



An Overview of the Leadership Development Investment Framework

Determining where and how to invest in leadership development has grown increasingly complex as the options among which foundations can choose for investing in leadership development expand. Instead of just focusing on individual leader development – it is increasingly attractive to consider four other levels of leadership investment: the team level, the organization level, the community level and the field level.

In this overview we provide examples of leadership programs that seek results at these five levels, along with a summary of where results are likely to occur. We also describe five types of capacity development that can be catalyzed at each level: individual capacity, team capacity, organizational capacity, network capacity, and systems change capacity. Since most foundations seek to develop multiple leadership capacities and influence leadership at different levels, choosing the right approaches and combining the right strategies is a process of experimentation and learning.

This framework provides a comprehensive view of 25 potential leadership development opportunities organized in a 5 x 5 matrix. The matrix enables stakeholders to identify patterns in their current investment strategies; engage in deeper dialogue about the purposes for investing in leadership; and become more intentional about the directions in which they want to invest moving forward. Through sharing strategies and lessons learned among funders, successful approaches can be adapted and tried in different contexts.

A brief history of how the framework was developed

The leadership development investment framework (see Attachment A) was developed to assist funders, program staff, and evaluators to clarify the purposes of leadership development and capacity-building supports. Such clarity increases the likelihood of achieving desired results, and ensuring that all the program's stakeholders are holding the same intention as they contribute to program design, delivery, and evaluation.

In 2005 Grantmakers for Effective Organizations published "Investing in Leadership: A Grantmakers Framework for Understanding Nonprofit Leadership Development." The GEO report presented a three by three matrix that identified different leadership development and capacity building strategies that funders were using in their grantmaking. The matrix was designed to be a conversation tool for funders to talk through what they meant by "leadership" and "capacity", and to help them be clearer about whom they were targeting and with what types of development.

In 2008, the Leadership Learning Community partnered with the United Way of Toronto to expand and adapt the framework to a four by four matrix that included field level and

systems change development efforts. This tool was used by Canadian funders to map their leadership investments and identify patterns of leadership supports and where there were gaps among in support among them.

The framework was further expanded and simplified by Grady McGonagill in a leadership best practices study for the Bertelsmann Foundation in Germany. They are using the matrix as a strategic tool for considering where and how to invest more in leadership development.

Introducing the Framework

The framework has five levels where leadership programs and initiatives often seek results. These include the individual level, the team level, the organization level, the community level, and the field level. Different types of results are possible at each level. Below is a description of some results that occur at each level, and examples of various program approaches at each level.

The individual level. At the individual level results may be found within leaders themselves; in how they relate and work with others; in their ability to lead organizations; and in their capacity to collaborate and move a social and systems change agenda forward.

The **Rockwood Leadership Program** in Berkeley California is designed for executive directors and senior managers of seasoned and successful nonprofits with a progressive national and regional policy agenda. The program aspires to create a dramatic shift in participants' capacity to both lead their organizations and networks effectively and to collaborate across the boundaries of issue area, political and organizing orientation, geography and background. The year-long program is by invitation only and includes training retreats, coaching sessions, personalized assignments between sessions, on-going dialogue and support, and peer coaching sessions. The program emphasizes mindfulness, systems thinking/feeling/doing and sustainable workload management.

The **Kansas Leadership Center's Civic Leadership Development Program** is a year –long program for a diverse group of members from a community or region that represent different sectors, races, ethnicities, and genders. Through action learning and opportunities for self-reflection and discovery, participants develop skills such as collaboration, critical thinking, systems thinking and cultural competence; build awareness of their civic context and its challenges; develop relationships of trust and respect; and engage in self-reflection for personal development.

Emerging Leaders Innovate Across Sectors (ELIAS) is hosted by the **Presencing Institute and MIT Leadership Center**. The purpose of the 5-month program is to contribute to the evolution of sustainable global market systems that build human, social and natural capital as well as financial and industrial capital by building a cross-sector network of high-potential leaders and their institutions working collectively to generate new ideas, prototypes, and ventures. The program brings together 25 of the highest-potential emerging leaders from institutions across all sectors (corporate, public, civic); and uses cross-sector peer-shadowing experiences; deep-dive learning journeys; deep listening and dialogue tools; deep reflection practices; and hands-on prototyping to transform potential to lead systems change. ELIAS fellows teach workshops on “presencing” and coach each other and new fellows.

The team level. At the team level results may be found in the way teams support individual members to be integral and effective members; set and meet goals and expectations; exercise leadership within the organization; coordinate and align efforts with other teams; and increase their capacity to innovate and disseminate new approaches to systems change.

Management Sciences for Health runs a **Leadership Development Program (LDP)** that helps organizations to develop managers who lead with vision of a better future. Teams engage in the program over a period of four to six months. Teams choose their challenges based on current problems they face on a daily basis that are preventing them from achieving results. This allows them to immediately apply the leading and managing practices they are learning in the LDP workshops to real life situations. They discuss strategies and actively address challenges through five types of program activities that include senior alignment meetings to generate commitment and ownership of the program results among key organizational stakeholders; workshops on leading and managing; team meetings to transfer learning, discuss strategies and apply leading and managing practices; team coaching; and stakeholder meetings to enlist resources that support the teams.

The organization level. At the organization level results may be noted in how individuals perform and contribute to the organization's mission/goals; in how organizations support the formation and reformation of teams to innovate new practices and solutions; how organizations manage to get their work done effectively; how organizations network and collaborate with each other; and how they join together in pursuing a broader, systems change agenda.

The **Center for Creative Leadership** customizes leadership solutions for organizations to blend change leadership and talent development in one seamless process that is linked to the organization's business strategy and delivers real bottom-line impact. The process begins with an exploration with senior executives about the organization's strategic challenges, an assessment of leadership capacity to meet those challenges, and customized leadership development solutions that combine leadership engagement, developmental activities and organizational transformation. The end result is a more resilient, collaborative and effective organizations fueled by a strong leadership pipeline.

The community level. At the community level results may be noted in who is empowered to participate in civic decision-making; how groups form and reform to take actions around community needs; how organizations in the community work together on behalf of overall community well-being; and how effectively people mobilize around a collective agenda.

Kellogg Leadership for Community Change is a 36-month program that helps communities across the country explore the potential of collective leadership to reshape their futures. Communities learn to share the mantle of leadership across traditional boundaries such as race, gender, culture and class. They form relationships with each other that enable them to shape new visions for themselves and to exercise collective leadership to realize their visions. The core elements of KLCC are place-based leadership (.e.g, understanding the power of place, culture, and history in the community), bringing together a full representation of the community to work together to move past barriers that have separated people; helping the group understand how they need each other and to see the power of working collectively; and learn how to work together to build new relationships, create alliances, and influence change by developing

a critical mass of diverse leaders to address on-going community issues (Leadership for 21st Century Change).

The field level. At the field level results may be noted in how fields cultivate and support creative and innovative leaders and practitioners; how fields organize around shared interests and goals; how systems issues get framed and prioritized in fields, how cultural norms and standards get established, how knowledge is generated and disseminated, and how policies are made and implemented and with what consequences.

Fields of practice include professional fields (e.g., public health, early education and care, environmental and economic sustainability, leadership development) and social fields. Otto Scharmer describes a 'social field' as follows:

What I see rising is a new form of presence and power that starts to grow spontaneously from and through small groups and networks of people. It's a different quality of connection, a different way of being present with one another and with what wants to emerge. When groups begin to operate from a real future possibility, they start to tap into a different social field from one they normally experience. It manifests through a shift in the quality of thinking, conversing, and collective action. When that shift happens, people can connect with a deeper source of creativity and knowing and move beyond patterns of the past. They step into their real power, the power of their authentic self. I call this change a shift in the social field because that term designates the totality and type of connections through which participants of a given system relate, converse, think, and act.

Here are three examples of field-focused programs:

The **Robert Wood Johnson Foundation (RWJF)** established the **Health & Society Scholars Program** to build the field of population health by producing leaders who will change the questions asked, the methods used to analyze problems and the range of solutions offered to improve the health of all Americans. Scholars investigate the connections among biological, behavioral, environmental, economic and social determinants of health; and develop, evaluate and disseminate knowledge and interventions based upon these determinants. The program accepts up to 18 scholars per year from six participating universities: Columbia University; Harvard University; University of California, San Francisco/Berkeley; University of Michigan; University of Pennsylvania and University of Wisconsin.

The **Leadership in Action Program** sponsored by the **Annie E. Casey Foundation** is a 14-month program for 40 "leaders in the middle" from government, nonprofit and business organizations, and resident and community leaders. The purpose of the program is to strengthen leadership skills and increase the capacity of leaders to align and focus their strategies to move to action in one measurement cycle. The program is data-driven with a clear result around which people in the program are holding themselves accountable for "turning the curve" (e.g., the number of children who enter school ready to learn cross all demographic groups). Leaders learn how to be accountable for results by focusing their attention on getting desired results instead of just running their programs; learning how to use data effectively; and 'picking up' their leadership role within their home organizations or communities. Each person is asked and supported to take immediate actions, from their position in the organization or community, that make a positive change.

Types of Capacity Development

The framework also has five types of capacity development that can be supported and catalyzed at each level: individual capacity, team capacity, organizational capacity, network capacity and systems change capacity.

Individual capacity. Individual capacity focuses on personal leadership mastery, the ability to contribute one's gifts in a group, competencies to manage and lead organizations, have one's voice heard and to influence others, and the ability to frame issues and move a change agenda forward.

Team capacity. Team capacity focuses on how well people are able to work together in groups, how effective they are jointly at meeting team goals, how well teams are able to influence organizational priorities or outcomes, and how capable they are of organizing around shared interests to influence community or policy direction.

Organizational capacity. Organizational capacity focuses on the competency of its leaders to manage and lead the organization to deliver on the mission and meet goals, to respond to community needs, and to set standards and create environments where best practices thrive.

Network capacity. Network capacity focuses on the ability to bridge differences, align goals, coordinate organizational resources, organize around shared interests, and connect diverse perspectives across disciplinary and institutional boundaries

Systems change capacity. Systems change capacity focuses on the ability of leaders to see the big picture and understand root causes, organize in teams or small groups to experiment with innovative approaches that are potential levers for systems change, form organizational coalitions to leverage each other's assets and resources, identify and mobilize constituencies, and form partners and mobilize movements that influence policy, practice, and culture.

Continuous learning

This framework and matrix are works in progress. We invite you to share your thoughts and experiments with using the framework to map and discuss your own leadership development investments.

Attachment A
Leadership Development Investment Matrix

		Goal of Development Effort				
		<i>Individual Capacity</i>	<i>Team Capacity</i>	<i>Organization-al Capacity</i>	<i>Network Capacity</i>	<i>Systems Capacity</i>
L e v e l o f S y s t e m T a r g e t e d	<i>Individ- uals</i>	1. Develop capacity of individuals for self-awareness, ongoing learning, and exercising initiative	2. Develop capacity of individuals to work together in groups and lead teams	3. Develop capacity of individuals to understand and lead organizations	4. Develop capacity of individuals to cultivate and leverage peer relationships	5. Develop capacity of individuals to see the big picture, understand root causes and influence systems
	<i>Teams</i>	6. Develop capacity of teams to develop and elicit the full potential of all team members	7. Develop capacity of teams to define and attain purposes	8. Develop capacity of teams to enhance organizational performance	9. Develop capacity of teams to align their goals and activities across boundaries	10. Develop capacity of teams to prototype systems change
	<i>Organi- zations</i>	11. Develop capacity of organizations to support staff, volunteer and board member development	12. Develop capacity of organizations to support effective teamwork	13. Develop capacity of organizations to foster internal collaboration to effectively adapt to challenges	14. Develop capacity of organizations to collaborate with one another	15. Develop capacity of organization al coalitions to lead systemic change
	<i>Com- munities</i>	16. Develop capacity of communities to support reflective learning and engagement of community members	17. Develop capacity of communities to foster and support inclusive group initiatives	18. Develop capacity of communities to sustain organizations that promote community well-being	19. Develop capacity of communities to learn together and align efforts toward common goals	20. Develop capacity of communities to advocate systems change
	<i>Fields of Policy and Practice</i>	21. Develop capacity of fields to cultivate innovative thought leaders and practitioners	22. Develop capacity of fields to organize around shared interests and goals	23. Develop capacity of fields to organize and disseminate knowledge and field best practices	24. Develop capacity of fields to find synergies across institutional silos and disciplinary boundaries	25. Develop capacity of fields to generate policy solutions and transform institutional practices and culture