Investing in Future Leaders
A Bridgespan Leadership Accelerator Program

Helping nonprofit leadership teams invest in their greatest assets—their people.

Overview
Grounded in Bridgespan’s experience working with hundreds of nonprofits, Investing in Future Leaders is a step-by-step program to help nonprofit executives create inclusive, customized approaches to talent development for their organizations.

What You’ll Get
- A set of leadership skills that articulate what great leadership looks like in your organization
- Professional development plans for your staff that you can use immediately
- New ways to understand and mitigate bias when assessing staff
- An action plan to implement talent development approaches across the organization

Who Should Participate
The program is especially powerful for organizations that:
- Have completed a strategic planning process and want to make sure they have the talent to deliver on that strategy
- Are preparing to experience growth or expansion
- Have leadership team members that want to build their skills around talent development
- Want to ensure that their approach to talent development reflects their goals and values related to equity and inclusion

Program details
Who: Nonprofit leadership teams
Application deadline: August 1, 2019
Timing: September – February; flexible pacing
Price: $5,500 per leadership team
Scholarships available
Visit our website (bspan.org/InvestingInFutureLeaders) or email us at leadershipaccelerator@bridgespan.org

Team-Oriented
Built for nonprofit leadership teams

Self-Paced
Average program duration is 12 to 16 weeks

Customizable
Structured yet flexible to meet your needs

Interactive
Combines live team workshops with online lessons

Supported
Includes 1-on-1 Bridgespan coaching

The Bridgespan Group
How it works

INDIVIDUAL LESSONS & REFLECTION
Individual, online lessons and reflection prompts

LIVE TEAM WORKSHOPS
Workshops for your leadership team that are designed by Bridgespan, but customized and led by you

BRIDGESSPAN COACHING
Office hours and 1-on-1 meetings with an experienced Bridgespan coach

Curriculum

Step 1: Reflecting on Future Leadership Needs
Step 2: Identifying Core and Leadership Competencies
Step 3: Identifying Development Priorities for Direct Reports
Step 4: Crafting Development Activities for Direct Reports
Step 5: Co-Creating Development Plans with Direct Reports

Pricing and scholarships

Pricing: $5,500 for leadership teams of up to eight members. For organizations outside the United States, or those teams with more than eight members, please email us at leadershipaccelerator@bridgespan.org.

Scholarships: A limited number of scholarships are also available to organizations led by people of color.

“Participating in the Investing in Future Leaders program was a wonderful value-add to FLY’s existing talent development strategy. The program pushed us to think critically about not only what our current emerging leaders need in order to grow as professionals, but also about the qualities we need in our future leaders for the organization to realize its vision for growth.”

Ali Knight, Fresh Lifelines for Youth (FLY)
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 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 2-15 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 12-15 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 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.

For more information on diversity, equity, and inclusion at Bridgespan, please visit our website or email Diversity@Bridgespan.org.

Learn about our Leadership Accelerator programs

www.Bridgespan.org/LeadershipAccelerator