

The Bridgespan Group's Nonprofit Development Program and Developing Second Line of Leadership: Frequently Asked Questions

This FAQ provides answers to common questions about Bridgespan's Nonprofit Development Program (BNDP) in general and our Developing Second Line of Leadership module specifically. For information about our other modules, please visit our [BNDP Asia overview page](#), where you can also request more information.

General Questions about BNDP

1. Is the BNDP program free or paid?

BNDP is a paid leadership coaching program for nonprofits and social enterprises. Organisations begin by [filling out the form on our web site](#). Once your chosen program has launched, someone from our team will connect with you to share program details, including pricing. Many funders are open to supporting capacity-building initiatives, so we encourage you to reach out to yours once you have been contacted by our team.

2. Is the program in-person or virtual?

The program is fully virtual. All coaching calls, plenary events, and workshops are conducted on Zoom, making it easy for teams across India and other countries in South and Southeast Asia to participate without any travel barriers.

3. Who from the organisation should participate?

BNDP modules are designed for leadership teams, not just the CEO or executive director. We require a minimum of three participants and recommend a maximum of seven to eight participants from each organisation. We strongly encourage the CEO/ED to take part alongside their team.

4. Is it a cohort-based program?

Yes, 12 to 20 organisations participate as a cohort. Each organisation, however, receives fully personalized coaching based on their context. We will assign two BNDP coaches to your organisation, and the broader coaching team regularly will discuss your context to ensure rich, customized support.

5. Is this support for any particular type of organisation?

We tailor BNDP coaching to each organisation's specific context and needs, so the sector or size of the nonprofit is not a limiting factor. We have worked both with smaller grassroots

organisations and large nonprofits across sectors including education, healthcare, climate, gender, and others.

6. How long is the module and what commitment will my team or I need to make?

Each module runs for four months. Team members should be prepared to spend between two and three hours per week on the program, which includes time for self-study and pre-work, internal team meetings, coaching calls, and cohort-wide events.

7. What does the process look like?

Modules follow a structured yet flexible approach. Participant teams meet for a kickoff and five internal team meetings over a four-month program. Prior to each team meeting, members complete online pre-work. Each team meeting is followed by a coaching call to reflect and take the work forward. Throughout the process, Bridgespan coaches are there to help each team. Each module includes:

- **Internal team meetings:** The team comes together as a group for two hours every two to three weeks to discuss key issues.
- **Individual online learning:** All team members gain access to our online platform and complete assignments before meeting as a team.
- **Coaching calls:** Team members participate in four to five one-on-one virtual coaching calls with the Bridgespan team.
- **Cohort-wide events:** The full team participates in plenary sessions with guest speakers. Select team members attend workshops and office hours.

Additionally, you will designate one of your team members to serve as the project lead. The project lead's time commitment will be approximately an additional two hours per week.

8. What is the project lead's role?

The project lead serves as the glue that holds this learning experience together. Their responsibilities include:

- **Owning the process:** The project lead manages the work plan and meeting schedule for the coaching engagement.
- **Facilitating the conversation:** During team meetings, the project lead will facilitate conversation, ensuring that all voices are heard, and help the group moves towards decisions.
- **Delivering results:** After team meetings, the project lead works closely with the ED/CEO/Co-founder to translate decisions into action.

9. What is the Bridgespan coach's role?

Bridgespan coaches walk alongside participating organisations on this journey. They guide you by providing input and feedback on your team's outputs and assignments. They facilitate structured discussions, pressure test assumptions, and help teams deep-dive into critical questions. They work with teams as thought partners to refine their hypothesis and outputs.

Coaches bring a depth of knowledge and experience to make this a deeply impactful and personalized experience.

10. Can we participate in multiple modules at the same time?

Given the time commitment each module requires, we do not encourage teams to participate in multiple modules simultaneously. This is to ensure that you make the most of each module.

11. What support is available after the module ends?

Even after the module concludes, we're happy to stay in touch! Alumni can reach out for quick calls – we're glad to offer input or be a sounding board. We also share opportunities with our alumni network, including scholarships, sectoral webinars, and more.

12. As a funder, how can I support my partners?

If you are interested in knowing more how BNDP can support your grantee partners, [please fill out the form on our website](#) or reach out to bndpcoach@bridgespan.org, and someone from our team will get in touch with you to discuss potential partnership opportunities.

Questions about Developing Second Line of Leadership Module

13. How can I be confident this content will be relevant for my organisation?

Over the last two decades, Bridgespan has helped hundreds of nonprofit organisations formulate customized approaches to talent development that help them build their next generation of leaders. In addition, we created our programs in collaboration with a diverse set of global organisations, nonprofit leaders, and sector experts. We have designed the module to ensure it is effective, actionable, and sustainable.

14. How will my organisation benefit from this module?

During the four-month course, you and your leadership team will:

- Define what "great leadership" looks like for current and future leaders by crafting a set of equitable leadership competencies.
- Co-create professional development plans with your staff that you can use immediately.
- Create an action plan to implement talent development across the organisation.

15. Why do this work as an executive team?

Leadership development is not just the work of the HR department or of individual managers. Leadership teams aligned on talent development ensure that all staff develop with a consistent and agreed-upon set of priorities in mind, reducing bias and providing opportunity to all emerging leaders. This program teaches your leadership team critical strategic management skills you can continue to use over time.

16. What is the ideal team composition for this module?

The module is best suited for leadership team of three to seven members, including the CEO or executive director, and the second line of leadership. Since key decisions around talent management will be made throughout the program, participants typically include representation from HR. Participants will be working with their direct reports during the module, so organisations find it helpful to include managers who have one or more direct reports.