

QUICK START GUIDE: DEVELOP FUTURE NONPROFIT LEADERS WITH 70/20/10

The Bridgespan Group



The background image is a photograph of a large, multi-arched stone bridge spanning a body of water. The bridge has several prominent arches and smaller ones above them. In the bottom left corner, the bow of a small boat is visible. The entire image is overlaid with a semi-transparent blue filter. The text is centered in the middle of the image.

How can we support our
staff to become leaders
within our organizations?

To build future leaders, executive teams can put **three key practices** into place



1. AGREE

on what “great”
looks like



2. PRIORITIZE

1-2 areas for focus



3. CRAFT

development
opportunities in
partnership with
direct reports

As an executive team, **engage** in discussion
and **commit** to following through



CRAFT

development activities in
partnership with direct
reports

A useful rule of thumb for how adults develop



Research shows that 70/20/10 may be the optimum mix for leadership development



The 70/20/10 learning model is a powerful and affordable way to develop your future leaders

It calls for 70% of development to consist of **on-the-job learning**, supported by 20% **coaching and mentoring**, and 10% **formal training**

The 70/20/10 model's **three components reinforce one another**, adding up to a whole that's greater than the sum of its parts

Start by identifying competencies for your direct reports, and activities that could develop them

- Think about one of your direct reports
- Focus on one competency they might want to develop (use starter list here)
- First, for this competency, think about a “70%,” **on-the-job** assignment that might help them develop this competency
- Second, think about how **mentoring/coaching** might support the development of this competency
- Lastly, think about potential **training** opportunities (10%) that might support the development of this competency

Competency starter list

- Change management
- Cultivates innovation
- Decision making
- Manages with data
- Develops and motivates others
- Emotional awareness
- External relationship builder
- Deals with uncertainty
- Initiative and results-driven
- Resiliency

Tips: How to find on-the-job opportunities

70%

On-the-job “stretch assignments”



Resources:

- 52 Free Development Opportunities for Nonprofit Staff (www.Bridgespan.org)
- “For Your Improvement” (Michael M. Lombardo and Robert W. Eichinger)

- Where does this skill show up in our departmental or agency goals?
- How might my direct report practice by contributing to those goals?
- What might be a low-stakes opportunity to practice this skill?
- Is there a relevant assignment that I’ve been doing for some time that I can delegate to my direct report?

Tips: How to find coaching and mentoring opportunities

20%

Coaching and mentoring



- Do I feel energized and equipped to provide coaching on this type of stretch assignment?
- Who else within the organization might be a great advisor? (Consider Board members and volunteers as well as staff)
- Who is known for doing this well at other organizations or in the community?
- What opportunities might there be to shadow an internal or external expert?

Tips: How to find formal learning opportunities

10%

Formal or classroom learning



- What in-house trainings, if any, might provide a useful foundation?
- Are there external readings or courses (online or traditional classroom) that might be relevant?
- Are there any conferences or special events that would be valuable? (Note that this can also be a source of mentors)

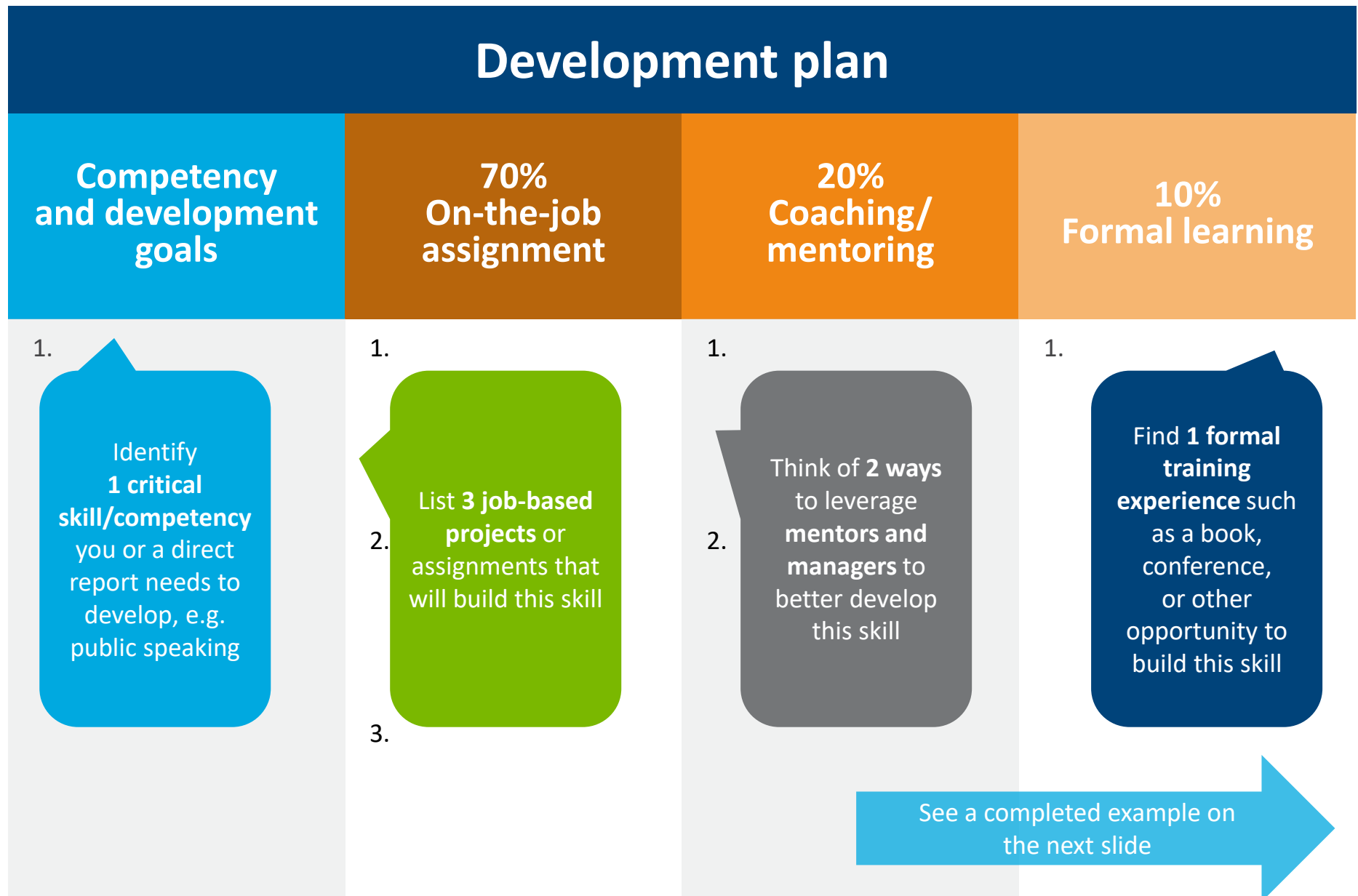
Exercise: Co-create a development plan

- Now that you've identified activities to build your direct report's competencies, it's time to **co-create a development plan**
- Creating a development plan should be separate from a performance review
- Discuss and agree on their **development focus** – talk about the leader's aspirations, career trajectory, and goals – and then turn to creating the **development plan** to address the skills they'll need
- People who actively participate in crafting a development plan feel **a sense of ownership**
- **Managers must provide the support and guidance** that a staffer member needs to meet his or her development goals
- But ultimately, it's the staffer member's responsibility to carry out his or her plans and be **accountable** for its results



Let's get started: Fill out the blank development plan in the next section

Directions: How to complete a development plan



Example of a completed 70/20/10 development plan

Development plan			
Competency and development goals	70% On-the-job assignment	20% Coaching/mentoring	10% Formal learning
1. Public speaking	<ol style="list-style-type: none"> 1. Tape self giving presentation, watch tape, make notes, re-tape presentation 2. Ask manager if I can present a program update at the next board meeting 3. Ask HR if I can lead a new hire training session this September 	<ol style="list-style-type: none"> 1. Ask manager to tell me when I am not speaking up enough in meetings 2. Explicitly ask for feedback from participants after every presentation I give 	<ol style="list-style-type: none"> 1. Podcast series colleague recommended

Fill out your own on the next slide

Development plan:

This page leaves room for 1 skill—print out 2-3 to cover all of the skills you will prioritize developing over the next 6-12 months

Development plan			
Competency and development goals	70% On-the-job assignment	20% Coaching/ mentoring	10% Formal learning
1.	1.	1.	1.
	2.	2.	
	3.		

Development planning is most powerful when **collectively owned** by the organization's executive team



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As an executive team, **engage** in discussion
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If you want to put these practices into place in your organization, explore these resources

The Investing in Future Leaders Program

- Try our online, team-based program for nonprofit executive teams: Investing in Future Leaders <https://bspan.org/IFL70>



If you want to put these practices into place in your organization, explore these resources

- **Understanding your future needs (skills and competencies)**

- What should your team look like in 3-5 years?: <https://www.bridgespan.org/Insights/Library/Leadership-Development/Video-Tutorial-Understanding-Your-Future-Leadershi>
- Create a future needs assessment for your organization: <https://www.bridgespan.org/Insights/Library/Leadership-Development/Video-Tutorial-Understanding-Your-Future-Leadershi>
- Evaluate your staff to identify potential leaders: <https://www.bridgespan.org/Insights/Library/Leadership-Development/Video-Tutorial-Performance-Potential-Matrix>
- A framework for great nonprofit leaders: <https://www.bridgespan.org/insights/library/leadership-development/a-framework-for-great-nonprofit-leadership>

- **Finding development opportunities**

- 52 Free Development Opportunities for Nonprofit Staff: <https://www.bridgespan.org/insights/library/leadership-development/52-free-development-opportunities>

- **Take your leadership development further!** Try our online, team-based program for nonprofit executive teams: Investing in Future Leaders <https://bspan.org/IFL70>

Questions?



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