
LEAP 1.0 & LEAP 2.0 Programs - 2018

LEAP 1.0 & LEAP 2.0 will be presented by Danosky & Associates, LLC (D&A) and consist of 7 four-hour sessions and 1 six-hour session designed to build a foundation of skills and awareness. D&A facilitators share their experience, expertise, and insights while engaging the proficiencies of all participants; this happens in presentations, group discussions, research and case study analysis, simulations, home assignments, and action-planning activities. The immediacy of the learning experience encourages thoughtful application and experimentation with ideas and best practices. During the 7 four-hour sessions, 3 hours will be instruction and the last hour will be for LEAPERS to discuss the content amongst one-another with D&A facilitators available to answer any questions.

Each session affords the learning-leader the opportunity to take useful, positive actions back to their home shop: 1) apply new skills; 2) utilize new knowledge; 3) moderate incremental change; 4) address transformational change; 5) engage in short- and long-term planning; 6) share content with board and staff; and 7) discuss and share what they have learned together with their fellow LEAPERS. D&A facilitators offer continuity throughout the comprehensive workshop series by providing a platform for appropriate change and incremental improvements through active leadership. Relevant literature and information will also be provided for participants to delve further into the subject matter in addition to what will be presented at the workshops.

LEAP 1.0 Program

Eligibility Requirements:

Minimum three years of experience in a paid nonprofit position; Personal objective of building expertise or achieving a position of leadership in a nonprofit organization

Current nonprofit executive directors who are interested in improving their competencies and broadening their leadership skills are encouraged to participate.

The location of the program will be the Northwest Connecticut Community Foundation.

Program Dates:

LEAP 1.0 will run on a bi-weekly schedule on Wednesdays from 9:00 a.m. - 1:00 p.m. to begin in the Spring of 2018. It will alternate weeks with LEAP 2.0. D&A is willing to address the specific date if a majority of LEAP candidates prefer a different date. This can be identified in the application.

LEAP 1.0 Specific Learning Modules:

1. **Leadership - an Era of New Opportunities:** This exploration into nonprofit leadership reviews leadership models and the unique elements that distinguish each as applied to nonprofit organizations and foundations. From this you will discover tools that can help you develop as a leader and motivate an inspired team.
2. **Engage Boards - Strategy, Advocacy & Impact - *Motivating and Working with Boards for Maximum Effectiveness:*** Best practices for working effectively with your Board are out there in abundance. In this session you will review current research and peer experiences to assist you in partnering with your Board Chair to strengthen the overall performance of the Board. You will explore how to most effectively build a leadership development plan that you can work on with your board leaders to continuously improve your organization. Understand and identify transition stages and expectations that affect board motivation. You will also evaluate the most effective and evolving organizational tools that will help your Board develop into a more impactful Board that also attracts the best volunteer talent.
3. **Tomorrow's Vision - Today's 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. The development of an effective strategic plan can not only energize and engage Board members, it can also provide a clear blueprint for the organization to pursue. The best strategic plans provide the guidelines and also offer flexibility. By providing tools such as mapping your mission and finances to evaluate impact and developing specific dashboards for implementing strategies, your organization will be able to grow and develop along a path of your choosing. Learn to understand the difference between strategies and tactics and how to manage environmental changes while remaining focused on the impact you want to achieve for the long-term.
4. **Financial - How Can We Pull This Off:** Understanding the numbers is not easy for the number crunchers let 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 nonprofits.
5. **Fundraising - Seizing the Opportunity:** 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 is 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 do these messages 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.

6. **Your People & The Work They Do:** Achieving your goals with limited help is a constant challenge for small and medium sized non-profit organizations. In this session we learn how to get the most out of your current human resources while planning for growth. In addition to an overview of hiring basics including: budget analysis, preparation of job descriptions, and use of compliance checklists, you will learn how to implement incremental growth plans that can be adapted to meet your goal of developing the front-line workers who best deliver your programs and services. Management models will be reviewed to map your effective management style. Identify workers who exceed performance expectations and become your “high potentials” and “future stars”. Discover how you can help these front-line workers develop into responsible leaders who exceed the expectations of your clients, administrators, and board members.
7. **Communications - Urgency, Issues & Impact:** 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 and 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.
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 put those tools into simulated practice. Working with a team approach, teams will 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.

Program Cost: \$2,000.00 per participant - 2nd participant from the same organization can attend at a discounted rate of \$1,200.00.

Participants must commit to attend ALL sessions.

Matching Grants Available: Community Foundation matching grants may be available by request: \$1,000.00 (per participant) reducing the cost to \$1,000.00 per participant or \$600 for the second participant. Additional grants may be available for special hardship cases.

LEAP 2.0 PROGRAM

Prerequisite: Senior Executive Directors who have been in their positions for a number of years and may have more experience than what is offered through LEAP. This would also include LEAP graduates.

Program Dates:

LEAP will run on a bi-weekly schedule on Fridays from 9:00 a.m. - 1:00 p.m. to begin in the Spring of 2018. It will alternate weeks with LEAP 2.0. (The day of the week can be modified dependent on participants' preference)

LEAP 2.0 - Proposed Learning Modules:

Workshops will be tailored to the specific requirements of the group that will be participating in this LEAP session. The workshops will be drawn from the following topics:

LEADERSHIP: Adaptive Leadership, Emotional Intelligence, Succession Planning

BOARDS: Strategic & Generative , Governance-Beyond Diversity, Building the Board

STRATEGY & COLLABORATION: Alternative Models, Generating Results, Collective Impact

FINANCIAL: Integrated Business, Financial Modeling

ORGANIZATION: Systems Assessments, Building a Bench

COMMUNICATIONS: Comprehensive Marketing , Strategy, New Media and Video

Approximately 6 weeks prior to the start of the workshop series, D&A will send out a survey to the group of individuals that have signed up for LEAP 2 inquiring about specific areas they wish to pursue as well as information about their own organizations. This information will be confidential. One month prior to the workshop series, D&A will facilitate a focus group with all accepted applicants for LEAP 2.0 to discuss the course outline in greater detail and tailor it specifically to what they need and want to learn. *(Please see the attached application that includes the questions referenced above).*

The location of the program will be the Northwest Connecticut Community Foundation

Program Cost: \$2,000.00 per participant. In addition, participants may bring an additional guest from their organization for a specific workshop at a cost of \$250 per person per workshop.

Matching Grants Available: Community Foundation matching grants may be available by request: \$1,000.00 (per participant) reducing the cost to \$1,000.00 per participant. Additional grants may be available for special hardship cases.