

Specific Learning Modules for the LEAP Program

1. **Building Your Own Leadership Style:** This introduction to the field of leadership reviews leadership models and the unique elements that distinguish each as applied to non-profit organizations and foundations.
2. **Governance and Management - *Motivating and Working with Boards and Staff for Maximum Effectiveness:*** Best practices for working effectively with your Board are out there in abundance. In this workshop you will review current research and peer experiences to build a leadership development plan that you can work on with your board leaders to continuously improve your organization. Identify transition stages and expectations that affect board and staff motivation. Review different management styles, the impact they have on Board and senior leadership. Learn to avoid the pitfalls that disengage and disenchant volunteers and staff. Discover the power of setting stretch goals that are beneficial to all stakeholders.
3. **Implementing a Vision and a Plan:** Leadership responsibilities for strategic planning typically lie with the Board and implementation of the operational plans with the Executive Director. Understanding the industry trends and provoking change, however, is a team-approach with the Executive Staff and Board. Motivating change and coordinating the development of strategic plans is complex. Discover how effective leaders blend the talents and experience of volunteer leaders and staff with best practices to create viable planning documents that guide decision-making toward goal achievement. This workshop will include opportunities for informational interviewing and critical reviews of different planning processes, along with inciting change.
4. **Financial Management and Program Based Budgeting:** Understanding the numbers is not easy for the number crunchers yet alone the rest of us. In this workshop we dissect the budget and its many cycles and inter-relationships including strategic planning initiatives, operational growth, annual reports, grant deadlines, audits, 990 reporting, etc. Look at the fiscal picture with new lenses that provide insights and clarity. Client compliance issues will be covered [e.g., Federal 990 Tax reporting, IRS tax preparation, national - professional accreditation/standards, Board policies, State Laws – department of labor]. In addition, we will introduce the principles of program-based budgeting and scenario planning to address the unique challenges that face non-profits.
5. **The Right People for the Right Job:** Successful leaders consistently confirm that securing and retaining the right talent for their organization was critical to meeting their goals and mission. This workshop delineates two comprehensive processes that support key policies. First the search process for successfully filling positions is analyzed. Second, a step-by-step process that complies with human resource standards of accountability and legal compliance is reviewed. Take this workshop and evolve your systems and skills.

6. **Crisis Management and Communication:** What are the first, second and third steps you take when our organizations are faced with a crisis? From internal systems, to internal and external communications today's leaders need to know how to respond quickly, decisively in order to address the crisis head-on. While systems and responses are integral, so is effective communication throughout the organization and to all the organization's stake-holders to minimize damage. Understand how to act decisively and instill confidence even in the most difficult circumstances.
7. **Fundraising and Marketing:** Building the nonprofit's financial infrastructure requires creativity, enthusiasm, technical skills, and finesse. How do Executive Director's best define their roles in relationship to each of the different fundraising initiatives? What is good fundraising and what it not? How do you hire and start-up a development office? Are there reasonable timeframes and goals that should be expected. How do you draft effective messages and what role does that play in the fundraising process? Design funding strategies for Board leaders, staff, and volunteers that can support the short-term and long-term goals of nonprofit organizations.
8. **Putting it all Together:** After seven weeks, the fundamental and advanced discussions will have provided an understanding of the tools. In the final workshop, participants will be able to put those tools into simulated practice. Working with a team approach, teams will be able to respond to specific case studies using their new knowledge and skills as facilitators assist and coach. A peer-to-peer critique will examine the decision-making process and the application of the various models presented. Through this experiential final workshop team members will explore the issues addressed and begin to develop the relationships that will serve as sounding boards into the future.