

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

The Bridgespan Group





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)

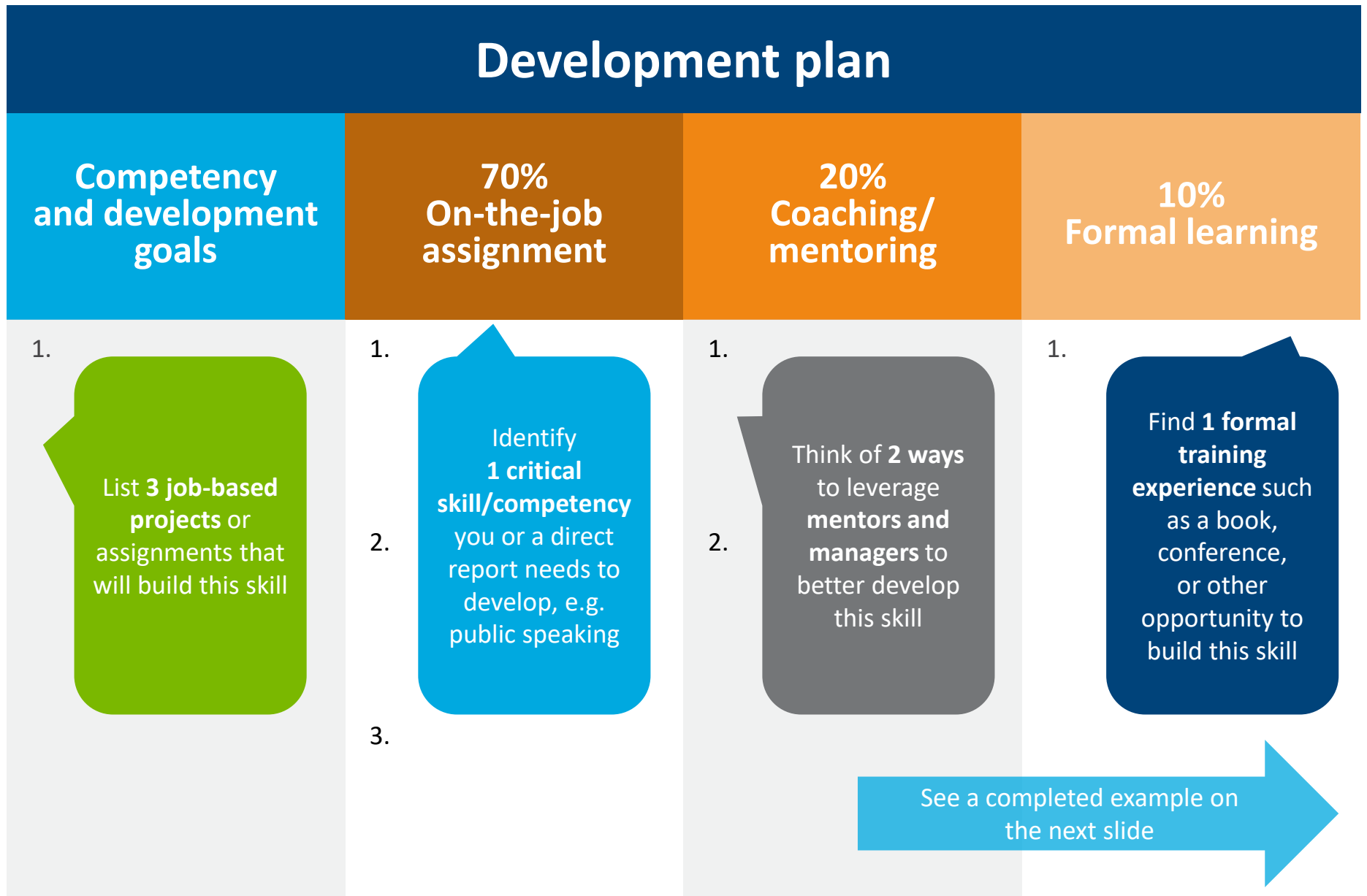
Exercise: Co-create a development plan

- 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 	<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
	<ol style="list-style-type: none"> 3. Ask HR if I can lead a new hire training session this September 		

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.		

Source: Adapted from Developing Cause-Driven Leadership®, Leadership Competency Development Guide, YMCA of the USA

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



AGREE

on what “great”
looks like



PRIORITIZE

1-2 areas for focus



CRAFT

development
opportunities in
partnership with
direct reports

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

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?



Contact Us

LeadershipAccelerator@Bridgespan.org

Newsletters & Alerts

www.Bridgespan.org

Twitter

[@BridgespanGroup](https://twitter.com/BridgespanGroup)