

# Achieving Strategic Clarity

## A Bridgespan Leadership Accelerator Program

### Is your executive team focused on the right strategic priorities?

Without a clear strategy, it can be challenging to make the right resource decisions, prioritize opportunities, communicate results, and ultimately have the impact you seek.

The **Achieving Strategic Clarity** program can help. This program, which combines online learning with guided team meetings, equips you and your executive team with tools and a structured process to help you focus resources, empower your team, and deepen your impact with the communities you care about most.

### The Work You Will Do

In just two hours a week over 16 weeks, you and your executive team will refine your organization's unique strategy for achieving impact. During the program, you will:

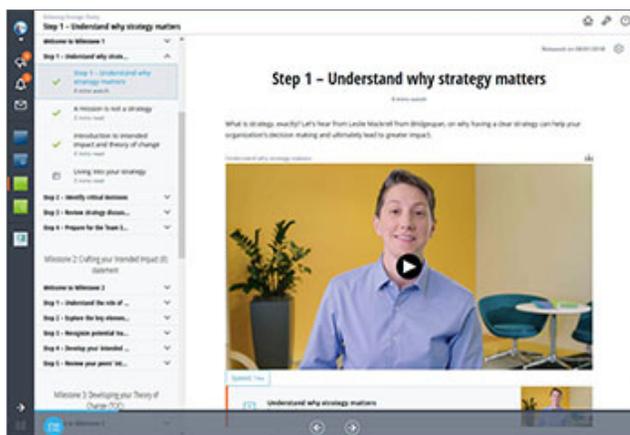
- Create or refine your **Intended Impact** statement that specifies the impact you seek to achieve
- Craft a **Theory of Change** that specifies how you will achieve this impact
- Determine near-term implications for the decisions you need to make
- Identify open questions that your team will need to address



### Tangible, Lasting Benefits & Results

By participating in the program, you and your executive team will have:

- A shared understanding of the impact for which your organization will hold itself accountable
- Improved executive team cohesiveness
- Greater confidence to evaluate trade-offs and make critical decisions about resource allocation



### Unique Program Features

- Practical, tested tools and templates that you can use right away in your organization
- Structured, self-paced program with guidance from Bridgespan consultants
- Dedicated time for your executive team to devote to critical strategic thinking
- An approach that enables you to integrate equity into your impact strategy

## Who Should Participate

The Achieving Strategic Clarity program is for nonprofit executive teams that want to get clear on the impact they seek to achieve and the approaches and priorities that will lead to this impact. This program might be right for you if you can answer yes to one or more of these questions.

### Have you and your executive team:

- Lacked alignment on your organization's goals and priorities?
- Struggled with how to communicate the impact your organization seeks?
- Wrestled with difficult resource allocation decisions and needed a set of criteria to help you make these decisions?
- Experienced significant internal or external change that compels you to revisit the organization's core intention?
- Named equity as a goal, and want your intended outcomes and approach to reflect and ultimately achieve that goal?

## How It Works

Executive teams meet over 16 weeks working through six milestones. Each milestone combines online lessons, self-study, guided team summits, and access to Bridgespan support.



### Self-study

Individual reflection and exercises (~1 hour/milestone)



### Team Summit

Online self-guided executive team meeting (~2 hours/milestone)



### Bridgespan Support

Weekly office hours & one private coaching session

## The Achieving Strategic Clarity curriculum

During each of the six milestones, teams apply learned concepts to achieve greater clarity around key elements of their strategy:





### TIMING

The **September 2019 session runs through June 2019**, taking approximately 16 weeks. Pacing is flexible and can be adapted based on the needs of your team.



### TEAM

The program is for **full executive teams**—the ED/CEO and senior direct reports. We will also ask you to select a Project Lead from among your Executive Team. The Project Lead will play a coordination and facilitation role during the program and will have access to additional facilitation resources and support.



### ENROLLMENT

Seats are limited, and enrollment is offered on a rolling basis. The enrollment deadline is **August 2, 2019**.



### PRICING

\$5,500 for executive teams of up to eight members. For organizations outside the United States, or those teams with more than eight members, please contact us. [LeadershipAccelerator@bridgespan.org](mailto:LeadershipAccelerator@bridgespan.org). For organizations outside the US, or those with more than eight team members, please contact us for pricing information.

## Selected Clients



*“Working with Bridgespan allows you to take [your executive team] to the next level by stepping back and really taking that strategic aerial view of what’s going on in your organization.”*

**Tyese Lawyer, President & CEO, Our House**

### Interested in learning more?

Email Meera Chary ([LeadershipAccelerator@bridgespan.org](mailto:LeadershipAccelerator@bridgespan.org)) to request more information about the program.

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# Bridgespan Leadership Accelerator

## Frequently Asked Questions

### How can I be confident that this content will be relevant for my organization?

Over the last two decades, Bridgespan has helped hundreds of nonprofit organizations effectively address key leadership and strategic issues. We have developed our programs in collaboration with a diverse set of global organizations, nonprofit leaders, and sector experts.

Our time-tested tools and innovative learning approaches have helped clients get clear on their strategies, accelerate their impact, improve their decision-making confidence, and empower their teams to prioritize the work that matters most.

We have rigorously tested our Leadership Accelerator programs to ensure that each program is impactful, actionable, and sustainable.

Our proven programs are:

- Widely applicable across organization types and geographies
- Consistently described by teams as among the most powerful tools they developed and continue to use over time

### How does Bridgespan bring an equity lens to this process?

Each Leadership Accelerator program integrates an equity lens. In each program, this manifests differently depending on the topic at hand.

Examples:

- **Achieving Strategic Clarity:** The process of designing an Intended Impact and Theory of Change is powerful in helping you articulate and achieve your goals around equity. In the Achieving Strategic Clarity program, you will be asked to think about the impact you want to have and the communities you want to focus on. This is an intentional opportunity to think about the focus that you want to have on historically underserved communities or specific populations.
- **Investing in Future Leaders:** Identifying and prioritizing development areas and drafting development plans for staff are key elements in building a stronger and more inclusive pipeline of leaders within your organization. In the Investing in Future Leaders program, you will be asked to think about how you develop your emerging leaders and ensure your talent development strategy reflects your goals and values. This is a unique opportunity to consider how your talent goals relate to your equity goals.

### What are the prerequisites for teams interested in applying?

Bridgespan Leadership Accelerator programs are designed for nonprofit executive leadership teams (including the ED/CEO) of organizations with a staff size of at least 10 FTEs. There is no maximum organization size. If you are unsure if the program is the right fit for you, we would love to connect to learn more about you and your organization.

Teams should be prepared to select a Project Lead who will serve as team lead and receive additional guidance from Bridgespan.

### What do you mean by “executive team”?

The executive team, or senior leadership team, is typically the ED/CEO and senior direct reports. You might also include other individuals whose roles can provide unique insight to conversations about target outcomes and approach. If you enroll in the program, we will work with you to help you identify the right individuals to participate. If your executive team is larger than eight individuals, please contact us at [LeadershipAccelerator@Bridgespan.org](mailto:LeadershipAccelerator@Bridgespan.org) to see if this program is the right fit.

## What commitment will my team need to make?

Team members should be prepared to:

- Spend ~1 hour per week, for 10-16 weeks (depending on the program and your team's pace), doing self-study and pre-work
- Come together as a team every other week for ~2 hours to discuss key issues
- In addition, you will designate one of your team members as the Project Lead. Their time commitment will be an extra ~9 hours over the full 16 weeks (see below: "What is the Project Lead's role?")

## How do you select organizations to participate in the program?

Space in our programs is limited. We will select organizations on a first-come, first-served basis, and base our selection on a mutual assessment of whether the program is the right fit for your organization.

## Will my team and I have access to Bridgespan support?

We have carefully designed this program such that your Project Lead can help your team navigate the content, make critical decisions, and advance through the process without intensive direct support from Bridgespan. However, teams do have access to Bridgespan support along the way; Bridgespan will provide ongoing email support and Project Leads can access weekly group office hours via conference call.

Some programs offer a 1-on-1 private coaching call with a Bridgespan coach, who will provide input on emerging deliverables (see individual programs to learn if this support is offered).

## What is the Project Lead role?

The Project Lead serves as the glue that holds this learning experience together. The Project Lead's time commitment will be an extra ~9 hours over the full program.

Responsibilities include:

- **Owning the process:** The Project Lead manages the work plan and meeting schedule for the project
- **Facilitating the conversation:** During team meetings, the Project Lead will help to facilitate conversation, ensuring that all voices are heard and helping the group move towards decisions (drawing upon our unique video facilitated Team Summit process).
- **Delivering results:** After team meetings, the Project Lead works closely with the ED/CEO to translate decisions into action.

## How should I choose the right person for the Project Lead role?

Important qualifications of a Project Lead include:

- Strong project management and meeting facilitation skills
- Well-established and respected within the executive team
- Reputation for getting things done, ready to put in a couple extra hours when necessary
- Interest in the strategy related to the program topic area
- An individual other than the ED/CEO. We recommend that EDs/CEOs do NOT serve as project leads. We have consistently found that EDs/CEOs are unable to commit the time necessary to play the Project Lead role. Additionally, the Project Lead role is an excellent opportunity for someone else on the executive team to take on a greater leadership role

## Do you offer scholarships?

Limited scholarships may be available. If you do not have the funds to participate, please email us at [LeadershipAccelerator@Bridgespan.org](mailto:LeadershipAccelerator@Bridgespan.org) to learn if you may be eligible.

### Scholarship Opportunities for Organizations Led by Leaders of Color

At the Bridgespan Group, we are committed to diversity, equity, and inclusion within our organization and the social sector more broadly. We believe that diversity, equity, and inclusion are critical elements of a workplace culture that aligns with our values and leads to better work and solutions for our nonprofit and philanthropic clients. At the same time, we created the Leadership Accelerator as a way to bring critical team supports to many more organizations—and we do not want resources to be a barrier to participation.

For this reason, we're excited to offer a limited number of scholarships to organizations led by people of color. Scholarships will be distributed on a first come, first served basis to organizations that are accepted into the program. We will do our best to provide some level of scholarship to as many organizations as possible. At this time, our scholarship opportunities are limited to organizations based in the United States.

These scholarships are intended for organizations for which the ED/CEO identify and/or a majority of the executive team identifies as American Indian or Native American, Asian American, Pacific Islander, Black or African American, and/or Latinx.

If you are interested in learning more about our scholarships for organizations led by people of color, please email us at [LeadershipAccelerator@Bridgespan.org](mailto:LeadershipAccelerator@Bridgespan.org).

For more information on diversity, equity, and inclusion at Bridgespan, please visit our website or email [Diversity@Bridgespan.org](mailto:Diversity@Bridgespan.org).

## Learn about our Leadership Accelerator programs

[www.Bridgespan.org/LeadershipAccelerator](http://www.Bridgespan.org/LeadershipAccelerator)

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