Leading for Impact (LFI)
Impact Study Preliminary Findings

Preliminary Key Takeaways

- LFI has a positive and lasting impact with respect to the program's stated goals of **strategy, organization, and executive team effectiveness,** and it additionally has a meaningful impact on **individuals' career growth and learning.**

- **Organizations of all sizes and types can benefit** from LFI, however consideration to timing, executive team capacity, and contextual factors is important to maximize its impact.

- The **program's strength is in the cumulative experience** of learning in the classroom, application through projects, and receiving feedback via coaching, and learning generally stays with teams long after the experience has ended.

Participant Satisfaction

Respondents reported an average rating of **8.6 out of 10** when asked if they would **recommend LFI to a colleague** – which is an indicator of being highly satisfied with the LFI experience.

In addition, respondents overall reported **high levels of satisfaction** with LFI's core program components*:

4.6 **Classroom sessions**

4.4 **Team projects**

4.4 **Coaching**

*5-point scale

Impact on Individual Participants

93%

of respondents reported that LFI helped them build knowledge and capabilities that helped them **develop as an individual leader**

- **88%** of respondents said they had applied things they learned from LFI in the last year

- **45%** said their career trajectory had improved as a result of LFI

- **BIPOC respondents had significantly higher levels of agreement** that their career trajectory had improved as a result of LFI

"When it comes to leadership, [LFI was helpful] in learning how I, as an individual, shape organizational culture."

-LFI Participant

Impact on Strategy and Organization

86%

of respondents reported that participation in LFI helped their organization **gain greater strategic clarity**

The top ways respondents noted that <u>LFI helped</u> were to:

- **Plan for the future** to maximize impact on the things that matter most (65%)

- **Improve and evolve existing programs** to maximize impact on the things that matter most (53%)

- **Make tradeoffs between priorities** to maximize impact on the things that matter most (48%)

*"LFI really helped us **clarify our Intended Impact and Theory of Change**, which led to a complete rebranding to **shift our focus** from outputs to outcomes and from how to why."*

-LFI Participant

Respondents also noted improvements in their <u>operations</u>, notably:

- **Internal processes** are more effective and efficient (74%)
- Strengthened **organizational culture** (59%)

*"[LFI] helped [my executive team] **build team culture, language, norms, skills** that **enabled higher performance and clearer expectations** for one another."*
-LFI Participant

Impact on Executive Team Effectiveness

79%

of respondents reported that participation in LFI helped improve the **effectiveness of their executive team**

The top ways respondents noted that <u>LFI helped</u> were to:

- **Focus on the right issues** to be working on together (66%)

- **Make decisions** more effectively (49%)

- Have **effective team dynamics** and practices to work together well (39%)

*"[After participating in LFI] our leadership team is now **more efficient with decisions and strategies** to lead the organization."*

-LFI Participant

Impact on Ultimate Social Outcomes

77%

of respondents—across organization type and size—agreed that "participating in LFI helped **improve their organization's performance**".

The top reasons respondents said LFI helped their <u>external impact</u> were:

- **Improve outcomes** for our target populations (47%)
- **Increase external awareness** or support of the issues we care about (42%)
- Increase the **number of people we serve** in our target populations (31%)

[Participating in LFI] ***strengthened my clarity*** *about what was important to* ***build a positive culture and strengthen our organization****, which has* ***allowed us to grow****."*

-LFI Participant

Key Learning: Considerations for Participation in LFI

Overall, respondents from organizations of all sizes and types reported that LFI was a valuable opportunity and helped "improve organizational performance". However, a minority of respondents shared considerations that they felt did <u>not</u> allow their teams to maximize the experience.

Issues with timing of participation, for example, participation amidst leadership turnover or significant organizational changes.

Lack of team readiness and capacity, such as the inability of team members to attend sessions, thus making it harder to garner buy-in to implement the team's projects.

Contextual factors, such as the onset of the COVID-19 pandemic and the need to refocus attention to avoid disruptions to operations and programming.
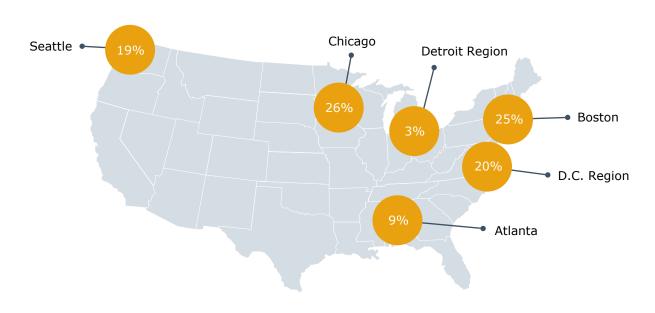
Key Learning: Peer Engagement

Only 32% of respondents said they developed lasting professional connections with other LFI participants.
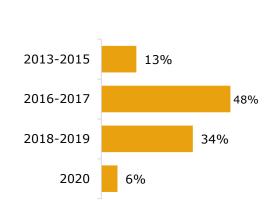
Many wished there were **more opportunities to connect with their cohort peers**, for example one respondent shared, "[LFI needs] more interaction with other participants for insight and networking".
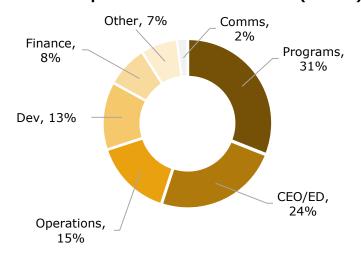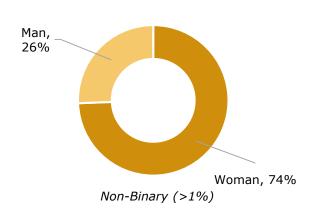
About the Survey Respondents

Cohort City (n=281)

- Seattle — 19%
- Chicago — 26%
- Detroit Region — 3%
- Boston — 25%
- D.C. Region — 20%
- Atlanta — 9%

Cohort Year (n=281)

- 2013-2015 — 13%
- 2016-2017 — 48%
- 2018-2019 — 34%
- 2020 — 6%

Respondent's Role while in LFI (n=281)

- Other, 7%
- Finance, 8%
- Comms, 2%
- Programs, 31%
- Dev, 13%
- CEO/ED, 24%
- Operations, 15%

Gender Identity (n=247)

- Man, 26%
- Woman, 74%
- *Non-Binary (>1%)*

Race/Ethnicity (n=247)

- BIPOC, 30%
- White, 70%