Fund the People
Why + How to Invest in Grantee Staff
1. Greetings!
2. Overview & Context
3. Learning Objectives
4. Review Agenda
1. About Fund the People
2. Talent-Investment Theory
3. Lessons from Haas Jr. Fund
4. Talent-Investment Practices
5. Planning Your Talent-Investing
6. Resources
1. About Fund the People
2. Talent-Investment Theory
3. Lessons from Haas Jr. Fund
4. Talent-Investment Practices
5. Planning Your Talent-Investing
6. Resources
About Us

Purpose
• Maximize
• Essential
• Power

Strategies
• Make the Case
• Equip for Action
• Build Movement

Past + Present Supporters
Annie E. Casey Foundation
American Express Philanthropy
Bush Foundation
David and Lucile Packard Foundation
Durfee Foundation
Ford Foundation
Kresge Foundation
Public Welfare Foundation
Robert Sterling Clark Foundation
W.K. Kellogg Foundation

A Project of
Fund the People
Community Partners
Agenda

1. About Fund the People
2. Talent-Investment Theory
3. Lessons from Haas Jr. Fund
4. Talent-Investment Practices
5. Planning Your Talent-Investing
6. Resources
Attitudes

What words or phrases come to mind about nonprofit people?
The Concept
Invest at the Source

Impact

Performance

Effectiveness

People

Equity

Talent-Investing

Investing

Fund the People
What’s the ROI?
1. Enhance the skills of individual leaders & their organizations
2. Create networks that strengthen movements, fields, and sector
3. Build shared visions that drive change
4. Strengthen funder-nonprofit relationships to improve philanthropy

The Data Says…
The Problem
Systemic Need

Leadership Funding for Nonprofits

- Overhead for talent management capacity
- External multi-session programs
- Executive coaching
- Technical assistance for talent management process
- Support ability to recruit high-potential staff
- Attend conferences/networking events
- External one-off trainings
- Sabbaticals

Source: January 2015 Bridgespan Group survey of 438 nonprofit senior leaders on their ability to recruit, develop, and retain senior managers.

The Bridgespan Group, Smart Funding to Close the Leadership Development Deficit
Funders Under-Invest

Percentage of Total Foundation Grant Dollars for Talent Grants, 1992-2011

- Total Talent Grants: 1%
- Total Nontalent Grants: 99%

Foundation Grant Dollars for Nonprofit Talent Costs vs. Total Foundation Grant Dollars, 1992-2011

- Overall
- Talent
Nonprofits Under-Invest

77% of nonprofits that submitted proposals to Weinberg Foundation in 2016 said they use less than 1% of their budget for staff development.
Result: Leadership Bottleneck

- Gen Z
- Millennials
- Gen X
- Boomers
Result: Inequity

Diverse Potential Nonprofit Leaders

Why the gap?

The Nonprofit Workforce Inequity Funnel

Barriers to...
- Poor Recruitment
  - Unpaid Internships
- Lack of Investment in Staff
  - Inequitable “Sponsorship”
- Inequitable Access to Lack of Retirement Plans, etc.
- Poorly-Managed Exec Transitions
- Segregated Search Firm Networks
- Glass Cliff for Incoming Executives

Advancement

Access

Ascession

Diverse Nonprofit Executives
What Is To Be Done?
Fund Below the Surface

- People
- Capacity
- Program

People-Systems
Bake It In
Reflection Questions

• How could talent-investing reinforce your foundation’s mission and current efforts?
• How would talent-investing challenge your institution (in a healthy way)?
ADVANCING RIGHTS.
CREATING OPPORTUNITIES.

INVESTING IN LEADERSHIP ACCELERATES IMPACT
The Value Proposition

ADVANCING RIGHTS.
CREATING OPPORTUNITIES.
In Support of Movements

21st Century Fellows Program
$700,000—4 grants
72 fellows

Fellowship for New California
$500,000 – 4 grants
90 fellows
10% of Total Haas Jr. Fund Grantmaking

Leadership Development
$23

TOTAL
$230 (in millions)

1)
• $15M Flexible Leadership Awards
• Fellowships
• Grants to Capacity Builders/Training Organizations
• Field Building
HOW
The Flexible Leadership Awards Program
The 6 Core Principles

1. It is selective.
2. It reaches beyond the executive director.
3. It tightly links organizational and leadership goals.
4. It is tailored to grantee priorities and needs.
5. It provides multi-year support.
6. It is focused on deep transformational change.
“As soon as we have two nickels to rub together, we want to hire another organizing position because that’s where the need is, that’s how you build power.

But we can’t do those things without a stronger foundation and support to build it.”
What do you hope to accomplish? And what kind of leadership is needed to reach your goals?

Individual coaching and onboarding management skills

Organizational strategic pivot executive transition stronger board and senior team

Movement diversity

Janson Wu, GLAD E.D.
FLEXIBLE LEADERSHIP AWARDS:: Who?

Distributed Leadership

Who?

15% Board
10% Exec. Dir.
29% Senior Team
7% Next Tier
39% Whole Org
The FLA program engages executive directors, senior staff and board members to think expansively about where their organizations want to go, and what kind of leadership it will take to get them there.

**Flexible Funding**

In addition to ongoing funding, FLA grants offer support for three to five years to address leadership opportunities and challenges.

**Peer Learning**

The cohort of FLA grantees meet online and offline to exchange ideas and provide mutual support.

**Strategic Advice**

Each organization is paired with a consultant to develop and implement a leadership development plan.
Impact of Leadership Investments: Evaluation Questions and Key Findings

WHAT WERE THE LEADERSHIP GAINS?
• 12 of 14 orgs met or surpassed leadership goals

WHAT WERE THE MISSION GAINS?
• 13 of 14 orgs met or surpassed mission goals
“It’s impossible to imagine that vouchers alone could produce these kinds of results.” Bill Ryan
Emerging Issues

- Challenges that Come with Growth Opportunities
- Heightened Risk and Systems Strain
- Strategy Development in this Dynamic Policy and Funding Moment
- Personal Resilience
- Leading with Equity
1. About Fund the People
2. Talent-Investment Theory
3. Lessons from Haas Jr. Fund
4. Talent-Investment Practices
5. Planning Your Talent-Investing
6. Resources
Customize It
Talent-Investment Menu

THE KRESGE FOUNDATION

Focus on Individual People
- Leadership Development
- Professional Development
- Managerial Ability
- Compensation & Personnel Policies
- Recruitment, Retention, Retirement
- Career Development
- Personal Sustainability
- Human Capital Planning
- H.R. Infrastructure
- Organizational Culture

Focus on People-Systems

evelyn & walter HAAS JR. fund

Fund the People
Focus & Drivers of Change

1: “You Need This”
- Focus: Individual People
- Driven by: Funder

2: “Your Org Needs This”
- Focus: “People-Systems”
- Driven by: Funder

3: “I Need This”
- Focus: Individual People
- Driven by: Grantee

4: “Our Org Needs This”
- Focus: ”People-Systems”
- Driven by: Grantee
Levels of Intervention

- Individual
- Organization
- Place / Network / Portfolio
- Subsector / Movement
- Nonprofit Sector
5 Ways to Bake In Talent-Investing

1. Foundation Strategy
2. Grantmaking Strategy
3. Individual Grants
4. Within Grantees
5. Around Grantees
Grantmaking Strategy

Understand My Role

Signal Incentives & Listen

Invest & Learn

Assess & Communicate

Diagnose & Design
Individual Grants

- Present & Approval
- Grant Agreement
- Monitor & Champion
- Proposal & Budget
- Negotiation & Site Visits
- Guidelines & Signals
- Wrap-Up & Learning
All Types of Grants

- Capacity Building
- General Support
- Program Grants
- Other Grants
1. About Fund the People
2. Talent-Investment Theory
3. Lessons from Haas Jr. Fund
4. Talent-Investment Practices
5. Planning Your Talent-Investing
6. Resources
Reflection & Action Planning

- Individual Reflection
- Action Planning
- Small Group Discussion
- Sharing Next Steps
1. About Fund the People
2. Talent-Investment Theory
3. Lessons from Haas Jr. Fund
4. Talent-Investment Practices
5. Planning Your Talent-Investing
6. Resources
Additional Resources

- ROI Data Report
- Equity in Nonprofit Work Project
- New Toolkit Content
- August 14 Webinar with Foundation Center
- Funder Briefings
Keep in Touch!

Holly Delany Cole
Director, Flexible Leadership Awards
The Haas Leadership Initiatives
HollyDC@haasjr.org

Rusty M. Stahl
President and CEO
rusty@fundthepeople.org

Yolanda Caldera-Durant
Director of Programs
yolanda@fundthepeople.org

fundthepeople.org
Let’s Get Social!

@fundthepeople

@fundthepeoplecampaign

@fundthepeople
Fund the People

fundthepeople.org