

Your next step: Map out your organization's future needs

Collaborating to accelerate social impact

Conducting a Future Needs Assessment

- This template accompanies the <u>Understanding Future Needs video</u>
- Before you ask how your leadership team will change over time, you should consider how your strategy will change, and ask what skills are required to live into that strategy
- 1)-Identify 1 key strategic shift your organization will make in the next 3-5 years. What will it take to do that well?
- 2 How will the day-to-day work of leaders change to support this shift?
- 3 What are the **skills**, knowledge, and experience required to do that day-to-day work?
- Once you identify those critical skills, map them to specific positions Will you need to create a new role? Or can you just change an existing role?

For more resources, examples, and information visit: www.bridgespan.org/leadershiptoolkit

Example: YMCA's collaboration with for-profit insurers

Identify skills, knowledge, traits

STRATEGIC SHIFT: YMCA is partnering with for-profit insurers to deliver and be reimbursed for outcomes of participants enrolled in YMCA's diabetes prevention program (DPP)

- What it takes to do well
- Determining which insurers to work with
- Selling partnership to insurers
- Work with insurers and clients to engage them in the program
- Co-marketing and co-selling with insurers
 - Work collaboratively with other initiative leadership

Day-to-day work behaviors

- Analyzing markets
- Identifying most attractive partners
- Developing and delivering compelling "pitches" that address for-profit motives
- Identifying and executing opportunities to bring in traffic
- (NOTE: These are only a subset of key behaviors required)

Skills, knowledge, experience

- Skills: analytical skills, sales "pitch" skills
- Knowledge: know for-profit motivations, culture, ways of working; know partner's industry & business model, know business development processes and approaches

Example: What were the **new** capabilities needed for the DPP program to be successful?

Map those skills, knowledge, and traits to specific positions

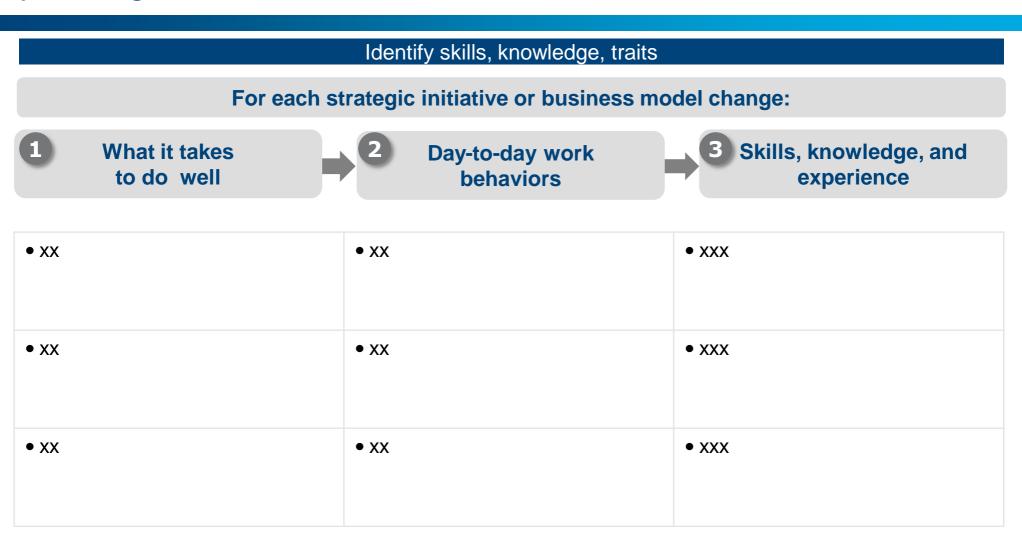
Leadership position

 These attributes are currently shared across several roles in the organization and have not yet been formally assigned to a particular role or roles

New skills, knowledge, and experience? (from previous page)

- Skills: "sales-pitch" skills
- Knowledge: know for-profit motivations, culture, way of working
- Knowledge: know partner's industry & business model (specifically, private insurers)

Template: What are the capabilities needed for the change in your organization?



Template: What are the **new capabilities** needed for the change in your organization?

Map those skills, knowledge, and traits to specific positions

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Leadership position	New skills, knowledge, and experience? (from previous page)
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	• If you have numerous new behaviors without clear position assigned

new behaviors without a clear position assigned to them, you should consider creating a new position.