

Round 1

Board (B) | Resident (R) Leadership Development Question: What is one follow-up action (explore, learn, connect, do) you will take?

Respondents: 86

Responses

B ensure opportunity for every board member to meaningfully contribute in each meeting

Cultivate a board member to bubble up as a peer leader and help champion items as needed.

B: write down a mentoring plan.

R: Add community leaders to board retreat

Bring up the prospect at our next directors meeting.

Focus on the mission

Listening tour to gather info about a needs assessment

R Implement a learning agreement and stipend program to engage resident leaders

Remove barriers for direct communication Btwn board and residents.

Creating spaces for residents to share their stories

B - EIG

B: ask more questions of the board; Invite all staff to the table

R: look into the virtual CLI

Create space for residents to share and give feedback to help organizations help them..

Time

EIG

Listening and Learning

R Create strategic partnerships

Description of Expectations to Board members.

R: Ho on a storytelling campaign. Create an opportunity for residents to share their experiences as experts of their stories.

Create a training schedule for board members that can be incorporated into the board meetings.

Actively recruit people who are not necessarily on the board to serve on committees.

B: set expectations at initial board recruitment interview/meeting

B: Have a junior board to build a pipeline.

B - invest in board member relationships

Board retreats that highlight and provide an orientation to all programs and lets director highlight their programs culture and achievements

As continuous learning at board meeting, invite board to identify what board expertise they bring to the board.

Who they represent, work or community experience

R- Work to engage more residents through capacity building opportunities

B: stack committees for greater engagement, participation, and insight - even if the people are not subject matter experts

Develop a written plan for sustainability and implementation

B, hire a comms person with "internal" and "external" role to support board

R: Develop a simple leadership orientation that explains roles, responsibilities, and opportunities for all residents to participate.

More engagement with the board

Start meeting with recommitment to the organization and mission. Why we are here.

B- send board back through EIG

R- learning agreement stipends.

B. Have term limited board members serve on a board committee to keep that knowledge serving the organization

Develop customized training for new board members tailored to their individual knowledge gaps.
Enhancing financial trainings for board members to support engagement and governance.

B, mission moments

“R” Meeting people where they are.

Start doing quarterly Board engagement events to help them bond:

1) Dinners

2) Happy Hour

3) Event attendance

R To State: tenants lead survey and present results

Set expectation for leadership from the beginning at board orientation

Having board members donate mileage (travel to board meetings) as a form of donation to the organization.

Works for community board members

R-continue our work guided by resident voice and experience

Set our org up as a partner with shared values ready to pursue a shared future as co-learners and co-producers with residents

B Robust training of on boarding new members

R- Add storytelling and Community voice to our resident leadership development.

R tell our story and share stories from our peers to show the collective impact

“R” gain historical awareness, build trust and establish a storytelling campaign

B emeritas status to help rotate

B. Establish an advisory board for term limited board members and potential recruits and partners.

Have staff pose a question to the board each meeting to engage in conversation and build relationships.

R - Follow the progress

Recruiting community leaders who are already active in the community and moving community issues forward.

B Invite board members to share about themselves. Create opportunity for resident board members to speak.

B: ask board members to present/facilitate parts of the agenda; build learning agendas based on interests of the members (ask them) - meet them where they are AND INVITE THEM FURTHER

B - establish progression of who the next leaders will be with a timeline.

B Build relationships between board and staff by holding joint orientations. Also consider social engagements - coffees or mini-retreats (even in someone's home) to build trust.

B - formalize a “succession” plan

Lunch and learn to go over the budget before the Board meeting for people to ask questions they may not want to ask in the full meeting.

Create a committee to engage young people and cultivate rising board leaders.

R - Do an “assets” assessment of who the natural leaders in each of our community are and their experience/expertise that they can share with their community.

R Meet young people where they are and get them engaged as leadership pipeline

Launch annual path to leadership campaign that includes training and advisory council participation

Create an emeritus class on board to retain term limited board members

“R”

Creating an anonymous path for residents to share comfortable

BOD LEADERSHIP

Consider flipping the nomination and voting process :

Membership nominates candidates for BOD

BOD votes

Appoint new board members to committees to co-chair to get more engaged in board governance

B. Use of a recruitment matrix

B. Recruiting from Americorp and City Year programs for board membership

B. Put in place multiple "on ramp" opportunities for board member prospects: advisory group , junior board, special projects etc

Elevate the concept of Resident Leaders in Palm Beach County

Onboarding including in-person two-day retreat and with staff one day.

R: Explore ways to involve more residents in leadership development, not just established leaders, so new voices and perspectives are included.

Access more training opportunities for the board

R: Spotlight stories on residents, staff, and board members

Be more consistent with reaching out to resident leaders and creating a system in which they feel more accountability over.

Creating some structure in meetings

B- increased financial training for board members so they feel comfortable asking questions

Engage local government to secure funding to do their engagement work to help support our symbiotic resident goals

B - term limits, term limits, term limits. Did I say term limits.

Yearly board interest survey (interests, skillsets)

R use storytelling by resident leaders in board meetings

B - bring your board to work day! How better to learn what you are doing in your org?

R: Identify one community where we can test a more structured approach to resident leadership development and participation.

Create recruitment and skill needed matrix and use it to match board nominees

Ambassadorship concept for board member for fundraising

Spotlight leaders for storytelling to bills exposure and opportunities

B be present at events and to staff

R: Convene (quarterly?) Resident Board Members, Alderman, City Neighborhood Group Liaison, CBE staff
Chairman leads

R

Conduct resident survey.

Get a good job description for C, B & E Coordinator

B. 45 minute committee meetings with a consent agenda ensure discussions are substantial and concise.

B

Report back information learned at training to current board

R. Formulate discussions with residents about trust.

Engage seniors in storytelling to share wisdom and build trust with the younger generation.

B

I will be picking up the phone and asking. Sometimes you just need to ask.

Add a strategic topic on agenda to engage and have greater participation from new board members

Quarterly Board Socials

R - making sure we are asking and not assuming

Opportunity for board members to build relationship and trust

B. Address leadership (board chair) succession. short-term: identify a new board chair for next year. Long-term: intentionality behind building a pipeline of board leaders

B- Make them understand the importance of relaunching committees in the governance process and facilitate spaces to talk and create new conversations related these committees.

R- resident concerns about the community ARE housing issues. They are not separate or distinct. Anything impacting where we live should be housing priorities in our community.

Be intentional and committed to building and mentoring resident leaders.

“How intentional are we about building a board that reflects the diversity of the communities we serve—not only in professional experience, but also in lived experience, socioeconomic background,.”

Create social opportunities for board members to connect as colleagues and get know each other

Coordinate with university intern and fellows programs and their student organizations.

R: provide training and mentorship on context and structure of resident advisory board, board committee, board service

B - structured board orientation program in person to help build relationships

Synchrony between the chairman and CEO

B Term limits

Strong orientation

Clear committee charters

B

Recruit like minded people, passion about the work

B. Effective use of consent agenda, focus time on most important decisions , require pre reads

Add open ending share session for board members to share learnings that may support board function.

Maybe 2-3 at each meeting.

B. Acknowledge the changing attention spans of humans while also trying to extend them. Balance quick hit need to know information with deeper engagement (trainings or mission moments)

B

Consider which agenda items are on consent - what are we solving for?

Ex: No financials in consent if BOD struggles w fin management

No minutes in consent if BOD struggles w engagement, trust

Create structure during meeting, agenda, time, action item. This requires a strong board member acting as facilitator.

Ask departing board members for an exit interview

Ambassadors as a concept for fundraising

B. Conduct annual board check in calls to recap meeting attendance from the last year, plug them into committees and allow space for graceful exits.

B. Resources: BoardSource, National Council of Nonprofits, and state nonprofit councils for great board resources.

B. Make fundraising and partner outreach less intimidating by starting small and asking board members to make thank you calls to donors.

Training for middle managers on organization administration to build capacity

Seek additional funding to train and support people in management

Development of management skills vs technical skills

Round 2

People Manager - Middle Manager Question: What is one follow-up action (explore, learn, connect, do) you will take?

Respondents = 53

Responses

Train middle managers on organizational administration to build leadership skills and capacity
Include capacity building in performance assessment
Creating a realistic and intentional training calendar.
Focus on mentorship opportunities by connecting with local orgs.
Increase opportunities for coaching and mentorship
Build better internal communication intentionally—find ways to make people talk with each other.
Utilize Group Learning to bring NW Training on site to improve my people, org & community.
More focused training on leadership
create personalized development plans
Coaching plans for middle management
Explore a fellowship program
Provide template shared for staff to fill out and bring back training information
Structured training and access
Train core group of leaders and dedicate time to them.
Follow up with potential mentor orgs
A professional development plan without follow up plan is not a PLAN!!! Need to outline follow up before we roll out plans.
Connect with Bridgette!
Succession planning at all levels
Reach out to Kemba about their Summer Scholars program.
Explore ways to better structure leadership development at OSCC, including clearer roles, mentoring, continuous training, and sharing lessons learned
Lead from a place of abundance rather than scarcity.
Peer to peer visits and dialogues with external partners
Support emotional intelligence training for new managers
Ask “what do you need from me to be successful?” At the end of each of the 1x1s I have with my staff
Research new coaching opportunities for individuals based on staff individual goals
Structured mentorship program for key leaders
Build more mentorship opportunities
Start planning an internal leadership development plan - investing in people!
4 day work week
Remember the phrase, "The market needs you."
Need to create intentional programs to build people managers skills through peer learning
Increase opportunities for career paths
Break silos and get orgs to work together
Find Coaching opportunities for midlevel staff
Teach people to mentor and network
Create annually individual training plans to support individual growth.
Book club with staff
Nominate leaders for outside awards - ie: 40 under 40
Find external support to build our internal leadership development.
Regularly acknowledge staff strengths and build confidence

Suggest that we use our staff meetings to introduce new leadership topics that all employees can benefit from

Apprenticeship program

Create a simple way to document and share key takeaways from trainings so the learning can benefit other managers and staff.

Create space for structured check in / mentorship with all emerging leaders at least once per month.

Ask staff to define leadership goals through annual previews

Mentorship

Creating a culture of learning

Use Zach as your table leader

Structure professional development where it is ok for them to leave in 12 months and advocate

Ask ED to incorporate a full online training for the whole organization and take on mentors from outside the organization

Professional training

More structured and consistent training s

Offer cross training opportunities for people to expand their knowledge and spark interest outside of their level of expertise.

1 - engaging book learning for people investing

Tear down silos

1. Hire well, be clear about what you're looking for

Ensure staff access leadership professional development

Succession planning connected to skill development

Succession planning for positions at all levels - invites I See in You conversations

Use of a consultant to fill urgent specialized roles such as real estate development when it may be term limited or grant dependent

Build out templates with cross-pollination in mind.

Establishing Succession Plans

Hire for attitude

Raise up staff leading.... help inspire others.

1 - succession planning for department roles

Ask what they need to be successful- don't assume.

Do team-wide training together

Create strategies for scaling up staff size

Cross level " Leadership Book Club "

Facilitated by ED

1. Celebrate as many wins as possible

Provide opportunities to practice skill and demonstrate capability

1 - implementing capacity management

Use tools like "emergent learning" to build internal communications even as you improve the programs/events that you work on or hold. Builds skills and relationships inter- and intra- divisions

1. Book club

Start trainings before people become managers. By the time they are managers it is TOO late.

1. Quarterly capacity self-evaluation

Look for Leadership Development vs Professional Development

Develop transition plan for senior leadership position

Assist each senior leader to strengthen their support network to include connections with the board, residents, subordinate staff, peers and community stakeholders and leaders.

Round 3

Senior Leader Leadership Development Question: What is one follow-up action (explore, learn, connect, do) you will take?

Respondents = 36

Responses

Ask Kevin for info on 4 day work week.
Leverage technology to support Network wide peer learning exchange
Encourage a senior leader to apply for AE
Management vs Leadership Training
Provide rising staff with more access and exposure to partners, conference, and networking opportunities
Self care
Work to redirect and not problem solve for them. Assist in helping identify resources
Develop specific paths forward for team members and steps they need to achieve to get there.
Succession planning at all levels
Be adaptive and fluid in your leadership style
Development of director level leadership
Research Affordable Housing Bridge Program
Investigate NWA middle manger training for mangers/directors
Create professional development pathways to strengthen the leadership pipeline.
Try job rotation
Participate in Achieving Excellence
Creating consistent temperature checks and needs assessments with staff
Understand exit timing of key staff to understand how much runway you have
Suggest Leadership to develop systems that can be implemented across all levels of the organization
Develop a post training form
Continue to selectively get out of the weeds and pivot to coaching the ones that must be in the weeds
Identify growth opportunities for emerging leaders
Provide leadership vs. management. Prioritize coaching and leadership vs. immediate hands on problem solving
Recognize, develop and support leaders who don't want to be managers with appropriate title and work
Share learning from trainings with intention
Address senior leaders that are barriers and toxic to culture
Practice paying it forward by teaching the next generation
Leadership is more about qualities and adaptive skills than role
Take sabbaticals and off-line vacations to stress test the effectiveness and communication between senior leaders
Model a love/appreciation pf change
Model pride in the role of a change agent
Change your mindset from being a leader to "practicing leadership".
Focus on understanding root problems vs simply putting out fires
Train for and practice First Team Principles /First Team Model
"Take a nap" or prioritize rest
Explore the "First Team Principles "
Launch a Leadership Development Cohort
Creating two way management/leader perspectives to develop continuity throughout the organization.
Using universities to help train young people
Fellowship program for new and rising staff

Be the change you want to be

Look for ways to seed peer support networks

MC = V+P+D

Explore ways to prepare future senior leaders by sharing institutional history, purpose, and lessons learned while giving them meaningful leadership exposure

Succession Planning and Professional Development

Standardize pay scale for equity

Have staff define leadership and professional development goals during annual reviews

Sr leaders making time to coach other leaders - informal, ad hoc, walking around, coffee chats

Collect tools from my peers

Promote positive Culture and effective processes with teams

CEO transition is a pivotal moment for senior leadership retention. They may not leave right away but they will if expectations are not dealt with up front.

Create opportunities for emerging leaders to gain experience through mentoring, training, external boards, and gradual participation in higher-level decisions

Look at opportunities for Leadership Training to take advantage of as a full team/C-suite