

# Achieving Strategic Clarity

## A Bridgespan Leadership Accelerator Program

An online program for nonprofit leadership teams to clarify their intended impact and theory of change.

### Overview

Achieving your mission is hard when you're trying to do everything. In this program, your leadership team will define your organization's impact goals and learn how to make difficult decisions with confidence by getting clear on who you serve and what activities will create the most impact.

### How it Works



#### Leadership Team Discussions

Come together as a group for two hours every few weeks to discuss key issues



#### Individual Learning & Reflection

Log onto our online platform and complete individual assignments before meeting as a team



#### Coaching Support

Individual and group coaching offered for Project Leads and CEOs

### How Your Team Benefits

#### Nonprofits who participate in this program are:

- More effective and efficient in how they allocate resources—time, talent, and dollars.
- More confident when making difficult decisions.
- Better equipped to explain their vision and strategy to their funders.

#### In this program, your team will:

- Get clear on your impact goals by creating an intended impact statement.
- Map out how your organization will achieve its goals by creating a simple, yet powerful, theory of change.

#### Program details:

**Who:** Nonprofit leadership teams (typically the ED/CEO and the team they manage, usually 4-6 people; see FAQ for more information)

#### Two sessions per year:

**Session 1:** January - June

**Deadline:** Rolling admissions until December 15

**Session 2:** August - December

**Deadline:** Rolling admissions until June 30

**Website:** ([Bspan.org/AchievingStrategicClarity](https://Bspan.org/AchievingStrategicClarity))

**Email us:** [LeadershipAccelerator@Bridgespan.org](mailto:LeadershipAccelerator@Bridgespan.org)

## Should Your Team Participate?

**The Achieving Strategic Clarity program might be right for you if your team and organization:**

- Have at least 3 senior leadership team members and at least 10 FTEs.
- Will soon embark on a strategic planning process.
- Are experiencing significant changes within your organization or external environment.
- Are seeking to bring a more inclusive and equitable approach to your work and programs.
- Can dedicate approximately 2 hours per week over a 3–5-month period along with one Project Lead that can dedicate approximately an additional 2 hours per week over a 3–5 month period.

## Curriculum

**Step 1:** Define your impact

**Step 2:** Develop a theory of change

**Step 3:** Roll out your strategy

View full curriculum here: <https://www.bridgespan.org/bridgespan-services/leadership-accelerator/achieving-strategic-clarity/curriculum>

## Time Commitment

Team members must be prepared to dedicate approximately 2 hours per week in total on the program over a 3–5-month period (depending on the program and your team’s pacing). Additionally, you will designate one of your team members to serve as the Project Lead. The Project Lead’s time commitment will be approximately 2 additional hours per week while the CEO/ED will be approximately 1 additional hour per week.

## Optional Toolkits

Depending on your team’s needs and interest, you can take advantage of Bridgespan-provided toolkits to tackle immediate next steps. These toolkits include: **Learning Plan Toolkit**; **Stakeholder Engagement Toolkit**; **Decision Criteria Toolkit**; and **Bridging to Strategic Planning Toolkits**.

As an Achieving Strategic Clarity program alum, you will always have access to these resources.

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“Achieving Strategic Clarity helped us pull together a working theory of change that articulated how we see ourselves and the work we do, as well as where we want to go. The program set us up for success to ensure that our strategic plan is aligned with our long-term goals as an organization.”

John Peller, AIDS Foundation of Chicago

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## Application Process

**Step 1:** Complete the Request More Information form on the Leadership Accelerator website, or email us at [LeadershipAccelerator@Bridgespan.org](mailto:LeadershipAccelerator@Bridgespan.org).

**Step 2:** A member of the Leadership Accelerator team will contact you within seven days to schedule a discovery call. We’ll ask you about your organization and team size.

**Step 3:** If we agree that the program is a good fit, we’ll send you an enrollment form!

# Bridgespan Leadership Accelerator

## Frequently Asked Questions

### **How can I be confident that this content will be relevant for my organization?**

Over the last 20 years, Bridgespan has helped hundreds of nonprofit organizations effectively address key leadership and strategic issues. We have developed our programs in collaboration with a diverse set of global organizations, nonprofit leaders, and sector experts.

Our tools and learning approaches have helped clients get clear on their strategies, accelerate their impact, improve their decision-making confidence, and empower their teams to prioritize the work that matters most.

We have tested our Leadership Accelerator programs to ensure that each program is impactful, actionable, and sustainable.

### **Our programs are:**

- Widely applicable across organization types and geographies.
- Described by teams as among the most powerful experiences they have had together.

### **How does Bridgespan bring an equity lens to this process?**

Each Leadership Accelerator program integrates an equity lens. In each program, this manifests differently depending on the topic at hand.

### **Examples:**

- **Achieving Strategic Clarity:** In Achieving Strategic Clarity, we ask you to intentionally consider how racial equity and inequity affects the outcomes you are trying to achieve and the work you do, as you develop your intended impact and theory of change. You'll be asked specifically to examine how your organization can advance racial equity. We have supported organizations who have wrestled with issues of equity for many years, as well as those organizations that have not historically used an explicit racial equity lens to articulate their work.
- **Investing in Future Leaders:** Identifying and prioritizing development areas and drafting development plans for staff are key elements in building a stronger and more inclusive pipeline of leaders within your organization. In the Investing in Future Leaders program, you will be asked to think about how you develop your emerging leaders and ensure your talent development strategy reflects your goals and values. This is a unique opportunity to consider how your talent goals relate to your equity goals.
- **Strengthening the Executive Team:** Equity and inclusion are critical topics for an executive team to consider. In this program, we explicitly integrate equity in a few ways: clarifying whether there are goals on equity and inclusion that are the focus of your executive team; offering suggestions for how your team might take a stronger equity lens in decision-making processes; and including questions around equity and inclusion as part of the conversation on team dynamics.

• **Creating an Adaptive Plan:** In this program you will articulate where you want your organization to be in two years and develop plans on how you will get there amidst uncertainty. As you name your two-year vision, you will discuss how you will center equity in your goals for impact, as well as how your organization will look and operate. For example, you'll consider ways you might further equity in the outcomes you seek, your approach to solution design, and your role in systemic change. You will also be asked to consider ways you might build a more equitable and anti-racist organization by examining your staff and board composition, culture, capabilities, and other internal resources.

### **What are the prerequisites for teams interested in applying?**

Organizations who participate in Bridgespan Leadership Accelerator programs typically have 10 staff members. However, there are some exceptions. If you have a smaller team size and are interested in participating, please reach out to the Leadership Accelerator team to see if the programs might be a good fit.

Teams should be prepared to select a Project Lead who will serve as team lead and receive additional guidance from Bridgespan.

### **What do you mean by “senior leadership” and “executive team”?**

The senior leadership or executive team is typically the ED/CEO and senior direct reports. For our Achieving Strategic Clarity and Creating an Adaptive Plan programs, you might also include other individuals whose roles can provide unique insight to conversations about target outcomes and approach. If you enroll in the program, we will work with you to help you identify the right individuals to participate. If your executive team is larger than six individuals, please contact us at [LeadershipAccelerator@Bridgespan.org](mailto:LeadershipAccelerator@Bridgespan.org) to see if this program is the right fit.

### **What commitment will my team need to make?**

Team members must be prepared to dedicate approximately 2 hours per week in total on the program over a 3-5 month period (depending on the program and your team's pacing). You'll spend this time in two ways:

- **Team meetings:** Every other week, team members will spend about 2 hours coming together to discuss key topics and make decisions.
- **Individual pre work:** In between team meetings, team members will dedicate about 1 hour per week to pre-work.

Additionally, you will designate one of your team members to serve as the Project Lead. The Project Lead's time commitment will be approximately an additional 2 hours per week while the CEO/ED will be approximately an additional 1 hour per week.

### **How will I engage my board in this process?**

Board members do not typically enroll as participants in our Leadership Accelerator programs. However, we recognize that it can be very valuable to bring your board along as you and your senior leadership team work through critical strategy and organizational issues. We have explicit opportunities for teams to discuss how to engage board members as a part of our Leadership Accelerator programs, and encourage teams to discuss board engagement with their coaches during coaching calls.

## How do you select organizations to participate in the program?

Space in our programs is limited. We will select organizations on a first-come, first-served basis, and base our selection on a mutual assessment of whether the program is the right fit for your organization.

## Will my team have access to Bridgespan support?

We have carefully designed this program such that your Project Lead can help your team navigate the content, make critical decisions, and advance through the process without intensive direct support from Bridgespan. However, teams do have access to Bridgespan support along the way. Project Leads can access 1-on-1 coaching on behalf of their teams, and they can attend weekly group office hours via conference call. In addition, Bridgespan provides ongoing email support and is available for additional coaching as necessary.

## Are the Leadership Accelerator programs accessible?

The NovoEd platform is compliant with the following accessibility standards (from NovoEd website): US Section 508, W3C WCAG 2.0 AA, and ISO 40500:2012 compliant. However, users with screen readers have experienced usability challenges related to the platform navigation. In such cases Bridgespan has provided additional resources (e.g., text documents) to support clients. All events have closed captions and alt text in slide decks. The programs are only offered in English, but the online learning platform has an AI language translation feature and event closed captioning has a language translation feature. If you have concerns related to platform accessibility for team members, please inquire directly. We are committed to making our program accessible for all participants.

## What is the Project Lead role?

The Project Lead serves as the glue that holds this learning experience together. The Project Lead's time commitment will be approximately an additional 2 hours per week while the CEO/ED will be approximately an additional 1 hour per week.. Responsibilities include:

- **Owning the process:** The Project Lead manages the work plan and meeting schedule for the project.
- **Facilitating the conversation:** During team meetings, the Project Lead will help to guide the conversation, ensuring that all voices are heard and helping the group move towards decisions (drawing upon our video facilitated Team Summit process).
- **Delivering results:** After team meetings, the Project Lead works closely with the ED/CEO to translate decisions into action.

## How should I choose the right person for the Project Lead role?

Important qualifications of a Project Lead include:

- Strong project management and meeting facilitation skills.
- Well-established and respected within the senior leadership team.
- Reputation for getting things done, ready to put in a couple extra hours when necessary
- Interest in the strategy related to the program topic area.
- We typically recommend that EDs/CEOs do NOT serve as Project Leads, due to the time required to play the Project Lead role. However, for the Strengthening the Executive Team program in particular, there are some cases where it's appropriate for the CEO/ED to play this role. Please reach out to us if you have questions as to who should play this role.

## Learn about our Leadership Accelerator programs

[www.Bridgespan.org/LeadershipAccelerator](http://www.Bridgespan.org/LeadershipAccelerator)