more time working with their boards demonstrate higher satisfaction with board performance.



WWW.BONNER-CONSULTING.COM



Leslie Bonner
Bonner Consulting
leslie@bonner-consulting.com
412-427-7033