



# Building the Bench at Indian NGOs: Investing to Fill the Leadership Development Gap

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**“With [the increased] level of financial capital available [to NGOs], it is imperative that we invest in human capital that is capable of handling [these] much larger flows with greater impact and accountability...If we apply the same approach that we have in building companies towards the development sector, I believe we can make much better progress in solving India’s social sector problems...”**

**AMIT CHANDRA, PHILANTHROPIST AND MANAGING DIRECTOR OF BAIN CAPITAL  
(IN A RECENT COLUMN IN BLOOMBERGQUINT)**

## Executive Summary

Exceptional NGOs rely on exceptional leaders. In the Indian social sector, a senior team's competence is often the make-or-break factor in an organization's ability to make strides toward such ambitious goals as providing equitable healthcare, ensuring high-quality education for children, or providing access to safe drinking water and basic sanitation. Yet widespread doubts persist about whether there is sufficient investment in NGO leadership teams to achieve these important outcomes.

Against this backdrop, The Bridgespan Group, with support from Omidyar Network, undertook what we believe is the first data-driven study of NGO leadership development in India. We looked into NGOs' efforts to strengthen their leaders' skill sets and build their leadership bench.

Our findings were sobering. Drawing on a survey of approximately 250 leaders from Indian NGOs and the Indian offices of international NGOs—supplemented with more than 50 interviews with funders, intermediaries, and NGO executives, as well as secondary research—we found a systemic gap between the sector's leadership development aspirations, and the reality of its investments and efforts.

The implications represent a threat to these organizations' ability to sustain and scale impact. A full 97 percent of survey respondents say leadership development is vital to their organizations' success, a belief echoed by funders. But practitioners and funders also say they invest little time and resources in cultivating leaders. Indeed, more than half the NGOs polled do not believe they are capable of recruiting, developing, and transitioning leaders. And more than 50 percent report their organizations have not received *any* funding to develop leaders in the past two years.

The consequences of this underinvestment are threefold:

- **Overdependence on individual leaders**, often founders
- **Lack of a second line** of leadership
- **Limited organizational leadership skills** such as change management and strategic thinking

Reflecting this, only 47 percent of surveyed NGOs feel confident that *anyone* internally can effectively lead their organizations in the absence of their senior-most leaders.

Yet we also found cause for optimism. Even as NGOs struggle to attract and sustain strong leadership teams, some NGOs and funders are taking replicable steps to close the gap. Their approaches and ideas—detailed in Sections IV and V—hold promise for both bolstering leadership teams and nurturing the next generation of senior talent.

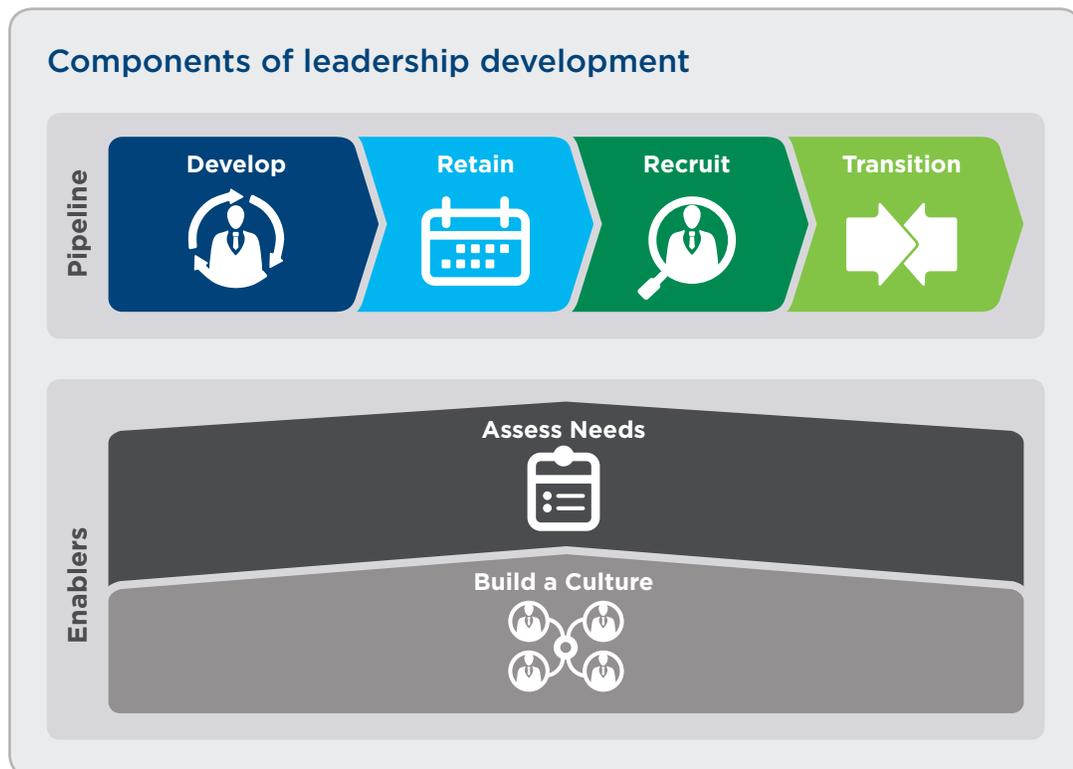
## Diagnosing the challenges

What is causing this fundamental gap between recognition and action for Indian NGOs?

Based on our experience, review of the literature, and primary research, we have identified six critical components for developing effective leaders. Indian NGOs appear to encounter difficulties across all of them.

Two are **enablers** of leadership: building a culture focused on learning and developing others, and assessing the organization’s leadership needs. We found that:

- Most NGOs lack a foundational **leadership development culture**—they focus on programs rather than individual and institutional capacity building, an emphasis perpetuated by funders who do not invest in, or adequately promote, leadership development.
- 50 percent of NGOs say they do not **assess their future leadership needs** on a regular basis. Of this, 22 percent do not gauge their needs *at all*.



The other four comprise essential elements of a robust leadership **pipeline**: developing, retaining, recruiting, and transitioning leaders. Here we found:

- To **develop** leaders, NGOs typically provide on-the-job learning opportunities. While these “stretch” experiences can be powerful, NGOs do not systematically plan for them or ensure these experiences meet development needs. Nor do NGOs supplement these experiences with formal programs that build leadership knowledge and skills. Underlying causes for today’s ad-hoc development practices include insufficient resources, low awareness, and lack of prioritization.
- NGO executives rank **retaining** leaders as their least challenging concern. Yet when senior leaders do leave, they typically move to other Indian NGOs, which perpetuates a “turnover treadmill.” Costs associated with finding and onboarding new senior talent also add up.
- Not surprisingly, **recruiting** NGO leaders is the most challenging—almost 40 percent of respondents say they struggle to attract senior leaders. Barriers include limited organizational resources, low compensation incentives, and an insufficient talent pool. Yet NGOs continue to rely on external hires for key leadership positions, rather than grooming from within. Instead of replenishing an already limited pool of senior-leader talent, NGOs continue to draw from it.
- NGOs find **transitioning** leadership to be their second greatest challenge. Only about 40 percent say they are capable of effectively replacing their senior leaders when the time comes; 25 percent concede great difficulty. The reasons: NGO leaders—particularly founders—find it difficult to “let go.” Therefore, very rarely do they design succession plans. These challenges are becoming more dire in light of the looming transition of a large number of NGO founders who set up NGOs a decade or two ago.

All six challenges become more acute as NGOs grow to more than 50 full-time employees. This inflection point likely reflects the inherent “growing pains” felt when an NGO continues to rely on a single leader.

## The path forward

These challenges call for concerted action from all stakeholders—NGOs, funders, and intermediaries—to **focus on grooming and developing NGO leaders from within**.

**For NGOs**, we have identified Four Practices to effectively develop leaders:

1. **Build out a supportive culture and organization:** Leaders and particularly founders must commit to strengthening their senior team, engage their boards in that process, and allocate adequate resources for action. Structures and processes must be in place to buttress the effort to empower potential leaders. Examples include delegating decision making to and providing professional development opportunities for second-line leaders.
2. **Map leadership development needs:** Leaders should clearly define their future

leadership requirements, identify gaps in current skill sets, and set priorities for strengthening and supplementing the current team. The focus must be on supporting the growth of people who show promise.

3. **Provide development opportunities:** Working from the identified gaps in people’s skills, leaders need to co-write development plans for each individual. That also means providing opportunities that follow the “70-20-10 learning model”—where the vast majority of development emphasizes on-the-job learning (roughly 70 percent), and the rest focuses on coaching and mentoring, and classroom training (approximately 20 percent and 10 percent respectively).
4. **Set goals and monitor progress:** Leaders should track implementation against each individual’s development plan, as well as set organization-wide leadership development objectives and then monitor progress against them.

Select NGOs in India execute aspects of these practices. But to seed them throughout the sector, NGO leaders will need to rethink their priorities and allocate or raise resources.

NGOs also require organizational supports for leadership development, particularly formal programs and courses. However, the program landscape is sparse. Only a few programs focus on building senior NGO leaders and their organizational leadership competencies.

**For funders,** we offer six specific recommendations on how to do their part by providing the motivation, money, and supports that NGOs need with the aid of intermediaries:<sup>1</sup>

### Recommendations for funders

 <b>Support grantees</b>	 <b>Build the ecosystem</b>
Pay what it takes	Invest in leadership programs
Incentivize the development of leaders	Develop tailored supports
Connect NGOs to relevant expertise	Define and communicate the value

None of this will be easy. But as Indian NGOs enter an era when “doing good” is no longer good enough, increasing impact will hinge on nurturing today the strong leaders of tomorrow. That will take not just resources but also a change in mind-set.

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<sup>1</sup> Intermediaries are organizations that augment/coordinate the efforts of NGOs, funders, and other stakeholders in the ecosystem, and include leadership support organizations, service providers, and capacity builders working in the social sector.

## Section I: The Leadership Development Gap

High-performing NGO leadership matters. Exemplary leaders stretch limited resources. They inspire teams to perform their best and grow to their full potential. They accelerate the mission. The implication could not be more clear: organizations must develop a deep bench of strong leaders in order to scale and sustain impact over time.

“In the social sector, you are seeking to maximize impact,” says CV Madhukar, investment partner at Omidyar Network. “Therefore, you want to develop an institution that lasts and continues to add value. That is why leadership development for NGOs matters.”

Demonstrating this principle is Professional Assistance for Development Action (PRADAN), an Indian NGO that works to improve the livelihoods of marginalized people. PRADAN is led by a group of 31 individuals. Every five years, this group provides input for nine people to serve on the “Management Unit,” which provides strategic direction to the organization, in consultation with the larger group. One of the group members is chosen by the Governing Board, with input from the larger group, to serve as the next executive director. The result: the top jobs are rotated on a regular basis.

Through this collaborative approach, PRADAN ensures that many experienced individuals—not just a founder—drive its growth strategy. This collective and distributed leadership structure has, among other things, helped PRADAN scale its reach to more than 1.8 million people annually across India.

Studies have revealed the significant returns from investing in leadership development. These range from improved organizational performance to higher competitiveness for talent. A study in the *McKinsey Quarterly* showed how this investment assisted one of the largest nonprofits in the United States, the Boys & Girls Clubs of America (BGCA), whose mission is to help young people, especially those from vulnerable backgrounds, reach their full potential.

In 2007, a surge of impending retirements of local leaders threatened to hobble the organization’s efforts to expand its network of more than 4,000 club locations. This presented BGCA with a double challenge: it lacked a second line of managers with sufficient leadership capabilities to make up for the losses. It also lacked dedicated funding to build those capabilities. Donors wanted to finance programs, not “overhead.”

In response, BGCA built a leadership training program. It targeted specific leadership competencies on such vital measures as membership growth and fundraising. The organization trained more than 650 aspiring leaders. The result: trained individuals outperformed a control group on every performance outcome, generating more than a fourfold return on the program’s costs.<sup>2</sup>

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2 Jenny Cermak and Monica McGurk, “Putting a value on training,” *McKinsey Quarterly*, July 2010, <http://www.mckinsey.com/business-functions/organization/our-insights/putting-a-value-on-training>.

Unfortunately, investing in leadership development is not the norm in the social sector. According to a 2014 McKinsey & Company study,<sup>3</sup> which analyzed 20 years of spending by foundations in the United States, such institutions allocate just 1 percent of their annual funding to leadership development. This equates to US social sector spending on leadership of around \$29 per employee, versus \$120 per employee in the private sector.

The US trend holds true in India, despite a growing recognition among the nation's NGOs of the value of developing leaders.

Of the 250 NGOs in India we surveyed, an overwhelming 97 percent called leadership development important to their organizations' success. But they do not match this recognition with investment or action. Rather, NGOs and funders invest almost exclusively in programs that directly benefit constituents.

This fundamental underinvestment in building leadership capacity afflicts a large part of India's social sector. More than 50 percent of NGOs responded that they have not received *any* funding for leadership development in the past two years. For the most part, NGOs and funders address leadership only when an urgent problem arises, such as when an NGO's founder steps down or when the organization underperforms.

Meanwhile, pressure is mounting on NGOs. From 2011 to 2016, total philanthropic funding to the sector grew by an annual average of 9 percent,<sup>4</sup> thanks in part to the 2013 mandate that companies spend at least 2 percent of their net profits on corporate social responsibility (CSR). However, as investing increases, so does the focus on results, which places greater demands on leadership.

Another accelerating trend makes leadership development even more urgent: a looming transition from NGO founders to a new generation of leaders. These leaders had founded NGOs some 20 or 30 years ago and are beginning to give up the reins.

With time of the essence—and almost no published research on leadership development in the Indian social sector—we decided to assess root causes of the current gap and discover practical strategies for building high-performing NGO leaders. This report, developed with support from Omidyar Network, summarizes our findings and recommendations.

## “Leaders” and other definitions

To create a shared understanding, we define “leaders,” “leadership development,” “leadership competencies,” and “leadership development programs” in the context of this study.

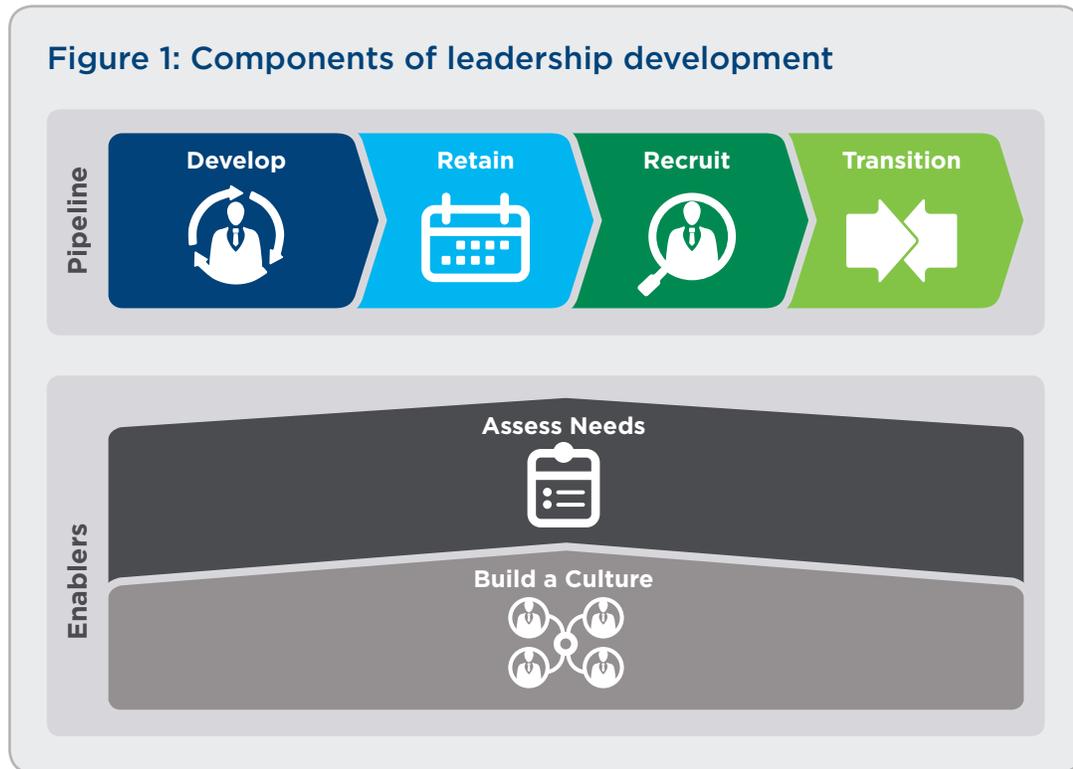
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3 Laura Callanan et al., “What social-sector leaders need to succeed,” McKinsey & Company, November 2014, <http://www.mckinsey.com/industries/social-sector/our-insights/what-social-sector-leaders-need-to-succeed>.

4 Arpan Sheth et al., *India Philanthropy Report 2017*, Bain & Company, March 2017, <http://www.bain.com/publications/articles/india-philanthropy-report-2017.aspx>.

Leadership means different things to different people in the social sector, not least because NGO organizational structures vary. For this study, “leaders”<sup>5</sup> refers to the top two levels of leadership in an NGO—that is, the senior-most leaders (such as the chief executive officer, executive director, chief operating officer, or managing trustee) and their direct reports.

**Figure 1: Components of leadership development**



The sector also lacks a common understanding of what leadership development encompasses. We define “leadership development” as the practices that NGOs deploy to ensure that they have leaders with the right competencies to meet the organization’s needs (see Figure 1 above). Based on our experience, review of the literature, and primary research, we believe that leadership development includes six components:

- Two are **enablers** that comprise the prerequisites for building effective leaders.
  - **Build the culture:** shape the organization’s values, beliefs, norms, and accepted rules of engagement in a way that values continuous learning and developing leaders
  - **Assess needs:** evaluate current and future leadership needs, based on the organization’s strategy and goals
- Four others are **pipeline** components, activities that ensure a strong and stable leadership team.
  - **Develop:** build leadership competencies, based on assessments of each

<sup>5</sup> Also referred to as **senior leaders, leadership team, senior team,** or **executive team** in the report.

individual's performance and potential

- **Retain:** prevent the unwanted attrition of effective leaders
- **Recruit:** hire the right senior talent from outside the organization and onboard them successfully
- **Transition:** support a smooth succession between outgoing and incoming leaders, including succession planning

Based on our review of the literature and experience working with NGOs, we define four sets of “leadership competencies”:

- **Organizational leadership competencies:** These are the necessary characteristics and skills to lead an organization. They include strategic thinking, decision making, change management, business and operations expertise, the ability to develop others, and effective communication and collaboration.
- **Individual leadership competencies:** These are characteristics and skills needed to develop oneself as a leader. Among these are self-motivation, a growth mind-set, self-awareness, openness to change, and empathy.
- **Functional competencies:** These entail the knowledge and skills required to excel in specific functional roles, such as finance, project management, fundraising, or human resources.
- **Technical/sector-specific competencies:** These encompass knowledge and expertise to perform well in a specific domain or field of work, such as health, education, water/sanitation, rural livelihoods, or advocacy.

We define “leadership development programs” as classroom-based and/or experiential learning programs that:

- are designed to enhance one or more leadership competencies (even if they are part of broader organizational capacity-building programs),
- require participants to attend in-person sessions (typically staggered over weeks/months of the program), and
- include leaders from different organizations.

## Scope & Methodology

India's NGO landscape is large and diverse. In scoping this study, we focused on NGOs that meet the following criteria:

- Headquarters/head office in a city with a population of more than one million people
- Three or more years old (at the time of the study)
- Employs more than five people full time and/or has an annual budget greater than INR 10 lakhs (or approximately \$15,000)
- Not a school, hospital, or religious organization

In addition, we focused on domestic Indian NGOs. We excluded the Indian offices of international NGOs (INGOs), except as a point of comparison. That said, many of our study findings are likely to apply to the broader NGO landscape.

To map the current state of leadership development among Indian NGOs, we adopted a mixed-methods approach to gathering and synthesizing information from a variety of sources. Our methods included:

1. **Secondary research:** We studied the available resources on leadership development in the Indian NGO sector, including research on global NGOs and the Indian for-profit sector as references.
2. **Interviews with a range of stakeholders:** We conducted over 50 interviews with NGO leaders, funders, sector experts, and intermediaries to develop and test our findings and recommendations. [Appendix A](#) lists all interviewees.
3. **Survey of NGO leaders:** We conducted an extensive online survey of NGO senior leaders in India, receiving a few hundred responses. After applying our filter criteria for NGOs, we came out with 244 complete responses, including 203 from Indian NGOs and 41 from INGOs. Through our outreach, we attempted to ensure a balance of organizations (by size, age, geography, and sector) and drew upon:
  - Grantee portfolios of a few major grantmakers in India, including the Tata Trusts, Bill & Melinda Gates Foundation, and The David and Lucile Packard Foundation. One-third of the final survey responses were sourced through these organizations.
  - Major databases of Indian NGOs, including GuideStar India, GiveIndia, HelpYourNGO, and FCRA. Cold outreach through these databases resulted in about two-thirds of the final survey responses.

[Appendix B](#) lays out the survey respondents' demographics.

In undertaking the study, we encountered a few methodological limitations. The literature on leadership needs and development in the Indian NGO context is negligible, with no authoritative data or information source. Therefore, we based our inferences and findings largely on the feedback we received from our informational interviews and the survey, which have some implicit constraints, such as small sample size, sample/informant bias, and any self-reporting bias.

## Section II: The Consequences of Underinvesting

The Indian social sector recognizes that exceptional NGOs rely on exceptional leaders. Yet recognition has not translated into investment of time and resources. This systemic gap in leadership development investment threatens NGOs' sustainability.

Three significant consequences emerge from our interviews and NGO survey:

- **Overdependence on a single leader**, often the founder
- **Lack of a second line** of leadership
- **Limited organizational leadership skills**

### Overdependence on a single leader

Many NGOs, particularly smaller and start-up organizations, feature a dynamic and charismatic leader, often the founder. But no single leader can keep pace with the needs of an entire, growing organization.

“Generally, in a small NGO, one leader is responsible for all key decisions and oversees most of the critical activities,” summarizes Priya Naik, chief executive of Samhita, which collaborates with companies to develop CSR initiatives. “This inhibits the ability of the organization to scale.”

As organizations grow, so does their complexity and the array of problems that need solving—a challenge for any single leader to navigate. Vishal Talreja, co-founder and chief executive of Dream a Dream, which helps vulnerable young people build life skills, faced the solo-leader conundrum a few years ago. “In the early days, it was a very Vishal-centric organization,” he recalls. “But I realized that if the organization was so linked with me, there was no way we were going to solve the problem. Dream a Dream could not be just about one person.”

There is another downside to relying too much on a single leader: if a leader is not committed to building a learning culture and supporting team members' efforts to expand their skills, it is likely that fewer promising leaders will emerge, perpetuating the vicious cycle of overreliance on that leader.

### Lack of a second line of leadership

Every organization needs a second line of strong leaders—individuals who oversee specific organizational functions or programs and can step in for the senior-most leader if needed. However, when most decision making is vested in the person at the top of the organization chart—an approach prevalent across many Indian NGOs—second-line leaders have far fewer opportunities to take on new responsibilities and grow. The problem is often compounded by unfilled leadership vacancies and lack of succession planning (see pages 29 and 33 in Section III).

“The gap between the founder or senior leader and the rest of the organization is often very wide,” says Daniel Lobo, director of Leaders’ Quest, a global social enterprise that develops effective, compassionate leaders. “There usually isn’t a conscious effort to develop the capabilities of people on the second rung.”

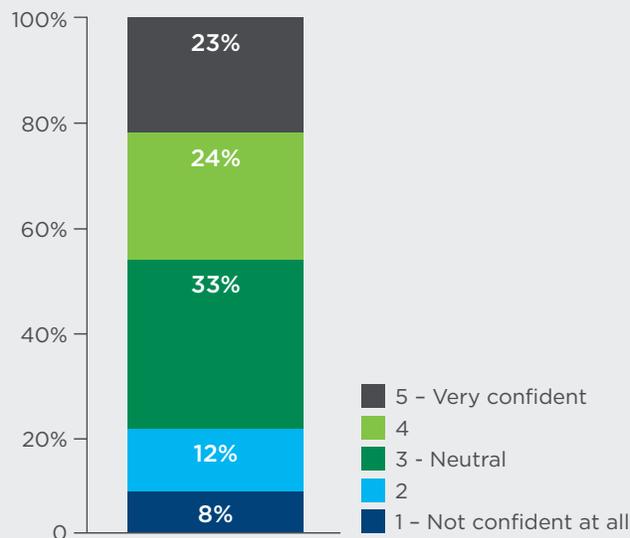
A study of Indian NGOs by the Center for Creative Leadership also surfaced this troubling trend: “A concern is that many NGOs had not substantially enhanced their ability to embed and share leadership [authority] within the organization. In some cases, founders and senior leaders hold a tight grip over shaping the course of the organization.”<sup>6</sup>

An organization without a strong second line is unlikely to sustain itself over the long run. More than 50 percent of the survey respondents say they lack confidence that someone could effectively lead the organization in the absence of their senior-most leader (see Figure 2.1).

Even among NGOs with more than 200 full-time employees, presumably the more advanced organizations with more at stake, less than 60 percent are confident in their second lines.

### Figure 2.1: Less than half of NGOs are confident there is someone to succeed the senior-most leader

Respondents had to select, on a scale of 1-5, how confident they were that someone else on their leadership team could effectively lead the organization, if they were to leave immediately (*n*=203)



6 Philomena Rego, “Understanding NGO Leadership Development Needs in India,” Center for Creative Leadership, <http://www.leadbeyond.org/understanding-ngo-leadership-development-needs-in-india/>.

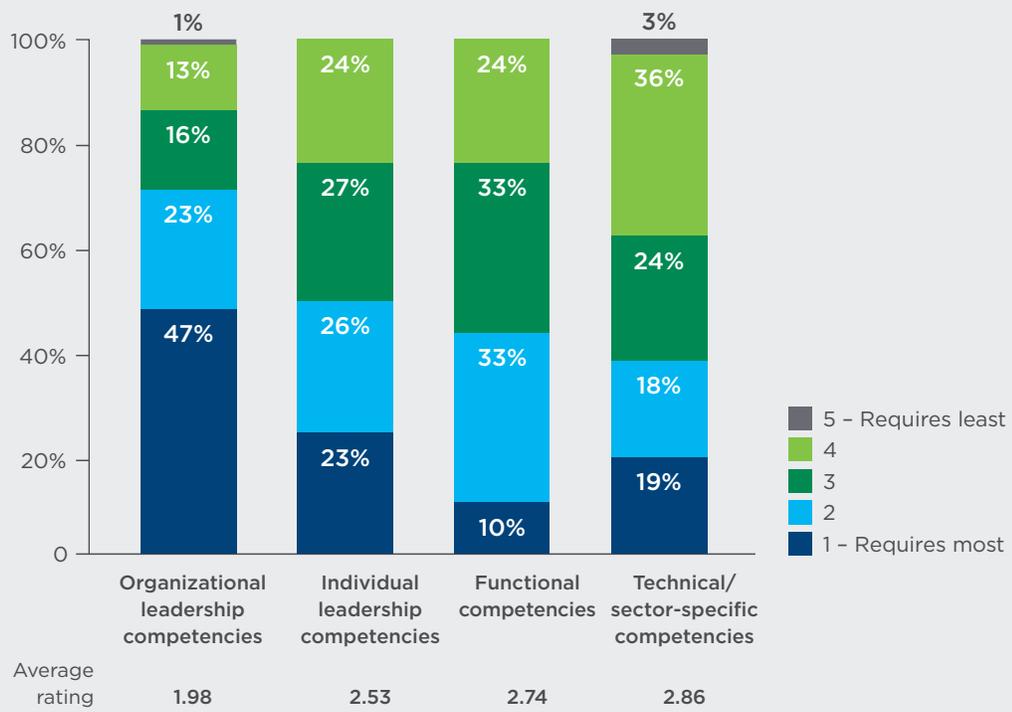
## Limited organizational leadership skills

“There are a lot of NGOs who are doing good work, but the leadership is not sustainable,” says Dr. Vandana Nadig Nair, founder director of Phicus Social Solutions, which aims to strengthen social sector leaders. “The ability to build organizations, not programs, is missing.”

A majority of respondents share Dr. Nair’s observation. When asked to rank the types of leadership competencies—organizational, technical, functional, and individual—that require the most investment, almost half selected organizational competencies first (see Figure 2.2). And as NGOs grow in size and impact, organizational competencies are increasingly important to cultivate.

**Figure 2.2: For senior leaders, organizational leadership competencies require the most investment**

Leaders had to rank the various leadership competencies in order of which requires the most investment ( $n=203$ )

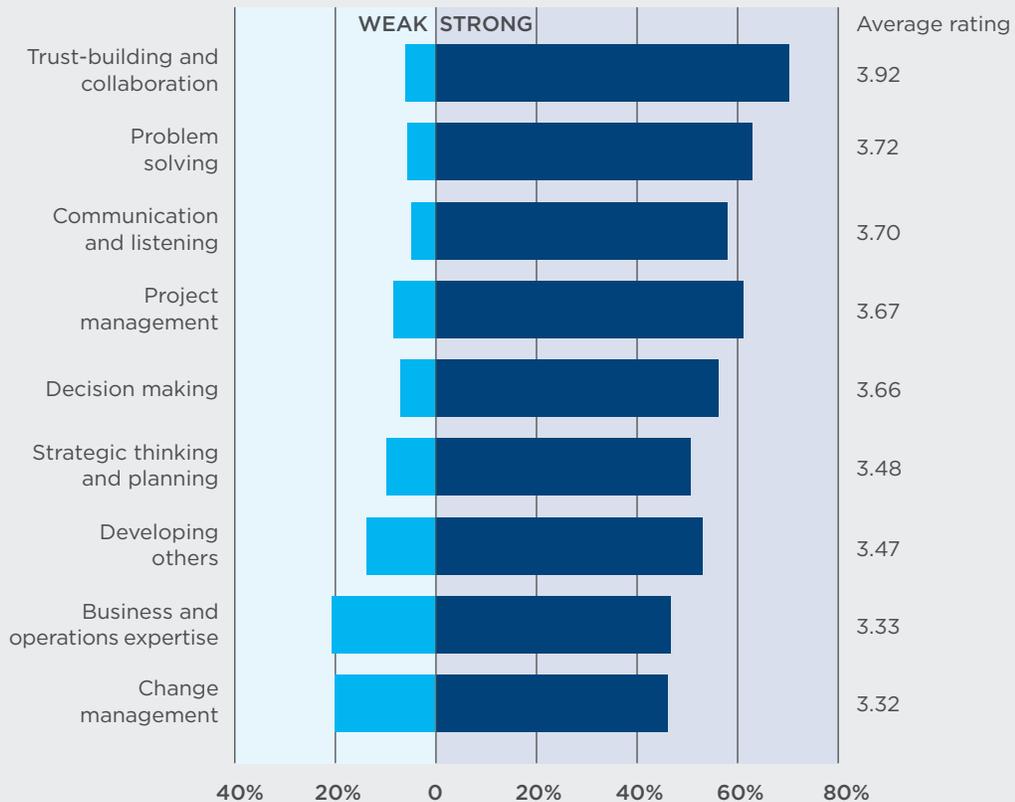


**Note:** “Other” was an option but is not depicted here as it was ranked last by about 95% of the respondents.

NGOs rated their leadership teams to be the weakest in such organizational competencies as change management, business and operations expertise, developing others, and strategic thinking and planning—skills essential for creating high-impact, scalable, sustainable organizations (see Figure 2.3).

### Figure 2.3: Leadership teams are weakest in the competencies necessary to build sustainable organizations

Leaders had to rate the strength of their senior leaders on various organizational leadership competencies (n=203)



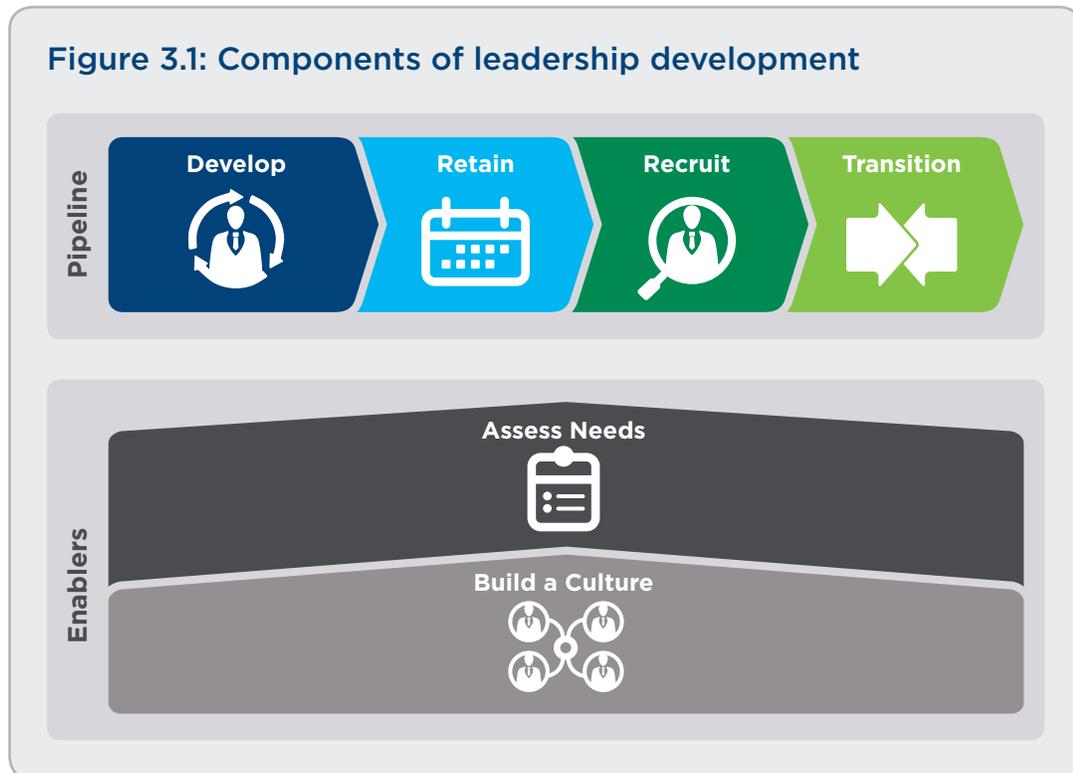
**Note:** Ordered top-to-bottom by average rating, from highest to lowest; ratings of 4 and 5 have been combined as a “Strong” rating, while ratings of 1 and 2 have been combined as a “Weak” rating; neutral ratings (3) have been excluded.

Indian NGOs often grapple with all of the above three consequences of under-investing in leaders, especially since they are interconnected, mutually reinforcing, and likely to perpetuate leadership challenges.

Arnav Kapur, program officer for policy and strategic partnerships at the Bill & Melinda Gates Foundation, summarizes the implications. “Since many organizations find it challenging to invest in building a strong second line of leadership, this might be part of the reason why they find it difficult to diversify their funder base and scale up their work. Many funders say they are willing to increase their financial contributions, so there *is* a supply of philanthropic capital—but it is not being appropriately invested due to what they see as inadequate senior leadership talent at NGOs.”

## Section III: Where Leadership Development Breaks Apart

Helping leaders succeed is not a one-time undertaking. NGOs must continually address all six leadership development components if they are to build leadership teams that can dramatically advance their missions (see Figure 3.1).



However, gaps show up across these components:

- The **enablers** of building the culture and assessing leadership needs—the foundational components—are largely missing in most NGOs.
- The **pipeline components**—developing, retaining, recruiting, and transitioning leaders—are present in varying degrees. But NGOs face significant challenges in executing them.

### PART I: Gaps in the Enablers

#### NGOs do not promote a leadership culture

- NGOs focus largely on developing and executing programs, with little emphasis on creating a culture that embraces developing leaders.

- This oversight appears to stem from a lack of awareness of what comprises leadership development and how it can help organizations enhance their impact.

Effective leadership development rests on a cultural foundation that embraces continuous learning and nurturing of talent. However, few NGOs exhibit such a culture.

“There is very little investment in leadership development for institution building, as most investments are focused on program work,” observes Pervin Varma, the former CEO of Child Rights and You (CRY), which works to restore the rights of underprivileged children. Funders help drive this emphasis on programs. The vast majority favors tangible, constituent-related outcomes, as opposed to building strong organizations, processes, and systems for the long term. At the same time, NGO leaders undercut themselves when they do not allocate time and resources for helping others grow their skills.

“Most leaders do not strive to develop leaders,” says Megha Jain, an associate director at Dasra, a strategic philanthropy foundation that drives social change through partnerships with funders and NGOs. “Many acknowledge [the need] when pointed out, but do not think about it as a primary part of their job or prioritize it against other urgent day-to-day deliverables.”

Creating a culture that nurtures leadership development requires a shared understanding of what such a culture looks like, in terms of the organization’s values, norms, and activities. Equally important, it requires that people agree on the qualities that shape a successful leader, as well as factors that constitute effective leadership development.

Unfortunately, many organizations have different perspectives—or in some cases, none at all—on what it takes to create a thriving leadership development culture. Several NGO leaders struggle to articulate it. They associate “development” primarily with training programs and sending leaders to conferences. Many erroneously assume that leadership development is too costly (see [Section IV](#)). Overall, most leaders do not see the strong link between investment in leadership and an organization’s capacity for impact.

### **NGOs rarely assess leadership needs**

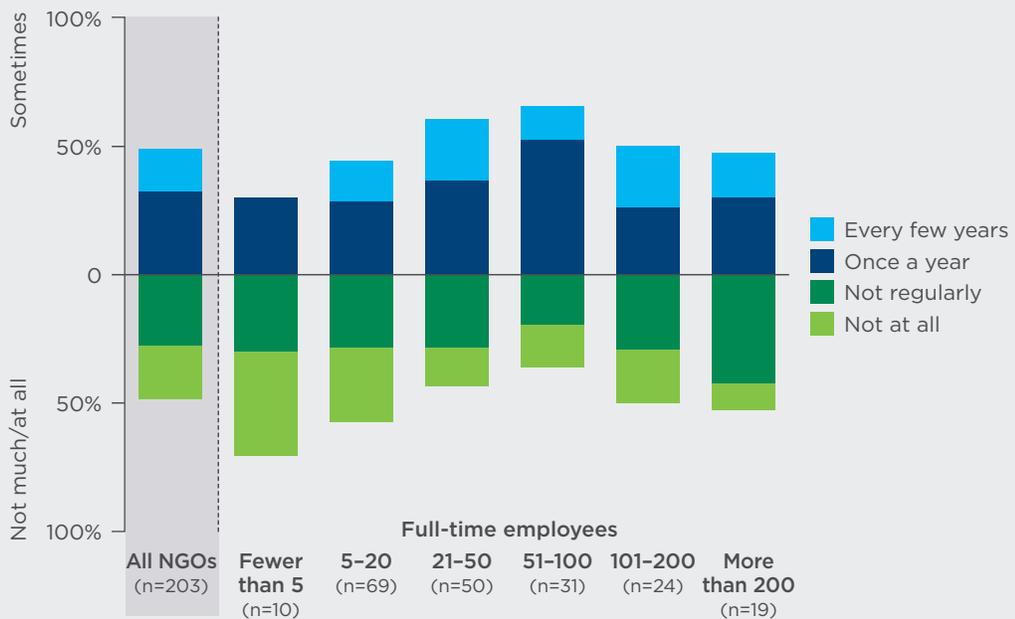
- Many NGOs do not assess their leadership needs on a regular basis, especially in the context of meeting future challenges and seizing opportunities.
- NGOs experience an increase in leadership needs as the organization grows, especially when they reach 50 or more full-time employees.

To effectively invest in its leaders, an NGO should first assess its needs. That means articulating what it seeks to accomplish in the next few years and identifying the leadership capabilities and skills required to realize that vision. Only then can the organization measure its leaders' performance and future potential. In other words, when an NGO has a clear line of sight into its needs for senior talent, it can effectively plan to fill them.

However, few NGOs regularly assess leadership competencies, even those known to have a relatively advanced approach to leadership development. When asked how often they conduct such assessments, 50 percent of all NGOs, across all sizes, said they do not formally assess their leadership needs on a regular basis, including 22 percent who do not assess their leadership needs *at all* (see Figure 3.2).

**Figure 3.2: NGOs with 51-100 full-time employees assess their leadership needs most frequently**

Leaders at organizations of different sizes had to select how often their organizations formally assess their leadership needs (*n=203*)



**Note:** Sample sizes for some categories are small, so results should be viewed as directional.

The likelihood that an NGO conducts these forward-looking assessments varies by size. Organizations that have 51 to 100 full-time employees assess their needs most frequently, with over half of them doing so every year. A plausible reason: as NGOs grow to more than 50 employees, they reach an inflection point where current leadership (often a single executive) realizes that a failure to identify its leadership capacities may limit the organization's ability to succeed.

## PART II: Gaps in the Pipeline

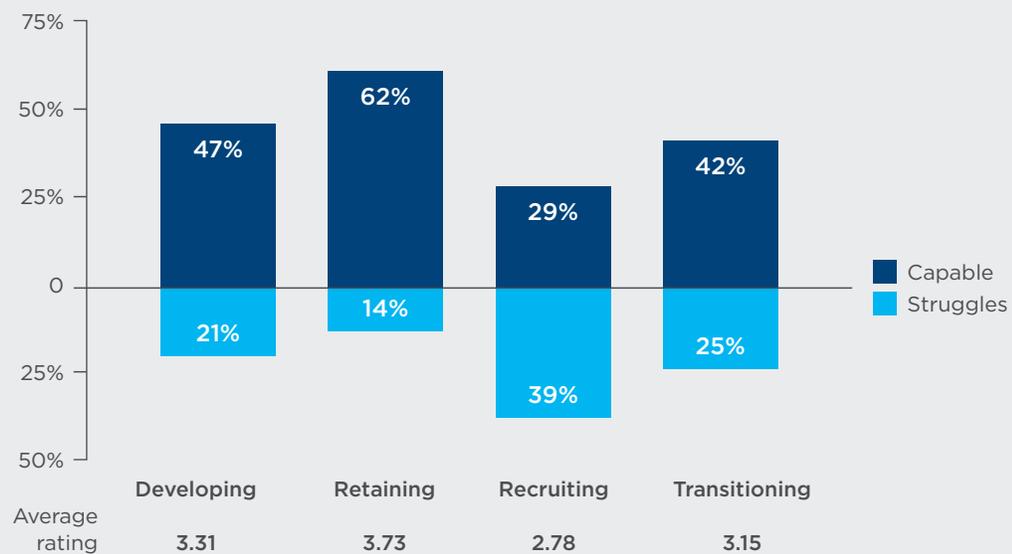
### NGOs struggle across the four pipeline components

- While NGOs encounter “pain points” across the four components, they struggle most with recruiting and transitioning leaders.
- These challenges are most acute when NGOs reach more than 50 full-time employees, when their confidence wanes across all four components.

Overall, NGOs admit they are ill-prepared to develop, retain, recruit, and transition leaders. Excluding retention (which is the smallest challenge, according to the survey results), fewer than 50 percent report that their organizations are capable of performing the leadership pipeline activities (see Figure 3.3). Even these numbers appear to be inflated. During interviews and follow-up survey questions, NGO leaders revealed deep concerns regarding these activities, suggesting that the survey response might reflect overoptimism or a lack of understanding of what “highly capable” implies.

**Figure 3.3: NGOs struggle across the leadership development pipeline, especially in recruiting senior leaders**

Leaders rated how capable their organization is across the four leadership pipeline components on a scale of 1 to 5 ( $n=203$ )



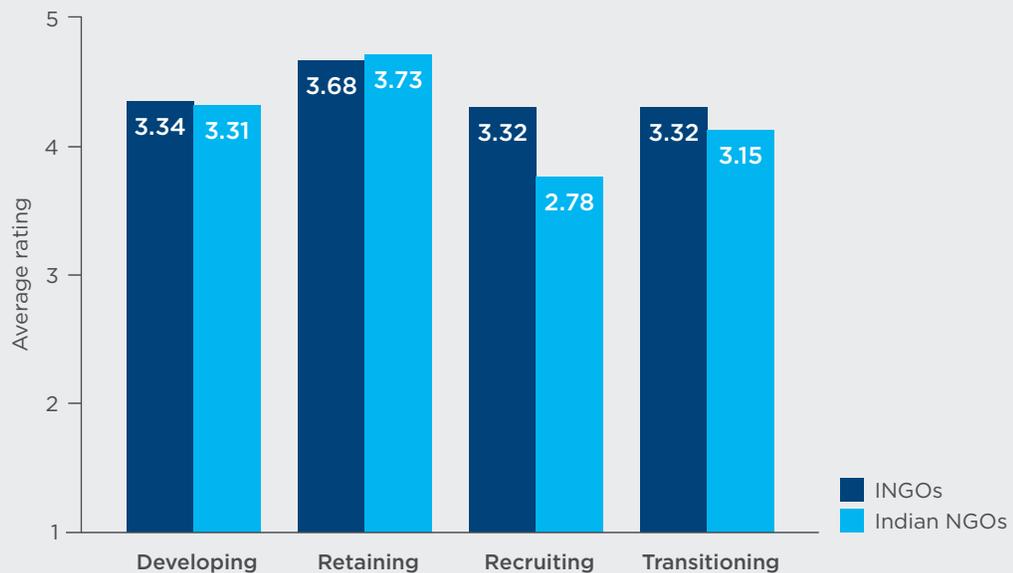
**Note:** Ratings of 4 and 5 have been combined as a “Capable” rating, while ratings of 1 and 2 have been combined as a “Struggles” rating. Neutral ratings (3) have been excluded, so bars do not total 100%.

The NGOs' confidence in their leadership development abilities varies significantly by pipeline activity. The most acute challenge is recruiting—almost 40 percent of NGOs say they struggle to attract and enlist senior leaders. Their next biggest challenges are transitioning and developing leaders. NGOs show more confidence in their ability to retain leaders, although 14 percent do report grappling with retention.

We found that international NGOs (INGOs) operating in India have somewhat stronger leadership development capabilities. These organizations have access to global best practices, networks of support, and relatively more resources. In our survey, India office leaders of INGOs generally rate themselves higher than leaders of Indian NGOs at developing, transitioning, and in particular, recruiting leaders (see Figure 3.4).

**Figure 3.4: International NGOs feel relatively stronger than Indian NGOs across the leadership pipeline**

Leaders rated how capable their organizations are across the four leadership pipeline components on a scale of 1 to 5 (*n*: Indian NGOs = 203, INGOs = 47)



The severity of challenges across the leadership pipeline appears to vary according to the NGO's staff size, hitting an inflection point at 50 or more employees, similar to the inflection point around needs assessment. This inflection—when leaders' confidence wanes across all four pipeline components—may indicate “growing pains,” where NGOs recognize that they can no longer rely on one leader and must create a stronger senior team.

As NGOs grow beyond 100 full-time employees, they seem to build their leadership development capacity. Their confidence in their ability to develop, retain, recruit, and transition leaders starts to increase again (see Figure 3.5).

### Figure 3.5: Confidence wanes across the leadership pipeline as NGOs grow beyond 50 full-time employees, before rising again as organizations grow further

Leaders at organizations of different sizes rated how capable their organizations are across the four leadership pipeline components on a scale of 1 to 5 ( $n=203$ )



**Note:** Sample sizes for some categories are small, so results should be viewed as directional.

To better understand these trends, we analyzed each pipeline component.

#### NGOs do not invest in *developing* leaders

- NGOs often have not defined senior roles clearly, do not conduct even basic performance assessments and monitoring, and provide limited development opportunities to their leaders.
- Primarily due to lack of resources and low prioritization, NGOs fail to create processes for developing leaders.

Since NGOs find recruiting leaders to be their biggest challenge, it would follow that they should invest time and resources in developing leaders from within the organization. Building “homegrown leaders” requires NGOs to track and assess the performances of second-line executives and managers, provide constructive feedback, and deliver learning opportunities that are tailored to individual development needs. Leadership development works best when these tasks are woven into systematic processes, which build a culture of continuous learning and improvement.

Despite the importance, more than half of the surveyed NGOs do not believe that their organizations are capable of developing effective leaders, for the following reasons.

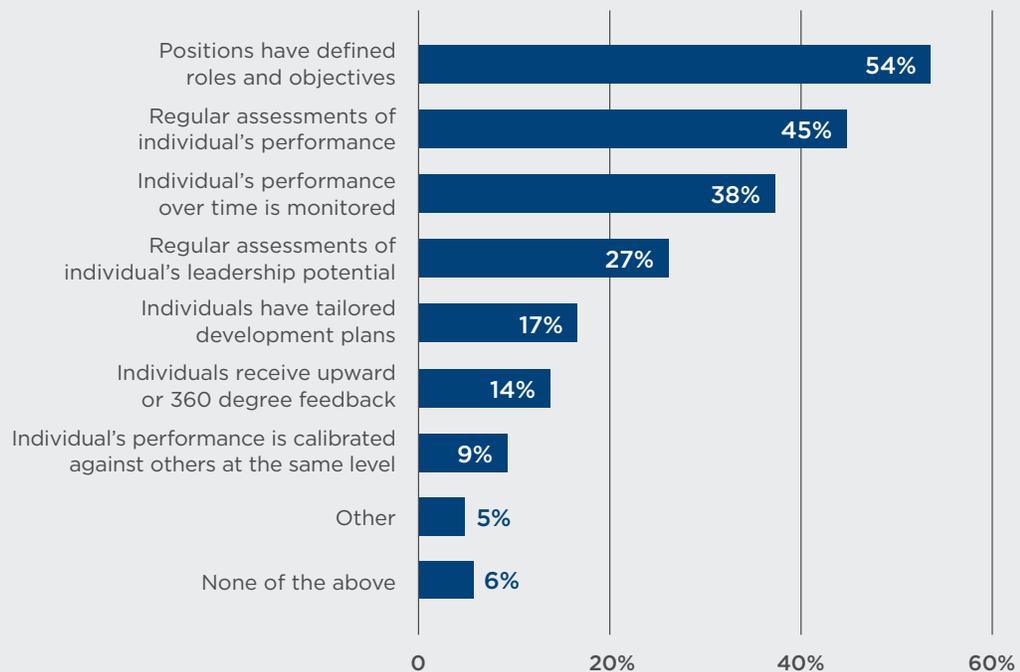
### NGOs often lack systems to monitor performance

“Before designing programs, developing the culture and performance-management systems around learning is crucial,” advises Aditya Natraj, CEO at Kaivalya Education Foundation, which seeks to transform the quality of public education through school and youth leadership. A strong performance-management system has clearly defined roles and objectives, as well as regular performance assessments, and provides candid feedback on individuals’ strengths and areas for improvement.

Such systems are common in corporations, but are rare among Indian NGOs. As Figure 3.6 illustrates, only 54 percent of the surveyed NGOs have defined the roles and objectives for their senior positions; fewer than 40 percent monitor senior leaders’ performance, and only 27 percent assess leadership potential. Without delineating roles and monitoring performance, leaders do not have the opportunity to identify and address any competency gaps.

**Figure 3.6: Most NGOs lack systems and processes to track leadership performance and provide structured feedback**

Leaders had to select all the processes they had in place to assess and monitor performance/skill sets of senior leadership ( $n=203$ )



**Note:** “Other” includes continuous communication and feedback sessions, and non-periodic assessments, among others.

“We are used to doing [semiannual] and annual appraisals,” says Srikanth Viswanathan, chief executive of the Janaagraha Centre for Citizenship and Democracy, which seeks to improve the quality of life in urban India. “We also have had structured learning programs for our senior management, led by our founders. But going forward, we wish to do better on evaluating the staff’s potential, creating career plans, and investing in a systematic learning and development plan.”

Viswanathan’s admission echoes a concern we heard in other interviews: when NGOs lack systems for regularly assessing performance, leaders do not receive valuable feedback to reach their full potential and grow into more senior roles.

**Few organizations provide opportunities for promising leaders to grow**

After NGOs identify areas where leaders can improve, the next step is to provide them with a range of growth opportunities.

Many NGOs say they provide senior leaders with at least some kind of support for growing their skills, often in the form of on-the-job stretch opportunities. These can be very effective, as they provide growth opportunities in real-world settings. Stretch opportunities are also inexpensive and relatively easy to provide. Yet, only 44 percent of the surveyed organizations offer them (see Figure 3.7).

**Figure 3.7: NGOs most often provide informal development opportunities to their leaders**

Leaders had to select all development opportunities that were regularly offered by their NGOs (n=203)



Note: 'Other' includes internal training on organizational issues.

The same holds true for coaching and mentoring. This well-known, valuable aspect of development can reinforce on-the-job learning, yet just 54 percent of NGOs provide informal coaching or mentoring opportunities. Formal versions are even less common, offered by less than 20 percent of NGOs.

What is more, only about 30 percent of NGOs provide structured opportunities for coursework and classroom training, such as functional or skill-specific trainings or leadership programs. Instead, NGOs are more likely to provide one-time offerings such as conferences, seminars or workshops, and skill-specific trainings.

“Most of [leadership development] is training on the job,” says Niranjan Saggurti, director of the Population Council in India, which conducts research to address critical health and development issues. “I have had trainings on work that my NGO does, but not much on leadership thus far. We have very limited trainings for leadership development, and limited funding for it as well. There is a need for a structured process.”

### **Developing leaders is not a high priority**

NGOs cite three fundamental challenges around institutionalizing formal processes for assessing and developing leaders:

#### **1. Inadequate resources**

Fifty-three percent of the surveyed NGOs say they lack sufficient resources to allocate for leadership development. That is hardly surprising, given that many NGOs are constrained financially. They mostly depend on donors, whose grants are often restricted to programs. “Administrative” or “capacity-building activities” like leadership development are almost always out of scope.

“Most of the leadership pipeline development is on the back of dedicated funding,” says Hisham Mundol, executive director of child protection at the Children’s Investment Fund Foundation (CIFF). “Otherwise, NGOs do not have the money to even think about focusing on this.”

#### **2. Lack of prioritization of time and resources**

Although they recognize that high-performing leaders drive success, both funders and NGOs hardly invest in developing leaders. About 28 percent of NGOs concede that one of their top challenges is prioritizing their time and resources for this purpose (see [Figure 3.8](#)). This level of underinvestment even holds true among NGOs with total annual operating budgets of more than INR 50 crores (or approximately \$7.5 million).<sup>7</sup>

#### **3. Absence of processes to develop leaders**

Many NGOs lack processes for systematic talent development. In fact, 23 percent of NGOs surveyed rate this among their top two barriers to building effective leaders. Somewhat counterintuitively, the larger organizations—which one might expect to have more evolved talent development processes—cited this challenge more frequently.

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<sup>7</sup> Conversions to US dollars throughout the report are based on the exchange rate of 65 INR = 1 USD, as of July 2017.

### Figure 3.8: Lack of resources and low prioritization are the most common challenges in developing leaders

Leaders could select up to two challenges that their organization experiences the most when it comes to developing leaders ( $n=203$ )



Note: "Other" included entries like lack of motivation on the individual level or lack of proper delegation.

### NGOs often *retain* valued leaders, but challenges persist

- Indian NGOs are relatively confident in their ability to retain senior leaders, as evidenced by the long tenures of many of their current leaders.
- Nonetheless, retaining valued leaders is still challenging, particularly around compensation, workload, and the cost of replacing talent.

Some level of attrition is natural in any organization. However, given the challenges of recruiting and developing strong senior leaders, NGOs should do all they can to hold on to high performers.

Fortunately, NGOs report that retaining valued senior talent is the least challenging component of leadership development. About 60 percent of NGOs say they are capable of effectively retaining senior leaders; only 14 percent report that they struggle (the rest are neutral).

When asked about the last two senior leaders to leave the organization, 34 percent of the NGOs report that not a single senior leader had moved on. Another 11 percent say that just one senior leader had left the organization.

Says Partha Pratim Rudra, director of programme and programme development at Smile Foundation, which uses a lifecycle approach to improve the lives of underprivileged children and their families: “At the senior and mid-management level, retention is quite good. There is this sense of a deeply shared vision and camaraderie.”

Long-term retention is quite common: half of survey respondents have been in their current roles for more than a decade. This is in sharp contrast with the United States, where retaining senior leaders is a significant challenge. In a 2015 Bridgespan survey of 438 nonprofit C-suite executives, one-third of the respondents said that they intended to leave their organizations within the next two years.<sup>8</sup>

However, lengthy tenures may not always be a positive, especially when veteran leaders and founders find it difficult to “let go” and consequently fail to develop the second line.

Furthermore, when NGO leaders *do* leave, they most often move to other Indian NGOs. They rarely exit the social sector, which implies opportunities for NGOs to prevent attrition by providing a better work experience and career growth opportunities. In addition, many respondents note that retaining junior employees is a challenge. This suggests that investing in retention would also help build a pipeline of future leaders.

Given the challenges and costs of recruitment, every NGO has reason to be proactive. In addition, productivity can slow and fundraising may suffer when leaders leave. One US study pegged the total cost of replacing a star performer in a nonprofit’s senior development role at nine times her annual salary.<sup>9</sup>

Survey respondents identified three common challenges related to retaining senior leaders (see [Figure 3.9](#)):

1. **NGOs need to offer higher compensation**, as mentioned by half of those surveyed. “The expectation is that employees should receive their compensation in [psychic income],” says Hisham Mundol of CIFF. However, fulfilling work and a passion for the mission often are not enough to hold on to top talent.
2. **Leaders are often overstretched**, as reported by about 25 percent of those surveyed. NGOs struggle to ensure that leaders work at a sustainable pace. When leaders are the “go-to” people on multiple issues, they can suffer burn out.
3. **People want better career development opportunities**—22 percent cite this challenge. Most individuals want to have clearly defined career paths, as well as the opportunity to grow within the organization. Yet meeting this need can be challenging for structural reasons: leadership positions are limited in small organizations and senior leaders frequently remain in roles for long periods.

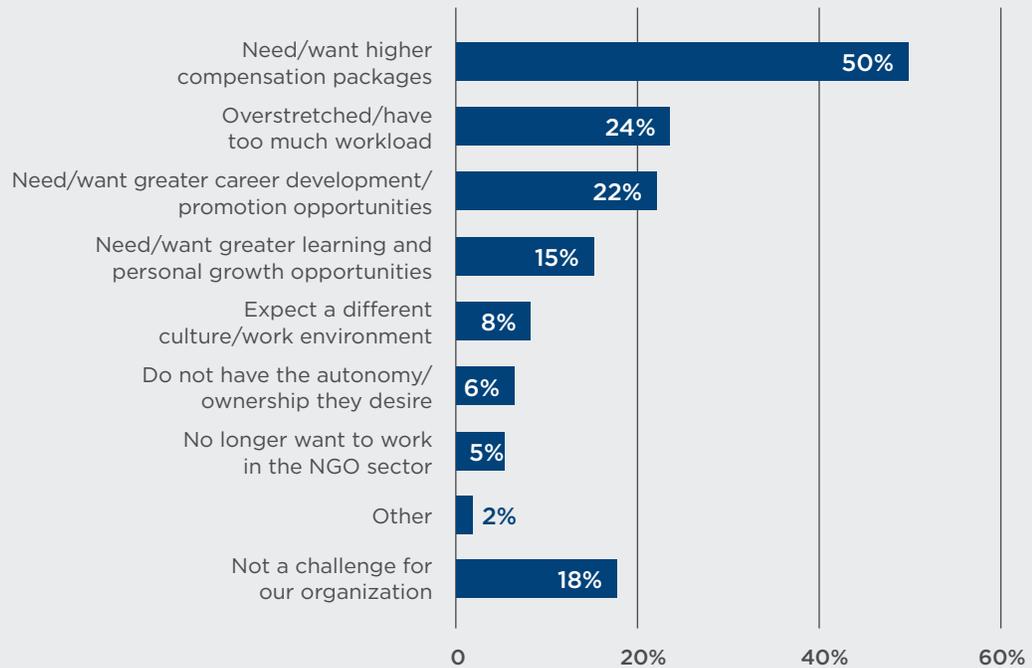
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8 Libbie Landles-Cobb, Kirk Kramer, and Katie Smith Milway, “The Nonprofit Leadership Development Deficit,” *Stanford Social Innovation Review*, October 22, 2015, [https://ssir.org/articles/entry/the\\_nonprofit\\_leadership\\_development\\_deficit](https://ssir.org/articles/entry/the_nonprofit_leadership_development_deficit).

9 Penelope Burk, *Donor-Centered Leadership*, (Chicago, IL: Cygnus Applied Research, 2013).

### Figure 3.9: Demand for better compensation packages is the primary challenge NGOs face in retaining leaders

Leaders could select up to two challenges that their organization experiences the most when it comes to retaining leaders (n=203)



**Note:** "Other" included entries like people leaving for studying, lack of self motivation, or wanting to join bigger organizations.

Time limits for program funding can also adversely affect retention. "Sometimes NGOs have to depend on project-based funding, which creates a catch-22 situation," says Aparajita Gogoi, executive director at the Centre for Catalyzing Change. "A project-to-project cycle may mean that the NGO hires and invests in an entirely new set of people for a new project, say for five years. But after the project, they leave, and the NGO would need to start from scratch to hire and then develop leaders."

#### NGOs struggle to recruit leaders

- NGOs find it hardest to recruit senior leaders, due to low compensation packages, lack of internal resources, and a limited talent pool. The recruiting challenge falls hardest on NGOs with 50 or more full-time employees, who find it especially difficult to bring in people with the right skills and expertise.
- Senior leaders are generally recruited externally, which is more costly than developing and promoting leaders from within the organization.

Less than 30 percent of NGOs believe they are adept at recruiting high quality leaders; approximately 40 percent concede that they “struggle” with it (see [Figure 3.3](#) on page 20). In fact, at the time of the survey, more than 40 percent of NGOs had at least one vacant senior leadership position; 23 percent had more than one vacancy. As former CRY CEO Pervin Varma observed, if funding for leadership was no constraint, NGOs would spend more on “recruitment: getting the right people with appropriate skills as well as the heart and perspective necessary for our work.”

NGOs cite three main challenges in recruiting senior leaders (see [Figure 3.10](#)):

1. **NGOs do not offer competitive compensation.** Most join social sector organizations because they want to take on a dire social challenge. That said, compensation is still a factor for attracting skilled and experienced leaders (as it is with retaining them).

“Some NGOs essentially say, ‘If they are interested in money, they are not for us,’” observes Narayan Krishnaswamy, director of HR for Azim Premji Philanthropic Initiatives. “It is as though if you want money, by default, you are disqualified from getting the job.”

2. **NGOs lack resources.** Finding the *right* leadership talent for a senior position is not easy; multiple stakeholders must often invest considerable time and effort into the undertaking. A few NGOs described multistage processes for assessing candidates—an effort that involves HR, the board of directors, and senior leadership. Another NGO cited a need for executive recruiters.

In the for-profit sector, this is the norm. But most NGOs neither have dedicated HR staff nor invest in formal initiatives to recruit and assess promising candidates. Only about 5 percent of surveyed NGOs have received specific funding to support their recruiting efforts.

3. **They cannot attract enough people with suitable skills.** The talent shortage is not unique to the social sector. According to a 2016 ManpowerGroup survey of for-profit organizations, 48 percent of Indian employers say they face a talent shortage<sup>10</sup> (compared to 40 percent globally).

The challenge is much greater for NGOs, who need leaders with a wide range of attributes and abilities: passion for creating social impact, prior leadership experience, technical skill sets, and, most importantly, general management, communication, fundraising, and other organization-building skills. This combination is in short supply, even as private sector leaders increasingly migrate to the social sector.

“The number of people with the required experience in India is limited,” says Niranjana Saggurti from the Population Council. “There is a limited pool of people, and a lot of organizations competing for them.”

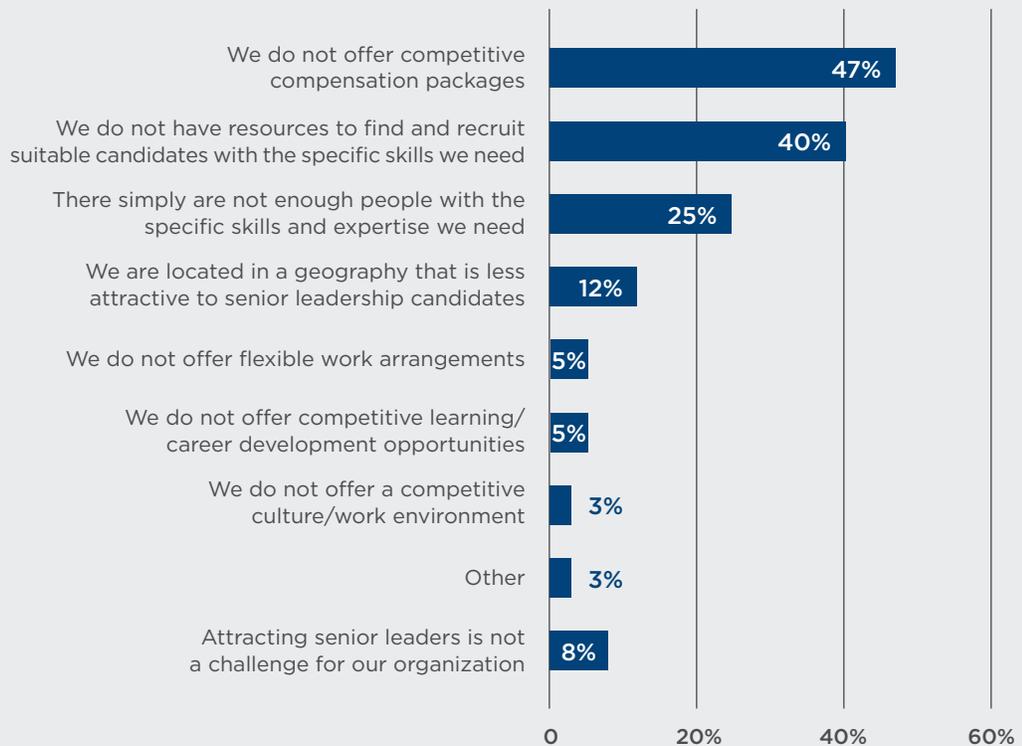
Survey data corroborates Saggurti’s observation, highlighting that senior NGO leaders typically move to another Indian NGO. Instead of expanding the talent pool, NGOs seem to be recycling it.

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10 “2016-2017 Talent Shortage Survey,” ManpowerGroup, <http://manpowergroup.com/talent-shortage-2016>.

### Figure 3.10: Lack of competitive compensation packages and limited resources to recruit candidates are the most common challenges NGOs face in recruiting senior leaders

Leaders could select up to two challenges that their organization experiences the most when it comes to recruiting leaders (n=203)



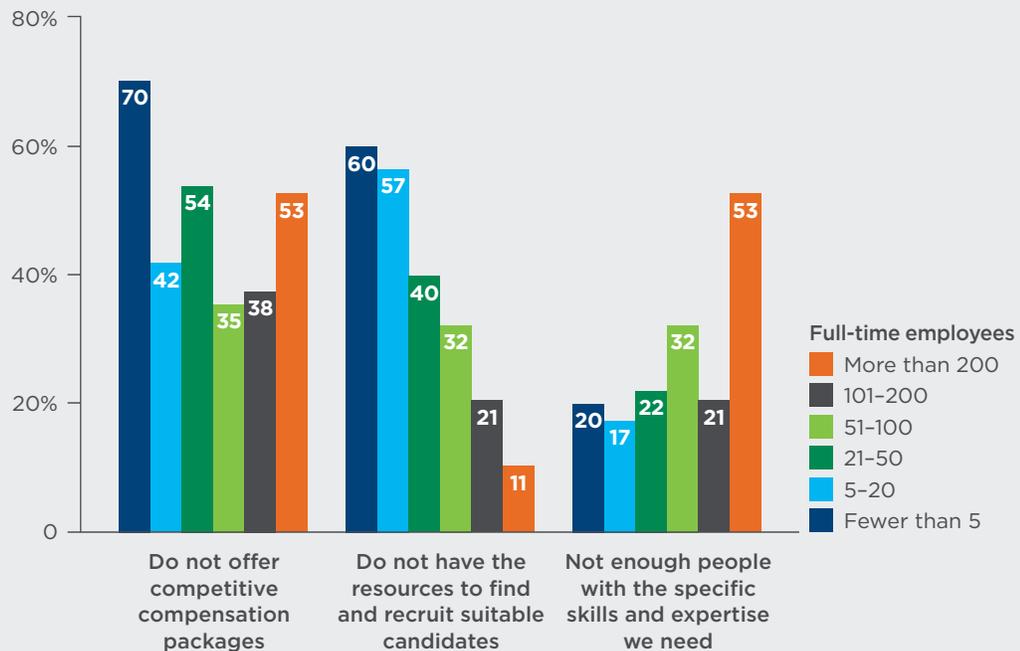
Note: 'Other' includes difficulty in finding volunteers for senior leadership positions, among others.

Though consistent across NGOs, the nature of the recruiting challenge varies by NGO size. “The smaller ones have resource constraints, lacking different teams for different organization functions like recruiting,” says Farhad Merchant, chief executive of Common Purpose India, which runs leadership development programs. “For medium or large NGOs, getting the *right people* remains the primary challenge.”

Our survey results generally corroborate Merchant’s view. For organizations with 50 or fewer full-time employees, the most significant challenges appear to be competing on compensation and allocating the resources to recruit. For NGOs with more than 200 employees, it seems the bigger challenge is finding leaders with suitable experience and skills (see [Figure 3.11](#)).

### Figure 3.11: In recruiting, smaller NGOs face greater resource challenges, whereas larger NGOs have greater challenges finding candidates with the required skills and expertise

Leaders at organizations of different sizes could select one or two challenges that their organizations experience the most when it comes to recruiting leaders ( $n=203$ )



**Note:** Sample sizes for some categories are small, so results should be viewed as directional.

### NGOs most often recruit external candidates, which is costly

When asked about previous roles for their senior leaders, just 39 percent of those surveyed cite internal promotions. The most common sources for leadership talent are other NGOs (mostly Indian NGOs), as discussed, and the for-profit sector (see Figure 3.12). Only about 20 percent of the surveyed NGO leaders held prior roles in their organization.

“In India, most organizations bring in people from outside, instead of grooming them internally,” says Lisa Mikkelsen, senior manager of human capital at Omidyar Network. This trend is not exclusive to the NGO sector. Notably, Indian IT companies are increasingly picking outsiders for senior positions. According to *The Economic Times*, three of India’s top five IT giants—Infosys, Wipro, and Tech Mahindra—have gone outside, reflecting a broader industry trend.<sup>11</sup>

<sup>11</sup> Anirban Sen, “As Indian IT sector faces leadership crisis, top firms opt for outsider CEOs,” *The Economic Times*, January 7, 2016, <http://economictimes.indiatimes.com/news/company/corporate-trends/as-indian-it-sector-faces-leadership-crisis-top-firms-opt-for-outsider-ceos/articleshow/50475994.cms>.

### Figure 3.12: Less than 40 percent of leaders see their own NGO as a common source for recruiting senior leaders

Leaders could select up to the three most common sources where the senior leaders of their organizations were recruited from ( $n=203$ )



**Note:** 'Other' includes "identifying community leaders" and "theater artist."

This does not come cheaply. According to a 2015 Bridgespan study of US NGOs, "The transaction costs alone of finding and attracting a new employee, particularly at the senior level, can be as high as half of her annual salary."<sup>12</sup> US-based research in the for-profit sector also puts the time it takes for an external hire to become productive as twice as long as for someone hired from within.<sup>13</sup>

Moreover, leaders hired externally are more likely to fail. In fact, for-profit research suggests that out of all the executives who are hired externally each year, "nearly half fail within the first 18 months," causing a significant drain on organizational resources and productivity.<sup>14</sup> The failure rate might be even more pronounced in the nonprofit sector. In interviews, NGO leaders asserted that it is especially challenging for an external recruit to fill a new role and adjust to an unfamiliar culture. An effective onboarding process requires time and commitment, which not all NGOs can provide or afford.

<sup>12</sup> Landles-Cobb et al., "The Nonprofit Leadership Development Deficit."

<sup>13</sup> Jean Martin, "For Senior Leaders, Fit Matters More than Skill," *Harvard Business Review*, January 17, 2014, <https://hbr.org/2014/01/for-senior-leaders-fit-matters-more-than-skill>.

<sup>14</sup> Ibid.

External recruiting can be even more challenging when NGOs recruit leaders from the private sector, which is becoming increasingly prevalent. Approximately 25 percent of the senior leaders we surveyed worked at for-profit companies (including start-ups) immediately prior to their current NGO role. And more than 30 percent of NGOs identified for-profits as one of the primary sources for senior talent.

Although senior corporate executives typically possess a valuable set of skills and management experience, “most find it difficult to acclimatize to the social sector,” says Dr. Nair of Phicus Social Solutions.

CV Madhukar of the Omidyar Network adds a further cautionary note: “NGOs need to be more careful while hiring from the private sector, to see whether people are capable of handling the chaos of the nonprofit sector.”

### **NGOs are unprepared for transitions**

- After recruiting, NGOs struggle most with succession; a majority of NGOs lack succession plans.
- Many top senior leaders, especially founders, find it difficult to “let go”; they report that building a second line of capable leaders is challenging.

Every NGO will need new senior leadership at some point, whether to transition from the founder or bring on a new head of programs. While NGOs must minimize any adverse effects of a leader’s departure, leadership transitions can also provide benefits: career development assignments that retain high-performers, as well as opportunities to bring in leaders with the right skill sets to meet the organization’s changing needs.

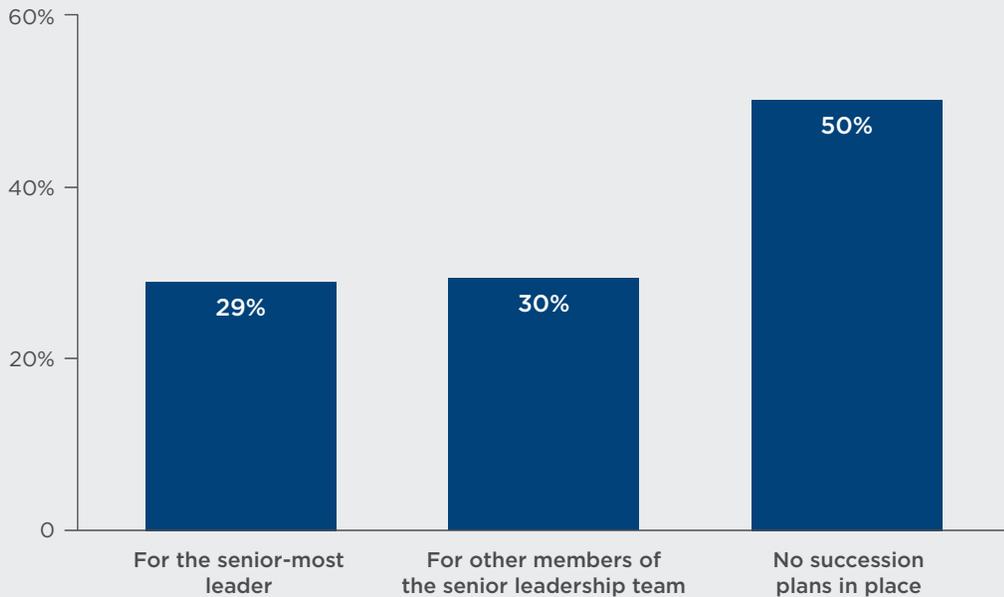
Second to recruiting, NGOs say they are most concerned with transitioning leaders. Only about 40 percent of NGO leaders say they are capable of effectively replacing their senior leaders; 25 percent say they struggle. “Selection of a successor is a huge hurdle—just identifying someone who can do the job,” says Naghma Mulla, chief operating officer of EdelGive Foundation, the strategic philanthropic arm of Edelweiss Financial Services, which aims to bring for-profit capacity and capital to nonprofits. “Then, even with a second line, the actual act of letting go of some activities, letting go of control, is very difficult.”

Succession planning involves identifying and developing people with the talent and potential to step up. It can therefore facilitate a smooth leadership transition. Without it, leaders may not leave at the most optimal time, or they may depart unexpectedly, potentially resulting in a “headless” NGO.

Yet most organizations give little thought to succession planning. Half of respondents concede that they do not have succession plans for *any* of their senior leaders. In fact, more than 70 percent of NGOs lack a succession plan for their senior-most leader (see [Figure 3.13](#)).

### Figure 3.13: Most NGOs do not have succession plans in place, including for their senior-most leader

Leaders had to select whether they had a succession plan for any of the given positions (including their own) (*n*=203)



**Note:** Leaders could select “For the Chief Operating Office.” Due to less applicability of this position, unique entries have been added to the overlapping category of “For other members of the senior leadership team.”

External pressure can play a role in addressing this dearth. As Pervin Varma explains, “If funders and CSR organizations also ask questions about institution building and succession planning rather than just about program impact, then the conversation will change in the NGO sector.”

Rajesh Singh, chief operating officer of WISH Foundation, which seeks to enhance primary healthcare for underserved populations, attributes the lack of succession planning partly to the “founder syndrome.” He says, “There is an emotion as the organization grows that does not allow [founders] to let go.” Vishal Talreja, the co-founder and chief executive of Dream a Dream, concurs: “I struggled with letting go, and trusting other people to do the work I was doing.”

Founders continue to serve as the senior-most leader in 27 percent of NGOs that were launched more than 20 years ago. “For the founder, finding [someone in] the second line of leadership who is as passionate as he or she is, is a challenge,” says Daniel Lobo of Leaders’ Quest. “They find it difficult to diminish their role and involve more people in core leadership.”

Yet founders who stay “too long” can jeopardize the health of the organization, particularly if the NGO has reached a level of complexity that has outgrown—or at least, no longer matches—the founder’s skill set. “The overriding sense of

passion and ownership to remain at the forefront does not do justice to the cause and the organization,” says Singh. “There needs to be a recognition that one, alone, cannot manage it.”

Ramesh and Swati Ramanathan, co-founders of Janaagraha, came to a similar conclusion a few years into their leadership tenures, and began to transition to a more adaptive and expansive leadership model. (See the Case Study below.)

## Case Study—Janaagraha: An Adaptive Leadership Model

**Organization:** Based in Bangalore, Janaagraha Centre for Citizenship and Democracy has a mission to improve the quality of citizenship and infrastructure in India’s cities. The nonprofit, which has 115 full-time employees, seeks to achieve its goals through civic learning, civic participation, and “city-systems” reforms.

### Strategies for Building Effective Leaders

*Evolve leadership at the top.* Over the course of its 16 years, Janaagraha has reinvented its leadership model to better confront emerging challenges. The model has undergone three major iterations:

- **Janaagraha 1.0:** Ramesh Ramanathan and Swati Ramanathan, who had high-flying careers in finance and urban planning and design respectively in the United States, returned to India and launched Janaagraha in 2001. Over the next four years, the founders did it all, from defining the organization’s mission to taking on the minutiae of running a start-up.
- **Janaagraha 2.0:** By 2005, it became clear that Janaagraha would have to professionalize its operations in order to extend its reach. “The organization was in mission-mode and not organized in a formal structure,” recalls Sapna Karim, the head of civic participation. “We were running with large numbers of volunteers and very few staff.”

Ramesh and Swati recruited private sector executives with deep experience in finance, IT, marketing, and other areas. The founders then installed a five-member “management committee” to helm the organization. The move pushed the second line to step up and take full responsibility for all of Janaagraha’s operations, not just their individual portfolios.

- **Janaagraha 3.0:** Although the lead-by-committee model helped Janaagraha grow through its adolescence, decision making could not keep pace with the organization’s expansion. “It was great to have collective ownership,” says Sapna. “But there had to be a first among equals.”

In 2016, the founders decided to augment the committee with a chief executive. One stipulation: the CEO had to come from within the organization. It would take too much time for an external recruit to learn how to navigate the complexities of Janaagraha's model. The senior leaders together selected Srikanth Viswanathan, coordinator of advocacy and reforms, to shepherd Janaagraha into the future.

*Become a learning organization.* Recognizing that learning is a path to leading, Janaagraha invested heavily in creating development opportunities for its team. This was during the management committee years, when the founders were stepping back from day-to-day operations and the management committee had to stretch its leadership skills and come together as a cohesive team.

Thus, Janaagraha engaged Aon Hewitt in a year-long effort to help it become a learning organization (as outlined in Peter Senge's book, *The Fifth Discipline*), with an emphasis on organizational design and leadership systems. The endeavor, which was led by the NGO's founders, involved focus groups, case studies, various assessment tools, and other activities that focused on assessing Janaagraha's current leadership team and designing for the future.

**Impact & Next Steps:** Janaagraha's senior leaders have seen the impact of their investments to date, in the form of increased ownership and mission alignment. CEO Viswanathan wants to institutionalize learning and development practices at all levels of the organization, especially in fundamentals like communication, systems thinking, collaborative leadership and decision making, and project management—skills that cannot be taken for granted in the social sector. He also looks forward to implementing a performance competency framework for the whole organization, which Janaagraha developed with the help of a senior executive volunteer from the Tata group. But given that people are working at 110 percent and resources are stretched, he concedes that “presently, we do not have sufficient bandwidth.”

Part of the problem is that the vast majority of Janaagraha's funding goes to programs, with relatively less funding for building leadership capacity—an issue confronting many NGOs. Janaagraha therefore still has work to do to create sufficient bandwidth to scale leadership development to all levels of the organization.

## Section IV: Building the Bench of Homegrown Leaders

NGO challenges around leadership development point to one critical call for action: grooming leaders from within. Building a bench of leaders could be a cost-effective path to address multiple underlying issues: reducing the NGOs' need to spend precious time and money on recruiting externally for senior roles, building a strong second line of leaders to ease transitions, and improving retention by offering explicit development opportunities to leaders.

Elizabeth and Sunil Mehta, the co-founders of Muktangan—an education NGO working in Mumbai—realized this the hard way. As they contemplated stepping down, they repeatedly sought to bring in a new CEO. Over the course of a few short years, they externally recruited three talented leaders, but the newly appointed chief executives struggled to transition. Fundamental misalignments around the organization's core values and objectives led to the leaders' amicable but necessary departures.

In parallel, the founders had set up an executive team comprised of promising members who had been in the organization for years and had proven themselves in their respective domains. The team includes leaders of Muktangan's teacher education, administration and liaison, finance, and program areas.

The executive team may have limited management expertise, but unlike the external recruits, the team knows the organization well. Given their institutional knowledge, Elizabeth Mehta explains, “we are working with them on a journey of reflection, mentoring them in-house, supporting them.” And the couple has identified one team member who, with this guidance, will ultimately lead Muktangan into its next phase.

To address leadership challenges faced by NGOs such as Muktangan, we have identified “Four Practices” that are crucial for developing homegrown leaders (see [Figure 4.1](#)). The practices combine findings from this study with a large body of our work, including Bridgespan's US-focused toolkit, *Nonprofit Leadership Development: What's Your “Plan A” for Growing Future Leaders?*

Since every organization's challenges and opportunities vary, we have avoided laying out a blueprint to follow. Rather, these practices are intended as guideposts for NGOs as they navigate their own journeys through leadership development. Experience also shows that organizations can integrate these processes into their routine operations in a surprisingly inexpensive manner.

**Figure 4.1: Four Practices to develop leaders from within**



## Build out a supportive culture and organization

It takes committed leaders to establish a culture and organization conducive to building the next generation of leaders. It starts with putting a premium on learning and development. Building such a supportive culture involves:

- **Starting at the top:** Senior leaders must start by demonstrating their commitment. These leaders can walk the talk by making themselves accountable for developing themselves and others. The ideal is for leaders at every level to champion the development of their next line of succession.

“If the culture is not one of wanting to learn and improve individually, and the performance-management system does not provide incentives for that, then it does not matter what training and coaching you provide,” says Aditya Natraj, chief executive of Kaivalya Education Foundation.

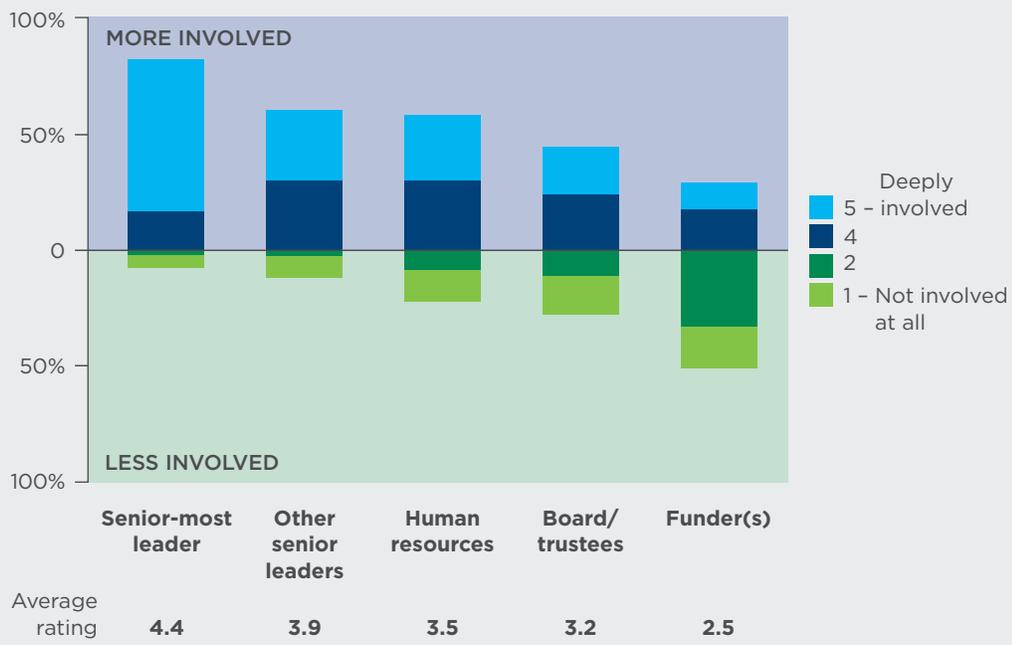
Natraj embodies this approach by first investing time and effort in his own development. He works with a personal coach, partners with an organizational development consultant, and has enlisted a peer group to observe and challenge his leadership style and provide support. He also spends approximately 40 percent of his time working on internal leadership development, a role that includes supporting the second line on improving performance as well as dedicating attention to the development needs of the third and fourth lines. His focus is “developing leaders who can develop leaders.”

The performance-management systems at Kaivalya ensure that the organization’s leaders are accountable for developing others. Thus, promotions are not solely based on an individual’s ability to successfully execute Kaivalya’s programs. As Natraj observes, “those who perform best are not necessarily the best at developing others.” Individuals must also excel at building out the organization’s capabilities and developing people with leadership potential. Though a significant departure from traditional performance-review processes, such promotions help the organization embed leadership development into its culture.

- **Engaging the board:** The board of directors is responsible for steering the NGO toward its vision and goals, in part by helping mobilize resources and cultivate leadership talent. However, only 44 percent of the NGOs surveyed say that their boards are involved in leadership development (see Figure 4.2).

**Figure 4.2: Senior-most leaders are highly involved in leadership development; however, the boards and funders of many NGOs are not**

Leaders had to select, on a scale of 1 to 5, how involved the given people were in leadership development at their organizations (*n*=203)



**Note:** Leaders could select “n/a” if rating a given option was not applicable; these responses have been excluded from the analysis. Neutral ratings (3) have not been shown in the chart.

In an ideal scenario, an NGO's senior leaders regularly engage the board on leadership development, particularly for needs assessments and succession planning. In turn, the board holds the leadership team accountable for putting succession plans in place and implementing other practices for developing leaders. The board might also counsel the leadership team and, where possible, provide guidance on establishing HR systems and processes.

- **Allocating resources:** High-performing NGOs allocate dedicated physical and financial resources for developing leaders. Although nearly every NGO is stretched for resources, “ring-fenced” allocations signal that the top executives are committed to developing homegrown leaders. Allocations can take different forms. They can cover instituting talent processes and systems, creating a separate budget for development activities, or dedicating a portion of staff time to work on personal development.

NGOs can also proactively request support from funders in the form of unrestricted funding or dedicated line items within program grants. Smile Foundation takes this approach with some of its long-standing corporate funders. (See the [Case Study on page 41](#).)

- **Organizing for empowerment and learning:** Senior leaders at high-performing NGOs periodically evaluate the organization's structure and processes, with a view to embedding opportunities for learning and development in their routine operations. This effort can take various forms, including:
  - Expanding the leadership team beyond a few individuals
  - Creating two- to four-member committees for joint decision making on specific topics
  - Delegating operational authority, such as designing and recommending budget allocations, to the program leads
  - Revising operational processes to ensure more involvement from the second line, such as having them lead team meetings
  - Creating initiatives to facilitate cross-functional learning

The Centre for Catalyzing Change (C3), an NGO that helps women and girls achieve equality, created approval groups and committees, such as for procurement and vendor approval or loan approvals, to move decision making beyond the senior leadership team. These groups include representatives from all levels and make most operational decisions. The senior team steps in only when there is a need. As a result, people at various levels are not only equipped but empowered to test and build their leadership skills.

Of course, there are other ways to make leadership development everyone's job. In the following case study, consider how Smile Foundation's decentralized leadership model and peer-to-peer learning have helped it empower talent throughout the organization.

## Case Study—Smile Foundation: Grassroots Leadership

**Organization:** Launched in New Delhi in 2002, Smile Foundation works for the welfare of 400,000 children and their families across villages and urban slums in 25 Indian states. Smile Foundation takes a holistic approach toward catalyzing change by focusing on child education, family healthcare, employment enhancement, and women’s empowerment. The nonprofit utilizes a Social Venture Philanthropy model, by building the capacities of community-based organizations, and also acts directly, through 200 projects, to improve children’s lives.

### Strategies for Building Effective Leaders

*Decentralized leadership.* One of Smile Foundation’s initiatives, “Empowering Grassroots,” in part aims to build leadership capacity in community-based organizations working in villages and slums. Smile Foundation’s own model also seeks to empower employees at every level by distributing decision making throughout the organization. Decision-making authority often rests with the regional director, manager, or team that is closest to the issue. Because decision making is pushed to the front lines, more people build skills through real-world experience. “Leadership is not associated with position and power,” says Amit Prakash, senior manager of research and programme development. “Anybody can play that role—there is a lot of autonomy.”

*Peer-to-peer learning.* Smile Foundation encourages senior managers and people with particular skill sets to informally mentor junior staff and stakeholders. At the same time, the organization has specific mechanisms for people to build skills together. They include:

- **Blended learning:** With support from the Dutch organization Wilde Ganzen (Wild Geese Foundation), Smile Foundation participates in an initiative called Change the Game Academy, which combines online courses and face-to-face coaching on project management, communication, and local fundraising.
- **Cooperative learning:** Senior managers like Partha Pratim Rudra, director of programme and programme development, participate in external programs such as the Aspire Circle Fellowship, which provides an opportunity for social sector leaders to meet for short retreats. The goal: learn together and network.
- **Internal learning:** Groups within Smile Foundation, such as the Project Approval Committee, give emerging leaders the opportunity to step outside their daily responsibilities and think about the entire organization. “It’s quite a mind-stimulating exercise,” says Swatantra Gupta, general manager of corporate partnerships and alliances. “We get to look at the organization from many different angles.”

- **Conference learning:** Smile Foundation offers people the opportunity to sharpen their communication skills by attending conferences. “By participating in debates and panels, you get to assess yourself—and your organization—against what’s happening in the development sector,” says Gupta.

These effective practices could be reinforced if Smile Foundation did not have to endure the chronic problem confronting nearly every NGO: the lack of dedicated funds to build leadership capacity. Aside from Wilde Ganzen, Smile Foundation has found it difficult to tap into other funding streams for building better leaders.

“Corporates are always interested in giving money that goes directly to the beneficiaries,” says Gupta. “Particularly in India, it is very challenging to raise money for capacity building and training. By and large, they are not able to appreciate how important this is to sustaining the organization and its initiatives.” However, Smile Foundation still includes capacity building as a line item in their proposed budgets to the corporates, which “keeps the conversation going.”

**Next Steps:** Recently, Smile Foundation rolled out its 2017-18 work plan, which seeks to build employees’ ability to innovate and lead. The strategic planning is aimed at consolidating and scaling the organization’s current efforts, paving the way to greater impact.

As part of that effort, Smile Foundation will put in place long-term succession plans for its current leaders (even though it is not anticipated that any will soon exit)—beginning with Chief Operating Officer Sanjeev Dham, who is writing his own plan. “It has already been agreed that I will leave in three to five years,” says Dham. “My first criteria for the new leader: flexibility. This environment is changing very fast. Will that person be flexible enough to adapt to all the changes?”

## Map leadership development needs

Leadership investments are most effective when they address the gaps between the organization’s current skill base and future requirements. Identifying these investments includes:

- **Defining future leadership requirements:** The senior leaders of high-performing NGOs first define the organization’s goals and then determine the leadership skills they will need to achieve them. These skills may relate to any of the leadership competencies: individual, organization, functional, or technical/sector-specific. For example, an NGO that is shifting to a technology-based delivery approach may require a deeply experienced chief technology officer.

It is best practice for an NGO to set out its leadership requirements periodically—either annually or every few years, and whenever there is a significant change in strategy. Bridgespan research shows that “when nonprofits fail to go deep enough when linking changes in strategy or business model to leadership, they struggle to define the specific activities and assignments that will instill the necessary attributes in their future leaders.”<sup>15</sup>

Jeevan Stem Cell Foundation<sup>16</sup> carries out its needs assessment annually, through an organization-wide survey. This helps the NGO identify and develop skills that it will require for two distinct verticals: management and operations.

- **Identifying leadership gaps and development priorities:** Accomplished NGOs systematically evaluate the performance *and* the potential of each senior leader, as well as their next line, against the organization’s defined goals and requirements. The objective is to identify and prioritize missing competencies and define a leadership plan to address them, whether by developing homegrown leaders or recruiting. Mapping leadership gaps helps NGOs invest in nurturing high-potential internal candidates for senior positions and prepare better for any transitions.

The review and evaluation of leadership can be a fundamental part of an organization’s annual (or semi-annual) performance-management process. These assessments ideally identify two to three development objectives or areas of focus. The process can include self-assessments, 360-degree feedback (from supervisors, supervisees, peers, board members, or funders) and, if valuable, calibration of a potential leader’s performance against a peer group.

## Provide development opportunities

Once an organization-wide leadership plan is defined, NGOs can roll out a set of development opportunities, especially tailored for people with promise. This includes:

- **Defining development opportunities:** Based on the most significant competency gaps at the organization level, NGOs should define a set of development opportunities. NGOs can carve out roles for individuals in *existing* processes and initiatives (such as leading important meetings and contributing in board presentations) and create *new* opportunities as needed (for example, special projects, committees, mentorship, and trainings).

For example, if verbal communication is a common skill gap, an NGO might provide promising leaders with opportunities to present at regular meetings or receive coaching from communication specialists. The NGO can seek guidance from the board or external experts, as needed.

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15 Kirk Kramer and Preeta Nayak, *Nonprofit Leadership Development: What’s Your ‘Plan A’ for Growing Future Leaders?*, The Bridgespan Group, pg. 58.

16 Jeevan Stem Cell Foundation (formerly Jeevan Blood Bank and Research Centre), through its “Be the Cure Registry,” provides access to stem cells for lifesaving treatment to patients suffering from blood cancers and Thalassemia.

- **Co-creating individual development plans, focused on the 70-20-10 model:** In developing a strong leadership team, supervisors need to work collaboratively with individuals to identify development opportunities that map to each of their competency needs and help attain their professional objectives and goals. The plans can set out key milestones and ways to track progress.

At the Centre for Catalyzing Change, supervisors work with direct reports to identify four to five objectives for the coming year. Leaders then create appropriate learning opportunities within and beyond individuals' functional roles. For example, an individual might visit a program in another region or participate in conferences in lieu of senior leaders.

The 70-20-10 learning model can be an effective guide for an NGO's development plans, ensuring that on-the-job stretch opportunities are balanced with coaching and mentoring and formal training (see below for detail).

### **70-20-10 Learning Model**

The Center for Creative Leadership (CCL) conceived the 70-20-10 learning model, testing it through decades of research into how people learn to lead.<sup>17</sup> The model outlines how development occurs through a mix of: on-the-job learning through stretch opportunities (roughly 70 percent); learning through others via coaching and mentoring (20 percent); and learning through coursework and classroom training (10 percent).

In the 70 percent category, pushing individuals to take on new experiences fosters learning. Such stretch opportunities can include leading programs, managing multiple stakeholders, or fundraising. To support this approach, supervisors can identify assignments that are matched to individuals' development needs and interests.

In the 20 percent of learning gained through others, supervisors, senior leaders, external advisers, and even peers can support individuals by providing real-time coaching and one-on-one mentoring. This interactive approach to knowledge sharing helps people learn and receive feedback.

Traditional coursework and classroom training contributes around 10 percent to a leader's development. According to CCL, when this learning is well-designed, it can have an "amplifier effect," supporting and boosting the other 90 percent of a leader's learning.

For example, formal training can help an organization establish a shared knowledge base and common leadership vision. The amplifier effect is most critical at the senior leadership levels, and is the reason many NGOs look to external leadership development programs to fulfill their 10 percent quota.

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<sup>17</sup> "The 70-20-10 Rule," Center for Creative Leadership, <https://www.ccl.org/articles/leading-effectively-articles/the-70-20-10-rule/>.

Yet there is a dearth of such leadership programs in India (see [Special Section](#) for detail).

Blending the three categories of the model improves its effectiveness. American Express found that the benefits of formal leadership training are multiplied when supervisors set goals and expectations with participants before the training begins, and then follow up to discuss what was learned and reward improvements over time.<sup>18</sup>

To enhance impact, NGOs can also seek to create linkages among the three categories when applying the 70-20-10 model to development plans.

The NGO Make A Difference provides a range of opportunities that are akin to the 70-20-10 model, to help managers learn through experience and coursework. (See the [Case Study on page 46](#) for detail.)

## Set goals and monitor progress

NGOs must monitor leadership development efforts at the organization and individual levels in order to understand what is working, what is not, and what course corrections need to be taken. This includes:

- **Tracking implementation against development plans:** Individuals, through discussions with their supervisors, can evaluate their progress at least annually against the milestones and outcomes set out in their development plans. Based on the performance review, leaders can map how to better support individuals in meeting their development objectives.

Dream a Dream uses self-reflection as a tool to monitor performance. Each year, people think back on their previous goals and agreements, seeking input from peers or managers. They then determine whether they have gained the skills and capacity to move up to the organization's next level, and whether they are ready to take on more responsibility. The resulting "reflection document" is shared with a voluntary HR group, which provides feedback, but not a decision. It is ultimately up to the individual to make the final call. Says CEO Vishal Talreja: "This makes everyone's professional development a serious, individually-decided journey."

- **Monitoring progress against organization goals:** At the organization level, leaders need to monitor progress against a defined set of leadership development goals. To start, they can focus on *action-oriented* goals, such as ensuring that every leader has a development plan, defining succession plans, or establishing a suitable performance appraisal process.

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<sup>18</sup> American Express Corp., "The Real ROI of Leadership Development: Comparing Classroom vs. Online vs. Blended Delivery."

However, in the longer-term, NGOs need to monitor progress against *results-oriented* goals: for example, experiencing a smooth succession when the senior-most leader leaves, ensuring that internal candidates fill x percent of the organization's leadership positions, or reducing undesirable attrition among managers by y percent. Clear metrics, with well-defined milestones, enable NGOs to evaluate their progress against critical leadership challenges and ensure accountability to the board and funders.

## Case Study—Make A Difference: Making Leadership Development an Everyday Habit

**Organization:** Launched in 2006, Make A Difference (MAD) mobilizes 4,250 young leaders to seek better outcomes for roughly 3,400 children annually in shelter homes that extend across 23 cities. MAD's holistic range of interventions includes academic support, life skills, emotional health, transition readiness, and aftercare. The NGO is building a developmental methodology that seeks to break the cycle of poverty and abandonment for any child who is forced into state or institutional care.

### Strategies for Building Effective Leaders

*Share responsibilities for leading.* MAD transitioned to a dual leadership model in 2014, when Rizwan Tayabali, who had been acting as an adviser, joined founder Jithin Nedumala as co-CEO. "One of my conditions for joining [MAD] was that we should have multiple CEOs," says Tayabali, who saw the need to ensure continuity and foster a culture of collaboration at all levels.

Tayabali and Nedumala lead a "Strategic Operations" team, which frames the organization's direction and safeguards its values. The team's reach extends to the organization's front lines, where "City Team Leads" play a similar role in upholding the vision and fostering collaboration. The two CEOs blend responsibilities, with each taking on the bulk of work that leverages their individual strengths while sharing other efforts, such as team building, setting strategy, and ensuring impact. Their collaborative approach, says Tayabali, "sets the tone for people working at all the other levels."

*Empower the second line.* MAD's second level is comprised of directors (akin to division heads) who serve as the core decision making team and mentors for the next level, regional managers. Directors are expected to think like chief executives and regional managers are encouraged to think like directors. The logic: get people to look beyond their functional roles and take on more responsibility for the organization's outcomes. For example, managing revenue streams is not just the finance team's problem. "All of us," says Tayabali, "are responsible for money in and money out."

*Create explicit rituals for helping directors grow their leadership skills.*

These practices include:

- **Competency planning session:** Once a year, directors meet individually with Tayabali to discuss their life goals and long-term aspirations for contributing to the social sector, even after they move on from MAD. They then work backward to determine what skills and experiences the directors can gain at MAD to bring their dreams to life. This process also enables MAD and the directors to plan future role transitions.
- **Competency day:** Once a quarter, MAD sets aside a single day during which each director gives a TEDx-style talk on topics such as how children learn or care practices in shelters that is live-streamed via Facebook to the entire organization. The benefit is double-sided: directors build subject-matter expertise while the organization expands its collective knowledge on relevant issues.
- **Growth conversations:** Every quarter or so, directors meet with one of the chief executives to discuss their progress and their struggles, and plan any support they need moving forward. These conversations, which have replaced personal performance reviews, promote a positive, supportive culture and are replicated throughout all levels of the organization.
- **Culture meet:** Every Thursday at 5 p.m., all the directors engage in group activities to address one of four key areas in a rolling cycle: building competencies through shared learning, bonding as a team, reflecting on personal goals, or advancing the organization's culture.
- **External learning:** Once a year, MAD brings in external partners to hold a two-day workshop on personal development for directors. As funding for external learning is limited, the organization instead frees up dedicated time for people who want to pursue skill-building courses on platforms like Coursera or +Acumen, all the way up to multiyear, part-time MBA programs. In return, people share what they have learned with the rest of the organization, which reinforces a culture of continuous development.

**Impact & Next Steps:** The shift toward explicitly sharing leadership and empowering the second line has not been easy, but MAD is already seeing benefits in the form of more efficient decision making and clearer alignment around organizational goals. Tayabali and Nedumala are pushing leadership development practices further out into the organization to regional and city managers and even to the sprawling network of young leaders.

Building more than 4,000 front-line leaders is a sizable challenge. But at MAD, they believe it is also an imperative, if the organization is to truly make a difference in the lives of children in care. Says Sneheel Biswal, director of communications, campaigns, and outreach: “Decentralizing [MAD’s leadership] will be hard, but we need to be adaptive at the level of the child, and it is where we need to go.”

## Special Section: White Space in the Leadership Program Landscape

The 70-20-10 learning model (described in Section IV, on [page 44](#)) identifies formal training as a critical input for developing leaders. Although such coursework and training account for just 10 percent of a leader's development, it can have an outsized impact on the other 90 percent of learning. Leadership development programs, which focus on this "10 percent," can enhance the knowledge and competencies of an NGO's senior leaders, so they can build stronger organizations.

Our survey shows that NGO leaders highly value external leadership development programs. Even among NGO leaders who have never participated in one, 98 percent are interested in doing so. They believe external programs can complement internal efforts.

However, there are white spaces in the landscape of development programs for social sector leaders in India:<sup>19</sup>

- Just 15 programs focus on current social sector leaders. Those that do are either relatively new or are not widely known. As a result, few NGOs participate in the programs.
- Even fewer specifically target senior NGO leaders or meet their needs. Additionally, these programs underemphasize organizational leadership competencies and often lack practical and application-based learning, contextualized content, and post-program engagement.

We base our conclusions on publicly available information, interviews, and survey feedback. We have not independently assessed the impact or effectiveness of these programs.

### Few programs target current social sector leaders

Of the programs available in the social sector, some target aspiring leaders, some social entrepreneurs, and others focus on current leaders. [Figure S.1](#) on the following page presents these three program archetypes by audience, with some examples.

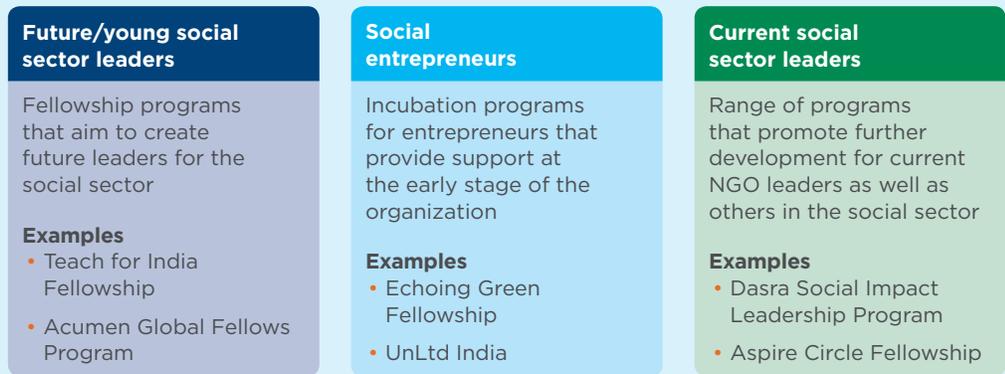
This section explores the 15 programs that target current social sector leaders.<sup>20</sup> (See [Appendix C](#) for a list of programs. A sample list of programs for aspiring leaders and social entrepreneurs is available in [Appendix D](#).)

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<sup>19</sup> See definition of "leadership development program" in [Section I](#). For the purposes of this study, we focused on programs that are geared toward social sector leaders, including NGO leaders, in India. Programs targeting wider audiences were excluded.

<sup>20</sup> This list is not intended to be comprehensive, but it can serve as a robust snapshot of available and referenced (by consultees) leadership programs.

**Figure S.1: Target audience for leadership development programs**

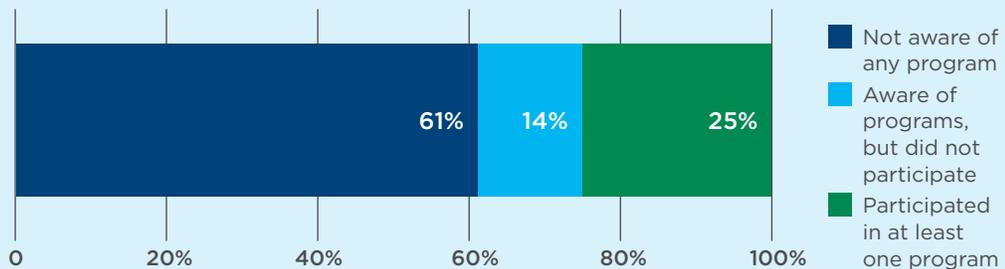


Fifteen programs is not an insignificant number. Yet the supply woefully fails to meet the needs of leaders across hundreds of thousands of Indian NGOs. Further, some programs just opened their doors this year, including [Aritra](#) at the Indian Institute of Management Bangalore and [Strategic Nonprofit Management—India](#) at Ashoka University.

Nor are the 15 programs well known. Approximately 60 percent of NGOs are unaware of *any* leadership development programs (see Figure S.2 below). Even among funders and intermediaries, most could name only one or two. It is therefore not surprising that just 51 out of 203 (approximately 25 percent) of NGO leaders have participated in at least one leadership program.

**Figure S.2: Most NGOs are not aware of any leadership development programs for senior leaders**

Leaders had to select whether they were aware of any programs for senior leaders, and if so, whether they have participated in them (*n*= 203)



Source: The Bridgespan Group, NGO Leadership Development in India Survey–December 2016 to January 2017

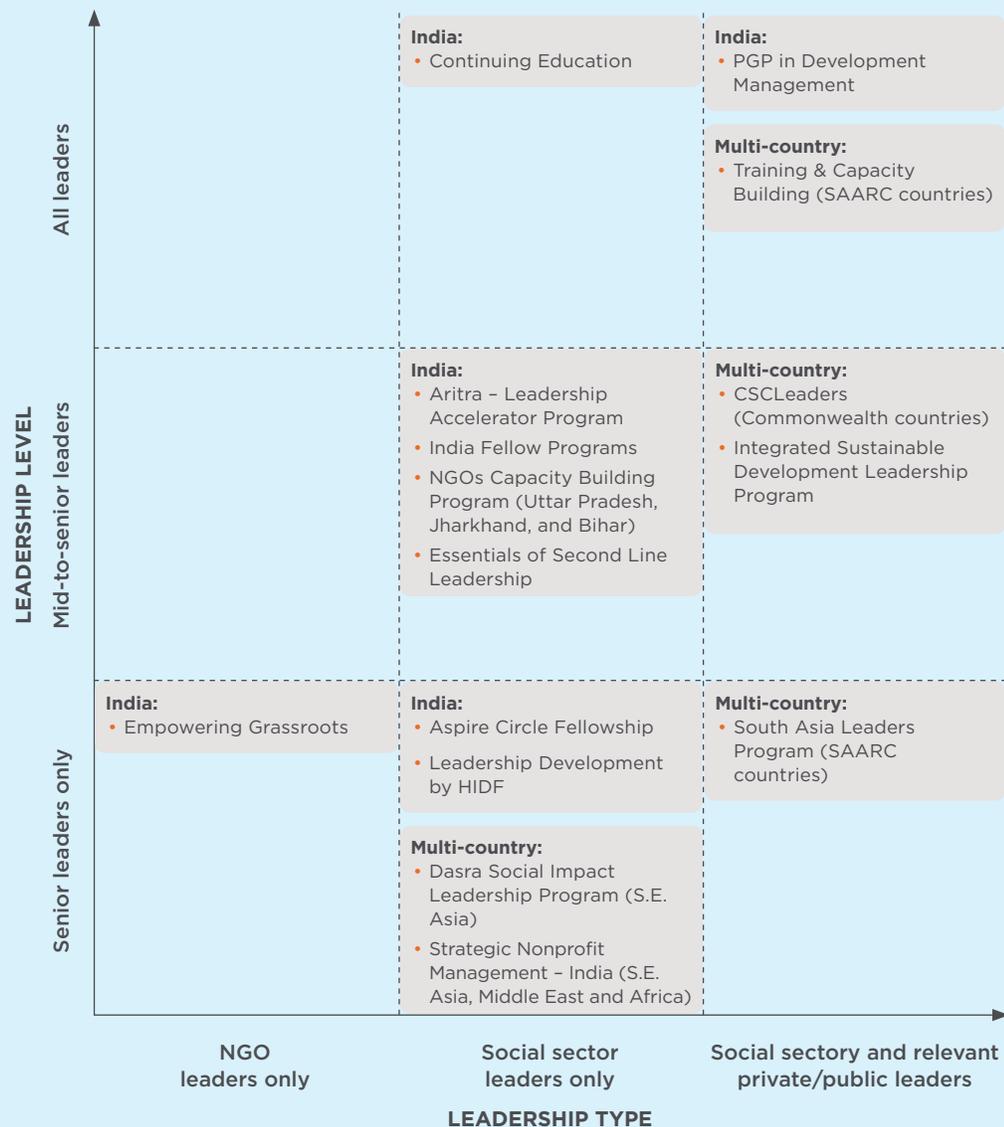
## Few leadership programs meet NGO-specific needs

Among those who participated, more than 80 percent reported that the program was “effective” at developing leadership skills. Yet qualitative feedback consistently pointed to the need for higher-quality programs. We sought to identify white spaces for improvement by considering four dimensions: target audience, content focus, design and format, and pricing.

### 1. NGO senior leaders in India are not the *target audience*

**Figure S.3: There are few leadership development programs for current social sector leaders that specifically target NGOs**

Target audience of leadership development programs, based on Bridgespan analysis



We found that while many programs are *available* to NGO senior leaders in India, they do not *target* them (see Figure S.4 below). Most programs seek broader audiences. This helps ensure a diversity of perspectives, but may limit applicability to Indian NGO leaders. The drawbacks include:

- **Limited relevance to senior leaders:** Most programs are open to individuals at any management level. Yet NGO senior leaders are interested in programs that focus exclusively on their unique needs, such as: strategy development, succession planning, fundraising, and founder transitions.
- **Lack of focus on NGO leaders:** Almost all programs welcome a variety of leaders, whether of social enterprises, foundations, CSR units, or government organizations. Just one program, [Empowering Grassroots](#), serves NGO leaders exclusively. Yet such broadly targeted programs may not address topics that matter the most to NGO leaders, such as fundraising, designing programs, and working with volunteers.
- **Not India-specific:** Several programs target a global audience and lack content sufficiently specific to India. For example, omissions may include discussions on India’s CSR law and its implementation; the challenges of operating within a federal, decentralized political system; or managing caste and other issues of equity, to name a few.
- **Insufficient group learning:** Most programs serve individual leaders. However, many NGO leaders seek programs that engage multiple leaders from their organizations. Group learning can promote team trust and collaboration, as well as foster collective decision making and a shared responsibility for championing change in the organization. In fact, 58 percent of NGO leaders say the involvement of their entire leadership teams is one program feature they would most desire (see Figure S.4 below).

### Figure S.4: Leaders most desire involvement of the full leadership team in leadership development programs

Leaders could select up to three features that they would like most in leadership development programs (*n=149*)



Source: The Bridgespan Group, NGO Leadership Development in India Survey–December 2016 to January 2017

## 2. Program content often fails to hone organizational leadership competencies

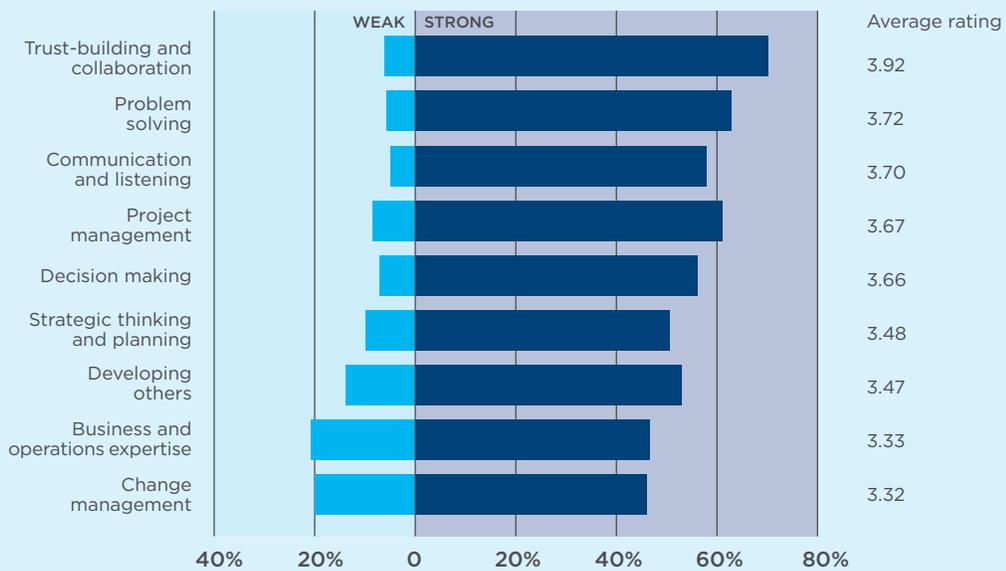
Programs typically cast a broad net. They are designed to address a variety of leadership needs. Also, most include case studies with a global or private sector focus.

- Leadership competencies:** Many leadership programs emphasize individual leadership competencies (such as self-awareness, empathy, or self-motivation), or technical/functional competencies (such as finance, fundraising, or project management). Yet NGO leaders most wish to hone their organizational leadership competencies, particularly around change management, business/management expertise, developing others, and strategic thinking and planning (see Figure S.5 below).
- Case studies:** Programs often use examples and case studies from the for-profit and global NGO sectors. An outside perspective is often valuable, particularly when demonstrating ways in which Indian NGOs can learn from the rest of the world—as well as what the rest of the world can learn from India.

Yet Indian NGOs *do* encounter unique challenges, and a better balance of global and local cases is needed. Harvard Business School’s “Strategic Nonprofit Management—India,” a program launched in August 2017 in association with Ashoka University, aimed for roughly two-thirds of its case studies to be based on organizations in South and Southeast Asia. This effort comes closer to meeting NGO requirements, but there is still space to invest in more India-specific cases.

### Figure S.5: Leadership teams are weakest in the competencies necessary to build sustainable organizations

Leaders had to rate the strength of their senior leaders on various organizational leadership competencies ( $n=203$ )



**Note:** Ordered top-to-bottom by average rating, from highest to lowest; ratings of 4 and 5 have been combined as a “Strong” rating while ratings of 1 and 2 have been combined as a “Weak” rating; neutral ratings (3) have been excluded.

### 3. NGOs prefer *program elements* that are often unavailable

NGO leaders voiced clear program preferences, particularly for applied-learning methodologies, post-program engagement, and coaching and mentoring, which are not often met:

- **Duration and frequency:** Many programs, particularly the newer ones, are structured as multiday classroom sessions staggered over periods ranging from nine to 24 months. Time-pressed NGO leaders find this model valuable.
- **Practical and application-based learning:** Some 46 percent of survey respondents say they need support in applying the tools and concepts acquired through external programs to their organizations' day-to-day work (see [Figure S.5](#) on the previous page). In fact, respondents value applied learning more than almost all other program features.

[SPJIMR's PGP in Development Management](#) program combines classroom with real-world work. Every week-long session covers topics on NGO management and functional skills, and such sessions are staggered every two months. In the interim, participants apply what they have learned to their daily work and share their experiences at the next session.

However, few other programs emphasize learning through projects or other applied-learning methods. Instead, most focus on classroom-based learning through workshops and modules. According to survey respondents, "limited practical and application-based learning" is the leading reason why programs are ineffective (see [Figure S.6](#)).

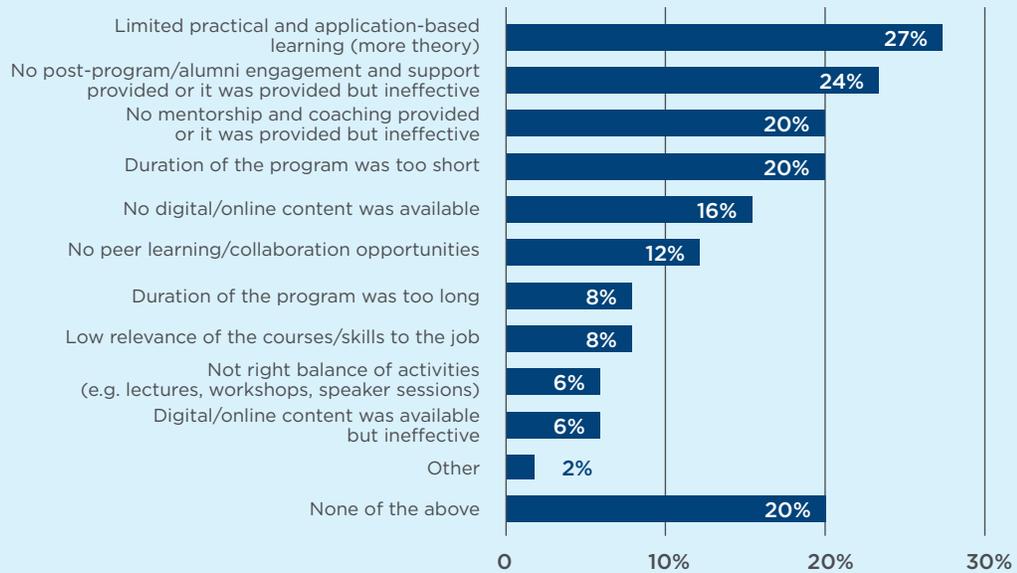
- **Post-program/alumni engagement:** We found that NGO leaders highly value follow up support—for example, through check-ins and convenings—after a program concludes (see [Figure S.7](#)). This can also help program providers improve their offerings, by eliciting feedback and understanding how participants apply what they have learned. But this practice is not widespread.

One of the few examples of program follow up is the [CommonPurpose 360](#) network, an online platform of more than 65,000 alumni across all of its global programs.

- **Coaching and mentoring:** According to the 70-20-10 model, 20 percent of learning happens through coaching and mentoring. NGO leaders confirm the importance of this activity. However, few programs provide explicit hands-on support, which NGO leaders say diminishes a program's effectiveness (see [Figure S.7](#)).

### Figure S.6: Lack of practical learning or post-program engagement made leadership development programs less effective

Leaders could select up to three factors that made leadership development programs they attended less effective (n=57)

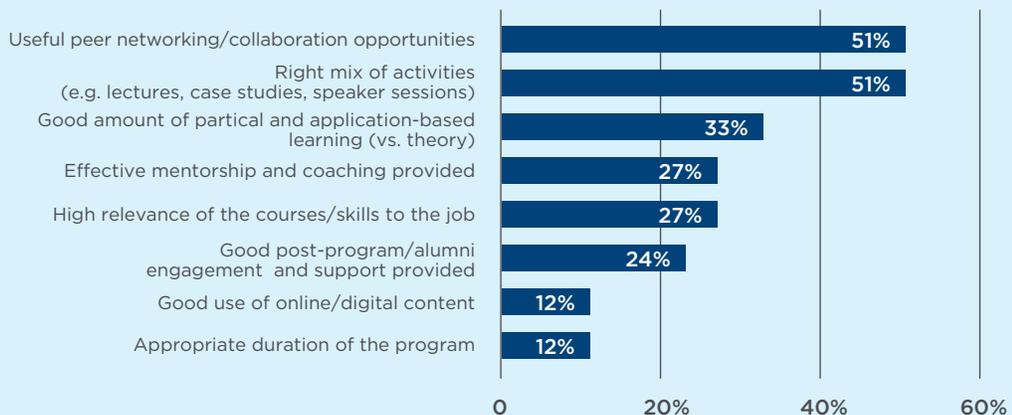


Note: "Other" included 'Overloading'

Source: The Bridgespan Group, NGO Leadership Development in India Survey-December 2016 to January 2017

### Figure S.7: Peer networking and the right balance of activities made leadership development programs more effective

Leaders could select up to three factors that made leadership development programs they attended more effective (n=57)



Source: The Bridgespan Group, NGO Leadership Development in India Survey-December 2016 to January 2017

#### 4. Program pricing varies, but many NGOs believe they are unaffordable

Leadership development program prices range significantly. A single-session program is often under INR 1 lakh (or approximately \$1,500), while multi-session programs range from INR 1 to 6 lakh per participant (or approximately \$1,500 to \$9,000).

Some programs offer subsidized rates for NGOs through need-based scholarships. This is true of [Aritra](#) (Phicus Social Solutions and IIM Bangalore), [Strategic Nonprofit Management—India](#) (Ashoka University and Harvard Business School), [Dasra Social Impact Leadership Program](#), and [PGP in Development Management \(SPJIMR\)](#), to name a few. Many funders also finance their grantees' participation.

Without a subsidy, NGOs find it difficult to allocate portions of their limited unrestricted budgets to external leadership development activities. “Many programs are quite expensive for us,” concedes Samir Chaudhuri, founder director of the Child in Need Institute, an NGO working for poor children and women. “[Programs] charge no less than 2 lakhs (or approximately \$3,000), which is out of our range. Given the lack of funding, and the manner of funding, we are only able to provide these opportunities to two to three people, whereas several more may need these trainings.”

### Additional supports are sparse

The availability of additional supports for NGO leadership development, whether leadership materials (online courses, guides, toolkits, and questionnaires) or customized supports, is spotty in India.

Existing leadership material includes assessment tools like [McKinsey's Organizational Capacity Assessment Tool](#) (OCAT), online courses such as those offered by [+Acumen](#), and guides like [Bridgespan's Nonprofit Leadership Development Toolkit](#). (We list select resources for NGOs in [Appendix E](#).) These and similar resources are often available online and do not require a significant investment of time or money. However, most are neither specifically designed for India's social sector leaders nor well known. Only a handful of NGO leaders are aware of any.

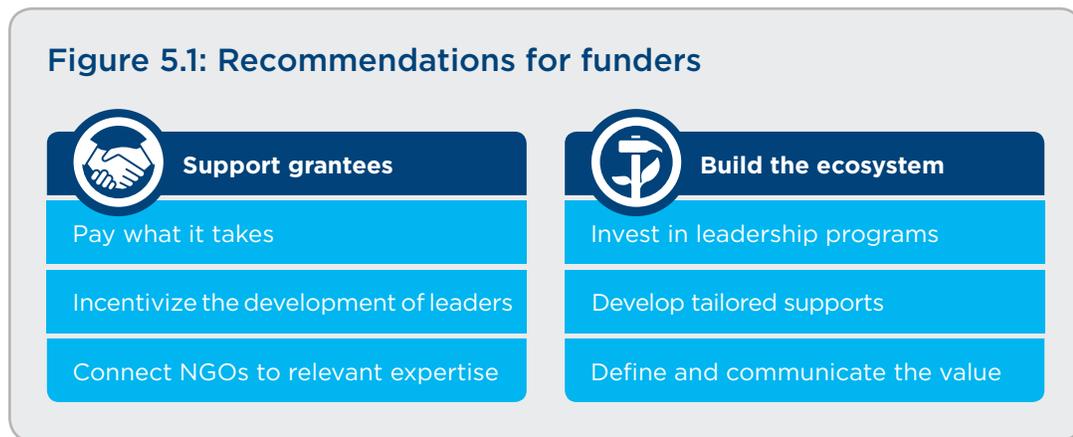
Customized support is also available from individual coaches and consultants, academic institutions, and consulting organizations. For example, Janaagraha's engagement with Aon Hewitt, a global professional services firm, helped it assess its leadership needs and identify pathways to become more of a learning organization. (See the [Case Study on page 35](#) for detail.)

NGO leaders reported positive experiences with these providers, citing the value of their in-depth and often longer-term engagements, particularly in defining talent-development processes. However, few who provide customized support in India are experienced in working with NGOs. And NGOs believe that even those providers with such experience are often unaffordable.

## Section V: How Philanthropy Can Help

Ultimately, NGO senior teams are responsible for developing their bench of leaders from within. But external resources, supports, and incentives can help them succeed. Funders,<sup>21</sup> in partnership with intermediaries, can perform two critical roles, as depicted in Figure 5.1:

- **Effectively support their grantees** in developing leaders
- **Build the social sector ecosystem** by investing in programs, supports, and narratives that incentivize NGOs to nurture leaders



While some funders and intermediaries are pioneering these roles, much more needs to be done. The sections below detail our recommendations and opportunities for action. A caveat: we provide examples to illustrate how these could work in practice but have not evaluated the results of the example organizations or initiatives.

### Funders can support grantees

Funders are uniquely positioned to play a vital and influential role in NGO leadership development. Most importantly, funders can provide the necessary expertise and financial resources to help NGOs develop leaders.

#### I. Pay what it takes

Funders should ensure they provide NGOs with resources that truly contribute to impact. Those who focus on programs, and limit spending on “overhead” or indirect costs, actually limit NGOs’ capacity to build their leadership capabilities. And few would argue against the evidence that high-performing leaders increase the odds that an NGO will attain its goals and scale impact.

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<sup>21</sup> Funders include foundations, individual philanthropists, CSR agencies, and impact investors.

In other words, funders need to acknowledge the importance of organization building, particularly the systematic investing in developing NGO leaders. As Aparna Sanjay, executive director at Social Venture Partners India, concedes, “Even large grantmakers insist on funding only projects. We all need to make more strategic investments for organization building... such instances are very few and far between.”

**Reduce funding restricted to programs.** Fifty-three percent of surveyed NGOs report that they received *no* funding for leadership development in the past two years. We recognize, however, that there can be regulatory constraints around such funding (see the note on CSR limitations).

#### **CSR limitations**

A clause in the CSR law in the Indian Companies Act limits CSR spend on capacity-building by corporates—on their own administrative expenses or those of their implementing agencies—to 5 percent of total CSR expenditure in each year (as per Rule 4(6) under Section 135, Companies Act 2013).

However, placing such artificial thresholds for funding indirect costs (for example, at 5 or 10 percent) limits not only an NGO’s capacity to develop leaders, but also its very ability to grow into an effective, high-performing organization and scale impact. Funders can increase funding for capacity-building in many ways: through unrestricted funding, leadership development or capacity-building grants, allocations within program grants, or direct subsidies for leadership programs or other supports.

**Invest in building NGOs’ capacities to develop leaders from within.** Once funders decide to invest more in NGO leadership development, the next question arises: how should they target those investments, based on the NGO’s needs? External training and conferences can be valuable, and they comprise the most common forms of funding (see [Figure 5.2](#)). However, one-off conferences and the like are insufficient for institutionalizing leadership development practices. Ideally, funders can invest in people, processes, and talent-management systems. Not surprisingly, NGOs highly value these investments.

Of course, NGO needs vary widely. Larger ones with experienced leaders might require additional HR staff capacity to keep pace with the organization’s growth. NGOs approaching adolescence might need technical assistance for building pathways for developing leaders. Funders can create more space for candid dialogue, so that NGOs can share their unique circumstances and leadership needs.

## Figure 5.2: NGOs rarely receive funding for the investments in leadership development they find most valuable

Leaders could select up to three uses of funding they would most value and all those uses for which they had received funding in the past two years ( $n=203$ )



**Note:** Survey questions were “Imagine that funding were available to help your NGO cultivate senior leadership. Which would be most valuable to your organization? Please select up to 3.” and “In the past two years, has your organization actually received specific funding for any of the following purposes? Please check all that apply.”

## II. Incentivize the development of leaders

Less than 30 percent of NGOs report that funders are involved in their organizations' leadership development efforts. Funders can do far more:

**Leverage grant processes to incentivize leadership development.** Funders can rework their due diligence and results monitoring processes to include explicit requirements for developing leaders. Funders can assess not only the track-record of the NGO's leadership team but also the NGO's efforts to develop an internal bench of leaders. Where due diligence reveals gaps in these practices, funders can support high-potential NGOs in building these capacities.

Clearly defined metrics can help assess an NGO's progress in institutionalizing the “Four Practices” for developing leaders.<sup>22</sup> Example metrics include: clearly

<sup>22</sup> As outlined in Section IV, the “Four Practices” are (a) Build out a supportive culture and organization; (b) Map leadership development needs; (c) Provide development opportunities; and (d) Set goals and monitor progress.

defined leadership roles and requirements; clearly defined succession plans; established performance assessment processes; and delegated decision making.

Rajesh Singh, formerly the chief operating officer of MAMTA Health Institute for Mother and Child, says his role emerged through funder involvement: in 2012, one of MAMTA’s key donors suggested that the organization put in place a second line of leaders. The board of directors agreed, creating the role of chief operating officer and recruiting Singh. Now at WISH Foundation, Singh observes that funders’ due diligence processes for grantmaking can bring leadership development to the fore, which pushes an NGO to evaluate its efforts and invest further in this area.

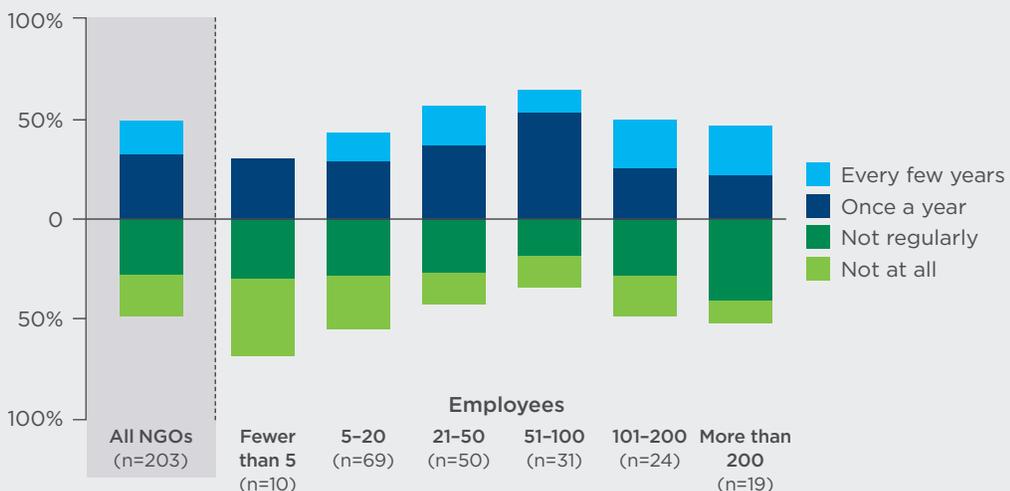
**Convene grantees to encourage action.** Funders can promote the benefits of leadership development and encourage experience-sharing by bringing their grantees together, especially with external experts or facilitators. Awards and recognition for NGOs that excel in leadership development can motivate them and inspire others.

### III. Connect NGOs to relevant expertise

NGOs often require hands-on guidance to implement the “Four Practices” and other leadership development efforts that are tailored to each organization’s specific needs. For example, NGOs with 51 to 100 full-time employees appear to require more frequent needs assessments than NGOs at other sizes (see Figure 5.3). They also may find it more challenging to identify leadership talent with a good cultural and strategic fit (see Figure 3.10). External consultants that provide customized support are often unavailable or unaffordable.

**Figure 5.3: NGOs with 51-100 full-time employees assess their leadership needs most frequently**

Leaders at organizations of different sizes had to select how often their organizations formally assesses its leadership needs (*n*=203)



**Note:** Sample sizes for some categories are small, so results should be viewed as directional.

### **Help NGOs connect to required expertise via a range of approaches:**

- *Funder expertise.* Funders can hire staff with leadership development experience to support their NGO partners. Omidyar Network takes this approach: they have professionals with backgrounds in talent management who provide services such as executive coaching, talent recruitment, and skills training to investee organizations.
- *Formalized networks.* Funders can match NGOs with experts from formal networks of individuals or organizations. Social Venture Partners has highly skilled members who provide funding to NGOs but, more importantly, also volunteer their talent and time to support grantees. An alternative is a shared-services structure, where different NGOs can draw upon or “share” a set of specialist organizations—contracted by, say, the funder—for talent development or other capacity-building roles. Indian for-profits often use this model, but it is nascent in the NGO sector. This is a white-space opportunity for funders to design and test an approach.
- *Informed referrals.* Finally, funders can connect NGO leaders directly with relevant experts. For example, Azim Premji Philanthropic Initiatives (APPI), on an “as needed” basis, introduces its grantees to external experts in such areas as leadership or fundraising. At times, APPI will even finance these services.

## **Funders can help build the ecosystem**

The size and scale of NGO leadership needs in India is vast. Funders must move beyond traditional grantor-grantee relationships in order to make leadership development a priority across the social sector. This will require investments in supports and a value proposition to truly shift mind-sets and spur action.

### **I. Invest in leadership programs**

Feedback and interviews revealed specific opportunities to build on the existing landscape of leadership development programs and invest in new programs that address unmet needs. (See the [Special Section: White Space in the Leadership Program Landscape](#).)

#### **Invest in developing new leadership programs that:**

- *Target specific NGO audiences.* To fill white spaces, programs can reach leadership teams (rather than individuals), target senior leaders (rather than all management levels), and focus on Indian NGO leaders solely (rather than a global or broad social sector scope).
- *Focus on practical and application-based learning.* Programs can support leaders’ efforts to deploy new tools and insights across their organizations through applied-learning and practical advice.
- *Emphasize organization-building competencies.* Program modules can zero in on organizational leadership to address much-needed skills such as strategic planning, managing change, and developing others.

- *Develop contextualized material.* Funders can invest in relevant program content, such as case studies of Indian NGOs. This content can draw from available resources as well as the experiences of NGO leaders participating in the program.
- *Engage and support program alumni.* Programs can maintain and extend learning for NGO leaders by developing alumni platforms or networks, by establishing links with program staff for additional guidance, or by running regular sessions where alumni share their experiences.

## II. Develop tailored resources

Leadership programs alone cannot fulfill the ideal 10 percent of formal development training, due to the limited seats and required time commitment from participating NGOs. Toolkits, guides, online courses, seminars, and other resources can help. But they are not widely available. And existing resources are not often customized to meet NGOs' needs. (See [Special Section](#) for details.)

**Provide a more accessible suite of resources for NGO leaders.** This can start with identifying any free global resources, including social sector publications, assessment tools, and guides (see [Special Section](#) and [Appendix E](#)). A portal could consolidate and disseminate the best of these resources.

Working with intermediaries, funders can create new resources to suit NGOs by building on existing models and knowledge. Acumen has taken this approach to supplement its well-known fellowship programs. Launched in 2012, the +Acumen initiative includes a range of free or low-cost online courses, covering such topics as adaptive leadership and storytelling.

## III. Build the case for developing leaders

It is difficult to quantify the results of long-term leadership development efforts, or the “return” on this investment. The case must be built, for both NGOs and funders. This requires an effort to articulate and prove the benefits of increased investment.

**Articulate the value of developing leaders.** This can start by compiling an evidence base. What is needed is explicit (and where possible, quantitative) proof of the value of investing in developing leaders. “You need a value proposition that hits them,” observes Aqueel Khan, founder and director at ASK India. “You need to show tangible benefits, for example, enhanced credibility, greater program impact, attracting more resources and funding, continuing to be relevant, and improved effectiveness.”

Funders might design experiments to contrast outcomes between grantees that adopt the “Four Practices” and those that do not. For example, one experiment could track what happens when an NGO provides explicit development opportunities to the second line of leaders. Similarly, where funders support leadership development programs or services, they can evaluate the impact of these initiatives.

Until there is a strong evidence base, funders can identify and develop more “success stories.” Such examples might demonstrate how NGO efforts for developing leaders resulted in more timely and effective decision making, or an increased alignment between the leaders’ and the organization’s goals. These NGO leaders can also dispel long-held myths, such as the notion that employees will leave for greener pastures once the NGO invests in their development—or that leadership development practices are inherently expensive.

Our case studies on Janaagraha, Smile Foundation, and Make A Difference—as well as the other NGOs referenced in [Section IV](#)—illustrate these points. To create additional stories, funders can look within their grantee portfolios. They should profile a wide array of NGOs—in terms of size, life stage, geography, and domain—to underscore that developing leaders benefits all NGOs.

**Communicate this value across the sector.** Funders can bring this topic to the forefront, demonstrate that it is a priority, and highlight the returns to NGOs. When celebrating exemplary NGO leaders, funders can emphasize how these leaders groomed the next generation.

To communicate the urgency of developing leaders, funders can:

- *Create campaigns.* The starting point is a clear and consistent message that defines “developing leaders” and succinctly conveys its value. Such a message can be marketed through multiple channels: leadership programs, peer networks, grantee portfolios, online forums, or key sector events. Examples of sector events include Dasra Philanthropy Week and Deshpande Foundation’s Development Dialogue.

A few eminent philanthropists can serve as champions, speaking publicly about the importance of investing in developing leaders. The messaging can also guide NGOs in how to make smart leadership investments.

- *Facilitate structured peer learning.* NGOs say they want to learn from each other. Funders can assist by organizing periodic and structured discussions—whether at leadership programs, conferences, or through new peer interactions.

For example, they can introduce quarterly roundtable discussions on developing leaders, perhaps by city, where sessions focus on each of the “Four Practices.” NGO leaders could present stories and share what they have learned. Candor is paramount, as learning can come from both the successes and challenges of leadership development, particularly around transitions.

- *Create a funder forum.* Funders can also learn from and collaborate with their peers. There is an opportunity for corporate and private philanthropies and funders to share experiences on NGO capacity-building and leadership development, particularly what works and what does not. One method could be a working group of five to 10 funders (along with a facilitator), who exchange ideas and create individual and collective action plans around developing leaders and building the ecosystem. For example, funders can collaborate to improve the knowledge base of leadership issues and jointly fund solutions.

## Section VI: The Path to Stronger Leadership

India's NGO sector is undergoing dynamic growth. A greater number of leaders from diverse backgrounds are joining the sector, bringing with them strong strategic visions—along with a focus on problem-solving, audacious objectives, a thirst for innovation, management rigor, and professionalism.

Equally exciting are evolving funding models, typified by the rise in individual philanthropy and CSR funding. As money flows escalate, so do the expectations of funders. “Doing good” is no longer good enough. These stakeholders, and NGOs themselves, are demanding greater effectiveness and impact.

The big question is, who will drive this? NGOs are only as strong as their cadre of leaders. NGOs and funders across India are increasingly recognizing that leaders, and therefore leadership development, play a crucial role in advancing NGOs' missions. Yet in most organizations, this recognition has not translated into action.

NGOs and funders have not addressed the challenges and constraints of cultivating leaders. The result is too often the same: a single NGO leader or founder takes on most of the decision making, without nurturing a strong second line. That is not a formula for long-term sustainability and success.

Prioritizing and investing in developing leaders requires two things: a shift in mind-set and concerted effort from all sector stakeholders—NGO leaders, funders, and intermediaries.

NGO leaders must look inside their organizations to identify and develop high-potential individuals. Promotion from within eases leadership transitions and minimizes costly (and frequently high-risk) external recruiting. Leaders must act deliberately, based on the organization's future leadership needs. That will take time.

Leaders must also commit to building a culture that integrates leadership development into the organization's routine activities. That means adopting systematized practices—such as leadership needs assessments and individualized development plans—in order to improve the performance of current leaders and those with leadership potential.

Funders, as well, can play a more active role in helping NGOs develop “homegrown” leaders. They can shift their emphasis from a nearly exclusive focus on program outcomes to setting up organizations for long-term success.

Funders also need to pay what it takes to groom the leadership in their grantee organizations, providing expertise as well as grants for building leadership capabilities. This will mitigate the starvation cycle that often plagues NGOs, where they have funds to run programs, but little to shore up their institutions.

Just as important, funders must help build a broad NGO leadership development ecosystem. In partnership with intermediaries, funders can boost investments in

tailored leadership programs and supports for Indian NGOs. Funders can also help change mind-sets. This starts with a compelling message to NGOs and other funders: developing NGO leaders today enables improved outcomes for communities in need over the long term.

NGOs are poised to play a far larger role in narrowing the social development deficit in India. But they require a strong bench of leaders to deliver on that promise.

Now is the time to act.

## Acknowledgments

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We are grateful to Bridgespan Associate Consultant Varun Behani and Junior Consultant Rishabh Tomar, who were an integral part of the research team, and Senior Editor Bill Breen for his support in drafting this report.

We also appreciate the thoughtful guidance for this project provided by Bridgespan Partners Jeff Bradach, Kirk Kramer, Libbie Landles-Cobb, Rohit Menezes, Preeta Nayak, and Katie Smith Milway.

Finally, we express our thanks to Omidyar Network for its generous support of this paper.

# Appendices

## Appendix A: Individuals interviewed

Funders	Capacity builders	NGOs
<ul style="list-style-type: none"> <li>• Aparna Sanjay, Social Venture Partners*</li> <li>• Arnav Kapur, Bill &amp; Melinda Gates Foundation</li> <li>• CV Madhukar, Omidyar Network</li> <li>• Dena Trujillo, Omidyar Network</li> <li>• Hisham Mundol, Children's Investment Fund Foundation</li> <li>• Lisa Mikkelsen, Omidyar Network</li> <li>• Maneesha Chadha, JP Morgan</li> <li>• Naghma Mulla, Edelgive Foundation*</li> <li>• Narayan Krishnaswamy, Azim Premji Philanthropic Initiatives</li> <li>• Santhosh Ramdoss, Michael &amp; Susan Dell Foundation</li> </ul>	<ul style="list-style-type: none"> <li>• Ajit Mahadevan, Acumen</li> <li>• Arjav Chakravarti, Dasra (Former)</li> <li>• Aqueel Khan, ASK India</li> <li>• Daniel Lobo and Shivi Dwivedi, Leaders' Quest</li> <li>• Farhad Merchant, Common Purpose</li> <li>• Ingrid Srinath, CSIP, Ashoka University</li> <li>• Megha Jain, Dasra</li> <li>• Pooja Warier, UnLtd India**</li> <li>• Priya Naik, Samhita</li> <li>• Rajen Makhani, International Innovation Corps</li> <li>• Roshan D'souza, UnLtd India</li> <li>• Rukaiya Joshi, SPJIMR</li> <li>• Shamik Trehan, Dr. Reddy's Foundation</li> <li>• Sunish Jauhari, Ashoka India</li> <li>• Dr. Vandana Nadig Nair and Shilpa Diwakar, Phicus</li> <li>• Vijaya Balaji, Toolbox India</li> </ul>	<ul style="list-style-type: none"> <li>• Aditya Natraj, Kaivalya Education Foundation</li> <li>• Aparajita Gogoi, Centre for Catalyzing Change</li> <li>• Ashok Kamath, Akshara Foundation</li> <li>• D Sattaiah, BASIX (<i>social enterprise</i>)</li> <li>• Elizabeth Mehta, Muktangan</li> <li>• Jyoti Tanna, Each One Teach One</li> <li>• Mihir Shah, Samaj Pragati Sahayog</li> <li>• Natasha Das, Make A Difference</li> <li>• Niranjan Saggurti, Population Council in India</li> <li>• Nita Mahuvakar, Anarde Foundation</li> <li>• Pervin Varma, CRY (Former)</li> <li>• Partha Pratim Rudra and Amit Prakash, Smile Foundation India</li> <li>• Rajesh Singh, WISH Foundation</li> <li>• Rizwan Tayabali, Make A Difference</li> <li>• Samir Narayan Chaudhuri, Child In Need Institute</li> <li>• Sanjeev Dham, Smile Foundation India</li> <li>• Sapna Karim, Janaagraha</li> <li>• Sneheel Biswal, Make A Difference</li> <li>• Sreekanth S Rameshaiah, Mahiti (<i>social enterprise</i>)</li> <li>• Srikanth Viswanathan, Janaagraha</li> <li>• Srinivasan Periathiruvadi, Jeevan Stem Cell Foundation</li> <li>• Sunil Mehta, Muktangan</li> <li>• Swatantra Gupta, Smile Foundation India</li> <li>• Vishal Talreja, Dream a Dream</li> </ul>

**Note:** \*Also does capacity building, \*\*Acts as an incubator and provides funding as well, +Operating foundation. There were multiple interviews with some interviewees.

## Appendix B: Respondents' demographics

### Indian NGO demographics

Figure B1: When was your organization founded? (n=203)

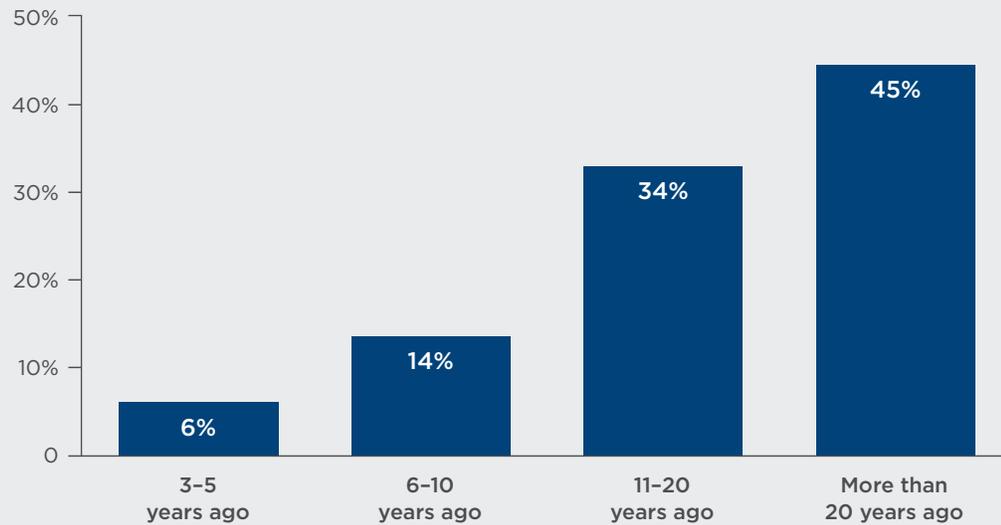
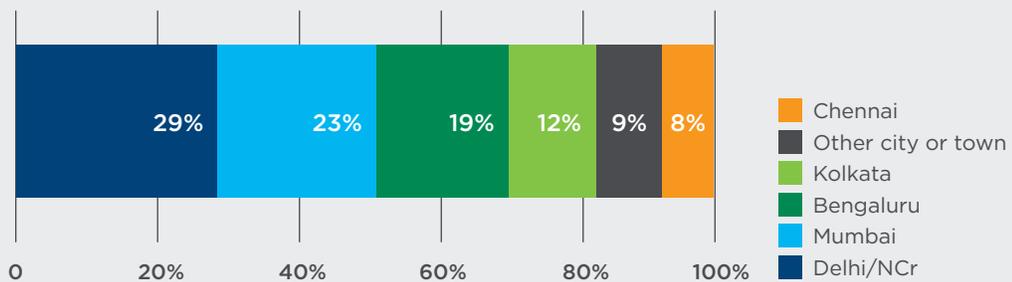
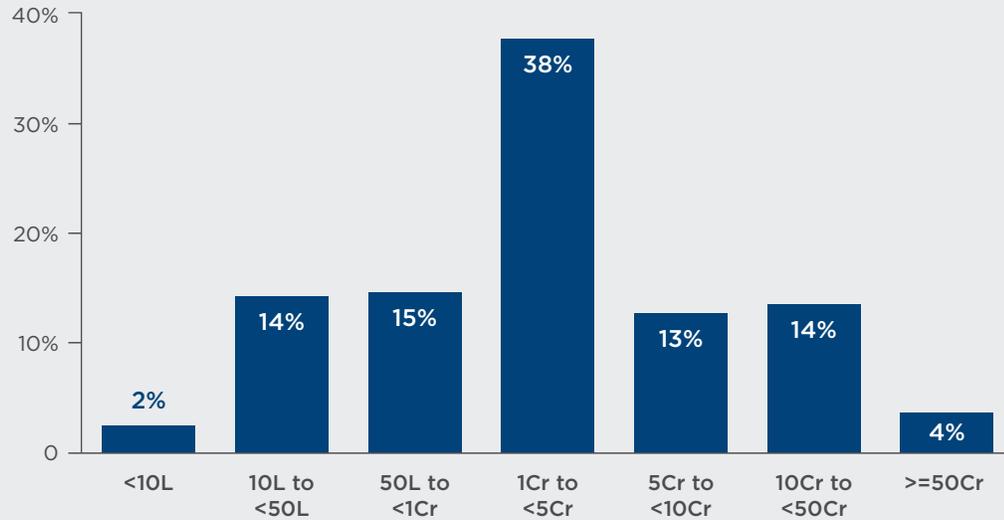


Figure B2: Where is your organization's headquarters or India head office located? (n=203)



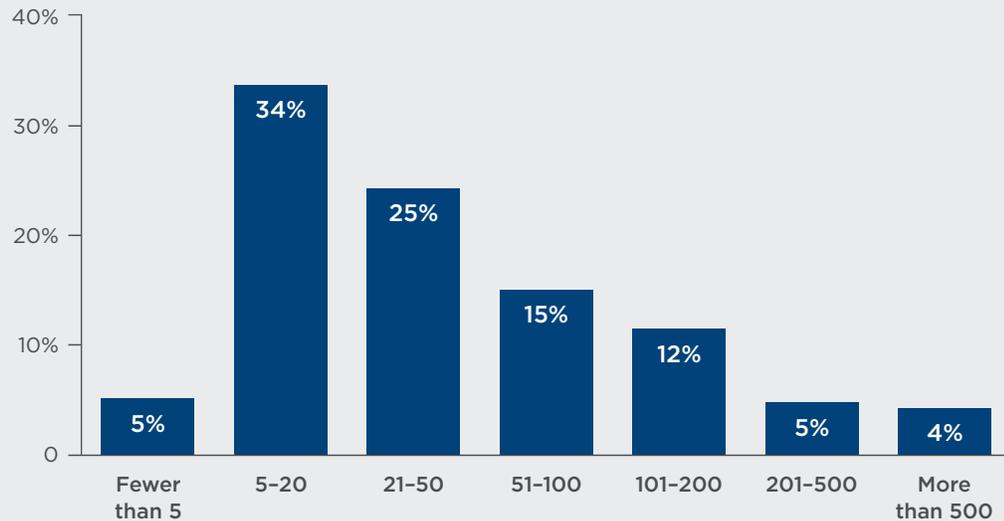
**Note:** Other cities or towns include Hyderabad, Pune, Patna, and others with a minimum population of 1 million.

**Figure B3: What is your organization's total annual budget (in INR), based on the most recent year of operation? (n=203)**

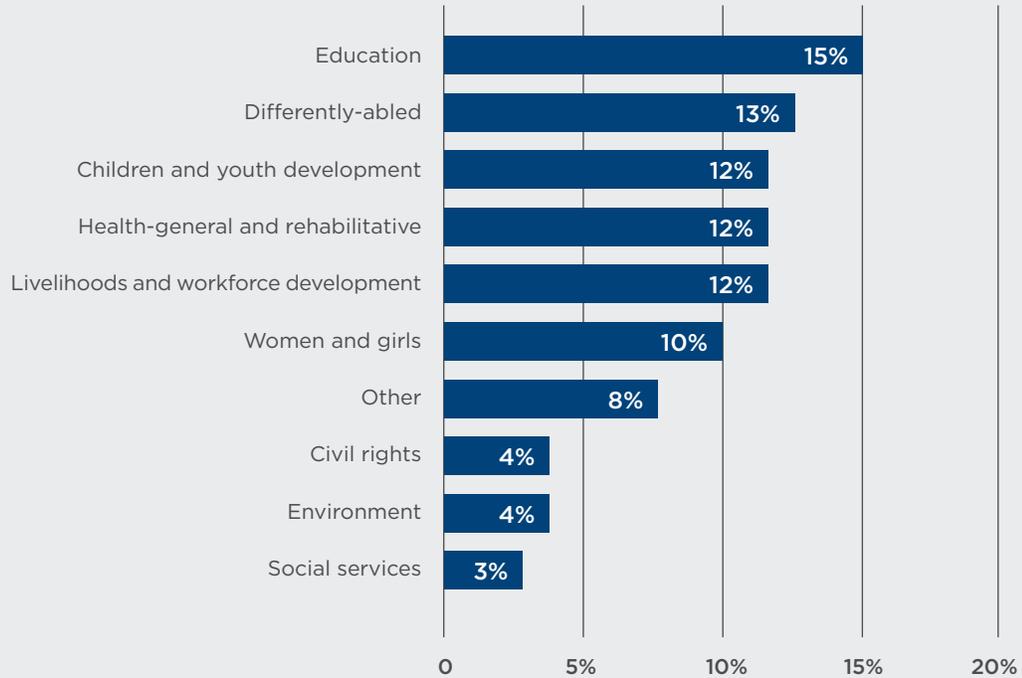


**Note:** L denotes lakhs; Cr denotes crores.

**Figure B4: How many full-time employees does your organization have? (n=203)**

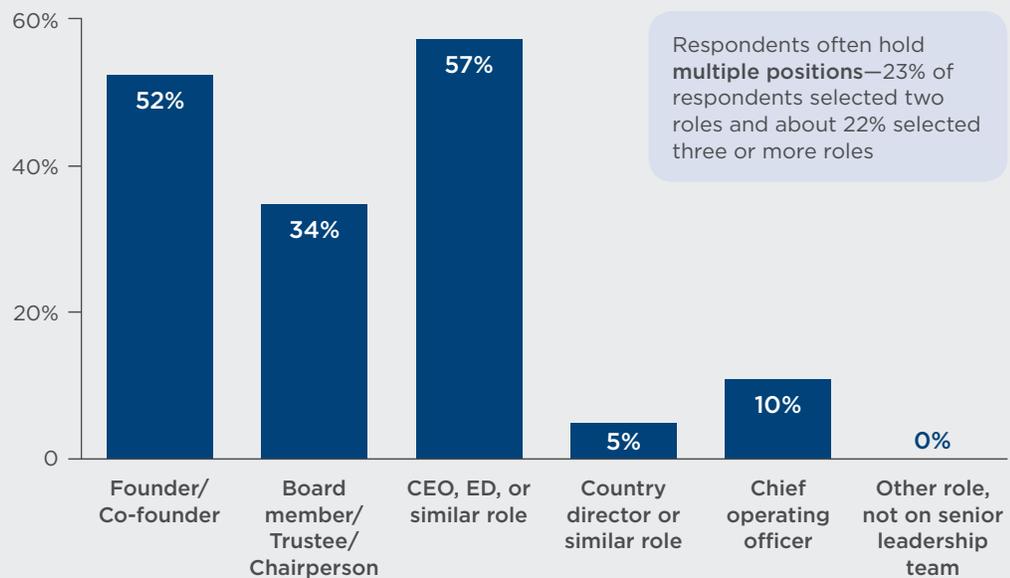


**Figure B5: Which of the following nonprofit sectors does your organization primarily work in? (n=203)**

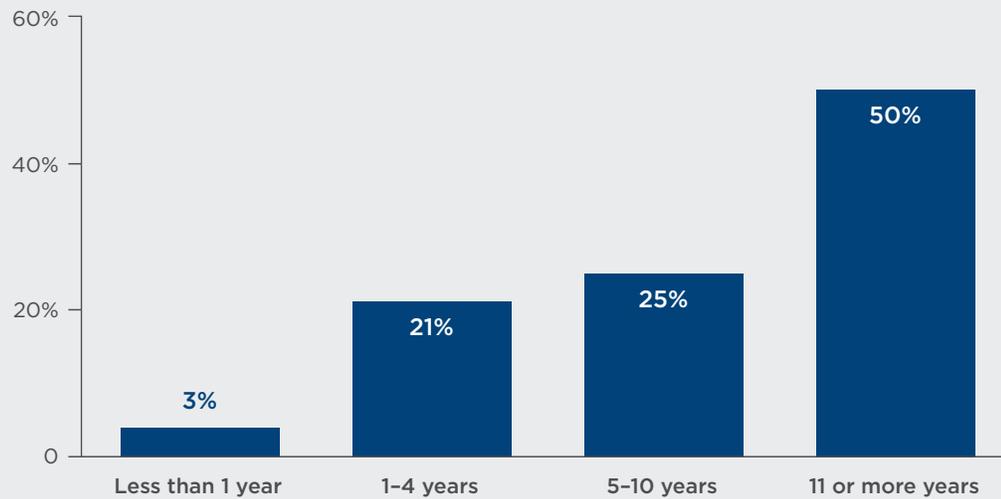


**Note:** Sectors selected by less than 3% of respondents were excluded from this chart. This includes animal welfare, the elderly, mental health and crisis rehabilitation, public safety, housing and shelter, and arts and culture. There was no option to add text for “Other.”

**Figure B6: What is/are your role(s) in your organization? Please select all that apply. (n=203)**



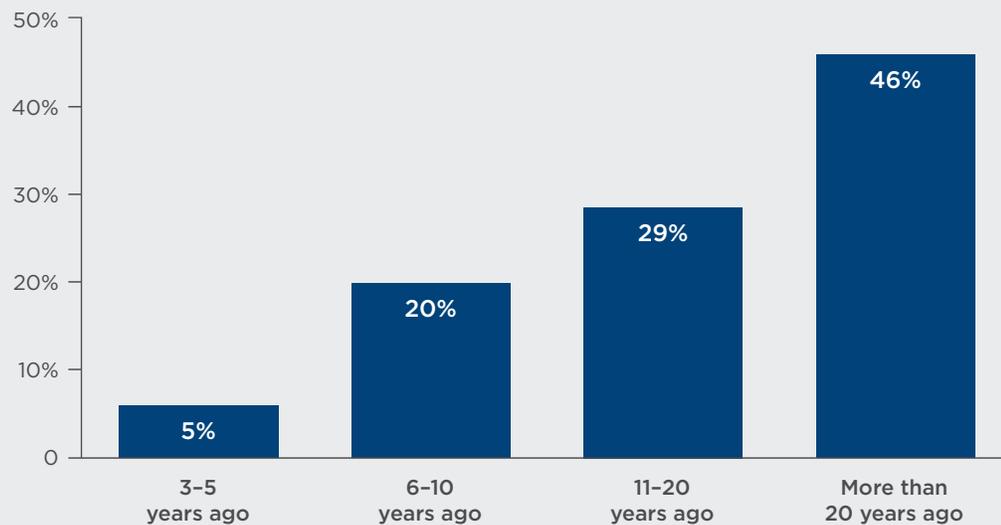
**Figure B7: How long have you been in your current role? (n=203)**



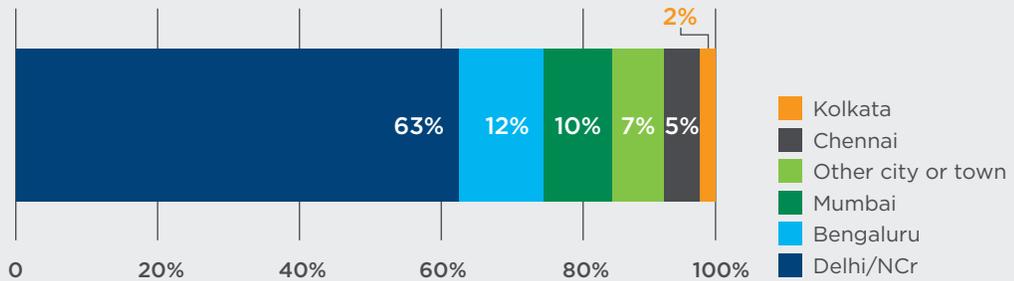
**Note:** References in [Section III: Where Leadership Development Breaks Apart - Retaining leaders](#)

**International NGO (INGO) demographics**

**Figure B8: When was your organization founded? (n=41)**

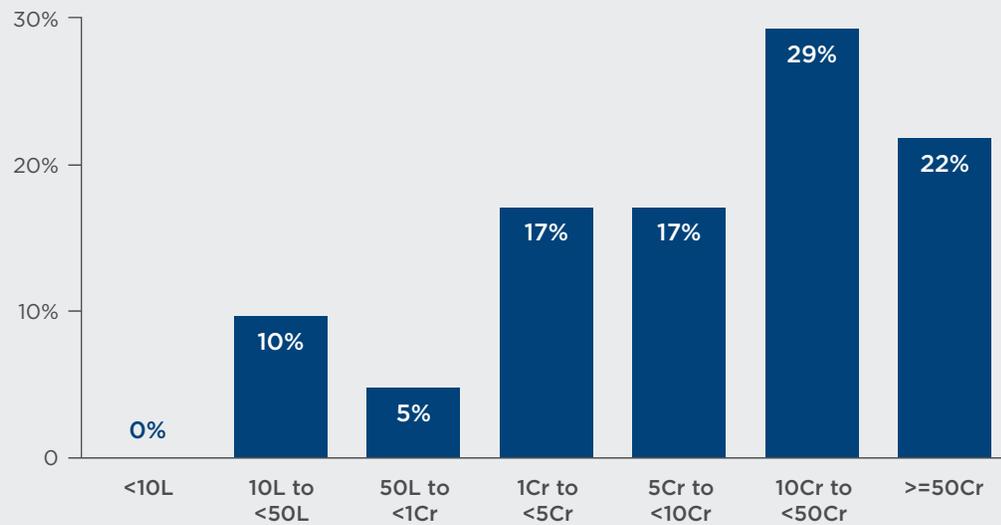


**Figure B9: Where is your organization's headquarters or India head office located? (n=41)**



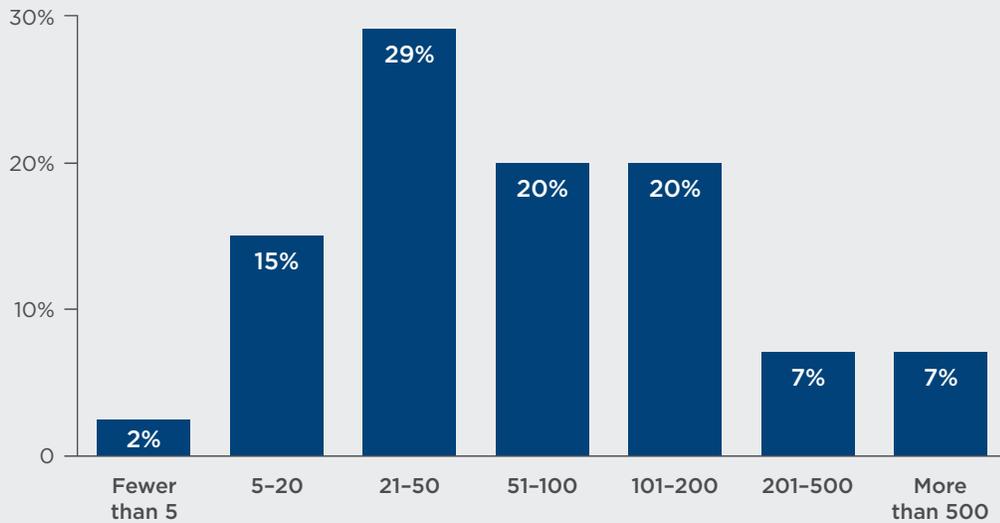
**Note:** Other city or town includes Hyderabad and Ahmedabad

**Figure B10: What is your organization's total annual budget (in INR), based on the most recent year of operation? (n=41)**

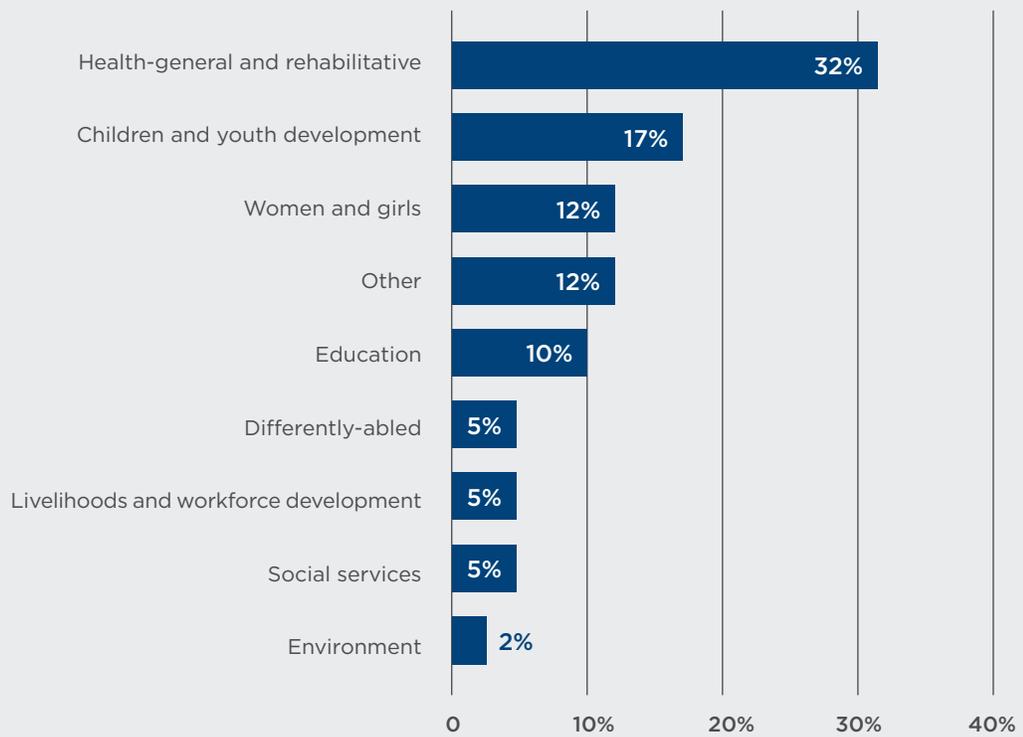


**Note:** L denotes lakhs; Cr denotes crores.

**Figure B11: How many full-time employees does your organization have? (n=41)**

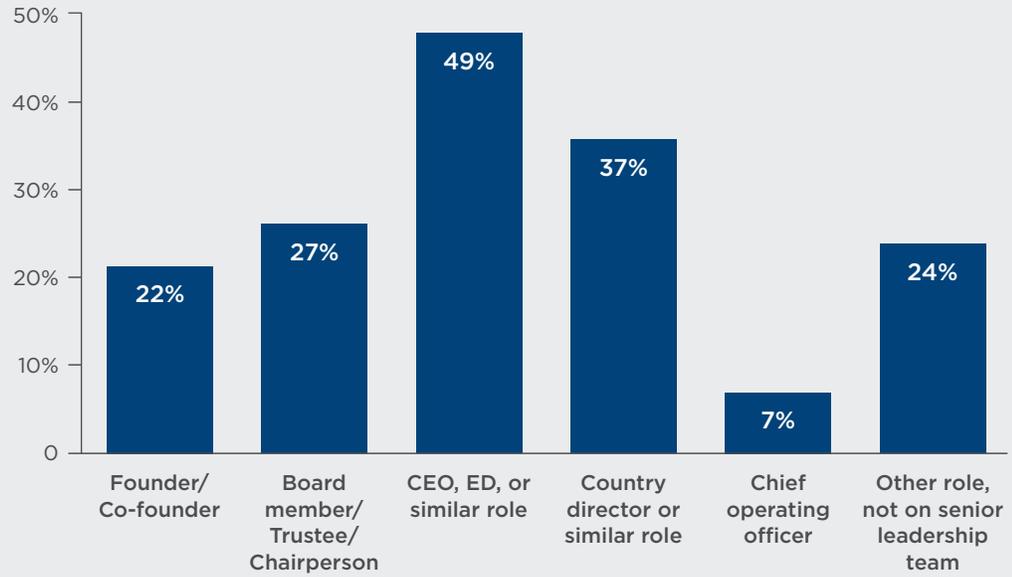


**Figure B12: Which of the following nonprofit sectors does your organization primarily work in? (n=41)**



**Note:** There was no option to add text for "Other."

**Figure B13: What is/are your role(s) in your organization?  
Please select all that apply. (n=41)**



## Appendix C: Programs for current NGO/social sector leaders

The table on the following pages has been developed from interviews, survey findings, and secondary research as of July 2017, and verified by program representatives in almost all cases (exceptions noted). The list is not intended to be exhaustive.

The following US-based programs were also identified in our research, due to participation by Indian NGO leaders. However, they have not been included in the table as they do not focus on Indian leaders:

- *Executive Program for Nonprofit Leaders* (Stanford Graduate School of Business): A six-day residential program for CEO/Executive Director level or COO/VP level at nonprofit organizations around the world that covers organizational mission and strategy, personal leadership and confidence, and scaling.
- *Strategic Perspectives in Nonprofit Management* (Harvard Business School): A six-day residential program for nonprofit executive directors and CEOs from around the world that covers leading change, scaling impact, building strategic partnerships, and measuring and managing for high performance. An India-specific version of the program was launched in partnership with Ashoka University in 2017, as listed in the table.

#	Program Name (Organization)	Start Year	Scale	Aim	Target audience	Content	Duration and frequency	Program features	Pricing	Website Link
1	<b>Aritra - Leadership Accelerator Program</b> (Phicus Social Solutions and IIM Bangalore)	2017	100 leaders over 3 batches	Build a strong leadership pipeline for the social sector	Leaders with 8+ years of experience, with at least 5 years in the social sector	Cause leadership, organizational leadership, and personal leadership	Three sets of 5-day residential classroom sessions over 18 months, with ongoing digital and online support, and mentorship learning events, and visits	Coaching, exposure events, alumni network, post-program check-ins and online resources	INR 5 lakh (subsidized)	<a href="http://aritra.org">http://aritra.org</a>
2	<b>Aspire Circle Fellowship</b> (Aspire Circle)	2014 (until 2024)	1,000 fellows in 10 years	Develop a fellowship led by social leaders with all stakeholders of the social ecosystem	Indian CSR and foundation heads, philanthropists, NGO & civil society leaders, and government leaders	Personal leadership, professional leadership, and thought leadership	Four 2-day retreats	Round table forums, case studies and interaction with eminent social sector leaders	Free	<a href="http://aspirecircle.org/">http://aspirecircle.org/</a>
3	<b>Continuing Education</b> (Indian School of Development Management)	2016	100 leaders per year	Develop the discipline of development management	Development sector professionals in India with at least 2-3 years of experience	Skills, strategies, and techniques for the development space	Sessions over 2-3 days	Workshops and interaction with sector experts	INR 10,000 for a 3-day program	<a href="http://www.isdm.org.in/professional-development/overview">http://www.isdm.org.in/professional-development/overview</a>
4	<b>CSCLeaders</b> (Common Purpose)	2012	100 leaders per year	Enable exceptional leaders to tackle challenges, build global relationships, and develop cultural intelligence	Senior leaders from the Commonwealth countries	Cultural intelligence, leading beyond authority, building relationships, and leading change	In two parts for 6 and 4 days respectively, in two different cities from Commonwealth nations	Experiential program, with cross-sector and cross-culture participation, with relevant challenges	£10,000 + VAT, including accommodation and food (partial scholarships available)	<a href="http://cscleaders.org/">http://cscleaders.org/</a>

#	Program Name (Organization)	Start Year	Scale	Aim	Target audience	Content	Duration and frequency	Program features	Pricing	Website Link
5	<b>Dasra Social Impact Leadership Program</b> (Dasra)	2014	40 leaders per batch	Support India's leading social organizations scale their operations, and increase their impact	Founders, executive directors, or senior management of Indian social enterprises	Strategy and leadership development, growing an organization, and managing HR, branding and communications, sustainability and legacy	16-day residential program divided into Four modules over 9 months	Harvard case-based workshops, expert sessions, Birkman profile and goal setting, Harvard e-learning modules, post program alumni network and support	INR 6 lakh, with up to 80% subsidy available	<a href="https://www.dasra.org/our-approach#build-organizations">https://www.dasra.org/our-approach#build-organizations</a>
6	<b>Empowering Grassroots</b> (Smile Foundation)	2002	20-30 NGOs per year	Enable small, grassroots NGOs to maximize their efforts on the ground	Community-based organizations (CBOs) / grassroots NGOs across India	Scalability, sustainability, communication, resource mobilization, and governance	3- or 4-day residential program, generally once every quarter	Trainings and workshops by experts	Free (covered by funder)	<a href="http://www.smilefoundationindia.org/empowering-grassroots.htm">http://www.smilefoundationindia.org/empowering-grassroots.htm</a>
7	<b>Essentials of second line leadership</b> (Human and Institutional Development Forum)	2011	20 leaders per batch	Build competencies in individuals to take on the additional responsibility of being second-line leaders	Senior program staff, project and team leads, and human resource professionals with minimum 3 years of experience	Personal and organizational vision, communication, feedback, organizational change, planning M&E of projects and designing MIS, etc.	Three residential modules over 8 months, with the first two modules of 5 days each and last module of 3 days	Experiential learning through different modules and workshops	INR 20K per participant, including lodging and training material (scholarships available)	<a href="http://www.hidforum.org/uploads/default/files/event/pdf">http://www.hidforum.org/uploads/default/files/event/pdf</a>

#	Program Name (Organization)	Start Year	Scale	Aim	Target audience	Content	Duration and frequency	Program features	Pricing	Website Link
8	<b>India Fellows Program</b> (Acumen)	2014	20 per year	Invest in fellows who commit to a lifelong journey towards mastery of the skills of moral leadership so that together they can solve the biggest problems of poverty	Individuals working in social impact across sectors, functions, and geographies	Adaptive leadership, storytelling, systems thinking and moral leadership	Five 4-5 day long seminars over 1 year	Strong fellows community, continued investment beyond Year 1 and expert content	Free	<a href="http://acumen.org/leadership/regional-fellows/india/">http://acumen.org/leadership/regional-fellows/india/</a>
9	<b>Integrated Sustainable Development Leadership Program</b> (Leadership for Environment and Development) <sup>23</sup>	2001 (in India)	192 fellows in India from 18 batches	Nurture and transform leaders to stand up to the sustainability challenges of the world	Indian mid-career professionals, with minimum 5 years of work experience	Skills (e.g., communication), knowledge (e.g. sustainable development) and self-awareness	Four 7-day residential modules over 2 years, at different locations for field-based assignments		INR 2 lakh, with limited scholarship available	<a href="http://www.leadindia.org/">http://www.leadindia.org/</a>
10	<b>Leadership development</b> (Human and Institutional Development Forum) <sup>24</sup>	2011	15 leaders per batch	Strengthen individuals' capacities in their roles as change agents, in organizational and institutional settings	Senior leaders from social sector (specific target audience varies each year, e.g. for the current year it was women leaders)	Different modules, depending upon the program focus	Three to four residential modules of 4 days each, depending upon the program focus	Experiential learning, with varied modules and workshops depending on the program focus	INR 25K for a three module program, with scholarships available	<a href="http://www.hidforum.org/our-work/building-peoples-competences">http://www.hidforum.org/our-work/building-peoples-competences</a>

23 \*Profile has been built from secondary research and has not yet been verified by the respective organization.

24 \*The program theme and format varies each year, depending on the need.

#	Program Name (Organization)	Start Year	Scale	Aim	Target audience	Content	Duration and frequency	Program features	Pricing	Website Link
11	<b>NGOs Capacity Building Program</b> (Nalanda Resource Center for Educational Innovation)	2008	10 organizations per year (approx. 20-25 leaders)	Enhance the internal capacity of NGOs and enable them to run quality elementary education-based programs	NGOs in the education sector in Uttar Pradesh, Jharkhand and Bihar	Capacity and perspective building of NGOs on education pedagogy, self-development, organization development, training skills, etc.	Two residential sessions of 5 days each over 1 year	Trainings, access to network of NGOs in the state, one site support and assignment based learning	Subsidized by funders (NGOs are only charged a registration fee of INR 2K)	<a href="http://nalandaindia.org/capacity%20building.html">http://nalandaindia.org/capacity%20building.html</a>
12	<b>PGP in Development Management</b> (SPJIMR)	2011	99 students graduated in 7 batches to date	Develop the next line of leadership in the social sector	Graduates with minimum 2 years of relevant work experience in India	Finance, fundraising, change management, governance, communication skills, etc.	Nine week-long contact sessions, over 18 months	Classroom sessions, group work, field visits, mentorship and expert sessions	Subsidized fees of INR 90K for NGOs	<a href="http://www.spjimr.org/pgpdm/programme">http://www.spjimr.org/pgpdm/programme</a>
13	<b>South Asia Leaders Program</b> (Common Purpose)	2017	50-60 leaders per year	Enable exceptional leaders from different cities, sectors and walks of life to learn together and engage on issues faced by their cities and the region at large	Leaders from the South Asia region	Broaden horizons, cultural intelligence, building relationships and leading change	In 2 parts of 4 days each, in different cities across two countries in the South Asia region	Cross-sector participation, with relevant challenges and focus on collaboration, innovation and cultural intelligence	INR 4 lakh (with partial scholarships available), covering accommodation, meals and local transport	<a href="http://commonpurpose.org/south-asia-leaders-programme/">http://commonpurpose.org/south-asia-leaders-programme/</a>

#	Program Name (Organization)	Start Year	Scale	Aim	Target audience	Content	Duration and frequency	Program features	Pricing	Website Link
14	<b>Strategic Nonprofit Management - India</b> (Harvard Business School with Ashoka University)	2017	60-100 leaders per batch	Enable the leader to build a high-performance organization	Senior decision-makers in established or growing NGOs largely in South and S.E. Asia, and some participation from Middle East and Africa	Organization's mission and strategy, operational model, governance, and leadership	Classroom sessions over 5 days	Case studies and presentations, workshops, guest speakers and panel discussions	INR 1 lakh (plus taxes), with need based scholarship available	<a href="https://www.exed.hbs.edu/programs/snmi">https://www.exed.hbs.edu/programs/snmi</a>
15	<b>Training &amp; Capacity Building</b> (Association for Stimulating Know-how (ASK))	1993	40-50 organizations per year	Build the capacity of NGOs/CBOs to properly plan, implement, and measure development programs	Established Indian organizations	Project management, results-based management, strategic planning, organizational development, PME, capacity and skill building, etc.	Varies from 3 days to 1 week	Field based trainings, workshops, and visits, with post training assessment and support	INR 8-12K per day, depending on the module	<a href="http://www.askindia.org/capacity-building.html">http://www.askindia.org/capacity-building.html</a>

## Appendix D: Other leadership programs/fellowships

### Example leadership programs/fellowships for emerging leaders

Program Name	Org.	Aim/Objective	Website Link
<b>American Express Leadership Academy</b>	Common Purpose & American Express Foundation	Support new leaders working in the nonprofit space for tomorrow	<a href="http://commonpurpose.org/leadership/programmes/emerging-leaders/american-express-leadership-academy/">http://commonpurpose.org/leadership/programmes/emerging-leaders/american-express-leadership-academy/</a>
<b>Common Purpose Navigator</b>	Common Purpose	Using the city as a classroom, take participants behind the scenes and immerse them in real-life challenges faced by leaders from a wide range of sectors	<a href="http://commonpurpose.org/india/leadership-programmes/navigator/">http://commonpurpose.org/india/leadership-programmes/navigator/</a>
<b>Community Connect Fellowship</b>	The Blue Ribbon Movement	Empower youth to be active citizens through service learning	<a href="http://ccf.brmworld.org/">http://ccf.brmworld.org/</a>
<b>Gandhi Fellowship</b>	Kaivalya Education Foundation	Provide youth with the opportunity for personal transformation through self-discovery and thereby contribute to the causes surrounding them	<a href="http://gandhifellowship.org/">http://gandhifellowship.org/</a>
<b>Global Fellows Program</b>	Acumen	Train the next generation of social impact leaders who are dedicated to changing the way the world tackles poverty	<a href="http://acumen.org/leadership/global-fellows/">http://acumen.org/leadership/global-fellows/</a>
<b>India Fellow</b>	iVolunteer	Create a learning platform for young Indians, who undergo a 13-month journey of discovering their own leadership potential through training, mentorship, reflection, and hands-on work experience with a grassroots organization focusing on social issues	<a href="http://www.indiafellow.org/">http://www.indiafellow.org/</a>
<b>Kamalnayan Bajaj Fellowship</b>	Ananta Aspen Centre	Develop a new generation of values-based, entrepreneurial leaders from business, government, and civil society to serve Indian society	<a href="http://www.anantaaspencentre.in/intro_leadership.aspx">http://www.anantaaspencentre.in/intro_leadership.aspx</a>
<b>Legislative Assistants to Members of Parliament (LAMP) Fellowship</b>	PRS Legislative Research	Create a platform for young Indians to engage with policy making at the national level by providing an opportunity for them to be mentored by a Member of Parliament	<a href="http://lamp.prsindia.org/the-fellowship">http://lamp.prsindia.org/the-fellowship</a>
<b>SBI Youth for India</b>	State Bank of India	Partner with respected NGOs to provide a framework for India's best young minds to join hands with rural communities and help India secure an equitable and sustainable growth path	<a href="http://www.youthforindia.org/">http://www.youthforindia.org/</a>
<b>Teach For India Fellowship</b>	Teach For India	Build a movement of leaders to eliminate educational inequity by providing them with an opportunity to serve as full-time teachers to children from low-income communities in some of the nation's most under-resourced schools	<a href="http://www.teachforindia.org/">http://www.teachforindia.org/</a>
<b>William J. Clinton Fellowship for Service in India</b>	American India Foundation	Shape the next generation of leaders committed to positive change while also strengthening civil society in both the United States and India	<a href="http://aif.org/investment-area/leadership/">http://aif.org/investment-area/leadership/</a>
<b>Young India Fellowship</b>	Ashoka University	Through an academic program, help fellows become well-rounded individuals who are able to think critically about issues from multiple perspectives, communicate effectively, and go on to become self-aware leaders with a commitment to public service	<a href="https://www.ashoka.edu.in/YIF">https://www.ashoka.edu.in/YIF</a>

## Example leadership programs/incubation programs for social entrepreneurs

Program Name	Org.	Aim/Objective	Website Link
<b>Ashoka Fellowship</b>	Ashoka India	Enable an "Everyone a Change-maker" world by equipping people with the skill set and a connection to purpose to develop ideas and solve problems, and by providing various supports, such as a living stipend for an average of three years and connections to its global network	<a href="http://india.ashoka.org/fellowship">http://india.ashoka.org/fellowship</a>
<b>Changelooms Learning and Leadership Journey</b>	Pravah	Encourage, recognize, and support young leaders to achieve their potential to lead social change initiatives with opportunities for intensive learning, networking, mentorship, visibility and fundraising	<a href="https://pravahdelhi.wordpress.com/changelooms-learning-and-leadership-journey/">https://pravahdelhi.wordpress.com/changelooms-learning-and-leadership-journey/</a>
<b>Echoing Green Fellowship</b>	Echoing Green	Spot emerging leaders and invest deeply in their success to accelerate their impact by providing unrestricted seed-stage funding and strategic foundational support	<a href="http://www.echoinggreen.org/fellowship">http://www.echoinggreen.org/fellowship</a>
<b>Sandbox</b>	Deshpande Foundation India	Strengthen local ecosystems, build leaders and entrepreneurs, and catalyze innovative thinking to accelerate the creation of sustainable, scalable enterprises that have significant social and economic impact, by providing financial resources and strategic support	<a href="http://www.deshpandefoundationindia.org/sandbox.php">http://www.deshpandefoundationindia.org/sandbox.php</a>
<b>Social Innovation Hubs</b>	Action For India (AFI)	Help social innovators in India overcome barriers to scale and achieve greater impact at the Bottom of the Pyramid by providing mentorship, technical assistance, investment advisory and partnership support	<a href="http://actionforindia.org/whatwedo/">http://actionforindia.org/whatwedo/</a>
<b>UnLtd India Incubation Program</b>	UnLtd India	Find, fund, and support exceptional individuals whose ideas, passion, and entrepreneurial skills can bring about long-term solutions to India's social problems. Support includes providing seed funding, organizational and leadership support, and access to follow-on funders, peers, and experts	<a href="http://www.unltdindia.org/">http://www.unltdindia.org/</a>
<b>Village Capital</b>	Village Capital	Find, train, and invest in entrepreneurs solving real-world problems; support is provided through workshops, peer collaboration, facilitating connections with investors, experts, and industry stakeholders, with the winners also getting funding	<a href="http://vilcap.com/geography/south-asia/">http://vilcap.com/geography/south-asia/</a>
<b>Villgro</b>	Villgro	Inspire, immerse, incubate and invest in early stage, for-profit social enterprises; also provide mentorship support through sector experts	<a href="http://villgro.org/">http://villgro.org/</a>

## Appendix E: Other leadership resources and tools

### Example leadership resources and tools

Resource Name	Org.	Description	Website Link
<b>+Acumen</b>	Acumen	Free and paid online courses; includes a mix of videos, reading material and interactive exercises on a wide range of topics on management and leadership, aimed at providing emerging leaders around the world with the skills that they need	<a href="http://plusacumen.org/">http://plusacumen.org/</a>
<b>e-Learning Programs</b>	Indian Institute of Management Ahmedabad	Paid online courses for providing knowledge and support to business leaders through highly interactive, live sessions	<a href="https://web.iima.ac.in/exed/e-enabled-programmes.php">https://web.iima.ac.in/exed/e-enabled-programmes.php</a>
<b>Harvard Business Review</b>	Harvard Business Publishing	A general management magazine and website aimed at improving the practice of management by providing rigorous insights and best practices on a wide range of topics and sectors. Visitors can view four articles a month for free without registration. Registered users can view eight articles per month. Paid subscribers receive unlimited access	<a href="https://hbr.org/">https://hbr.org/</a>
<b>HBR Ascend</b>	Harvard University	Free online articles, tools, and videos for developing essential management skills in early career professionals in India to help them find or grow in a job	<a href="https://www.hbrascend.in/">https://www.hbrascend.in/</a>
<b>Lead Beyond Tools</b>	Center for Creative Leadership	Paid toolkits for facilitators of experiential activities and group coaching for developing leaders on varied topics	<a href="http://leadbeyond.server310.com/offerings/">http://leadbeyond.server310.com/offerings/</a>
<b>Leading Beyond Authority</b>	Common Purpose	A free, online assessment questionnaire and article for enabling leaders to lead beyond their authority, across peers, departments, and stakeholders outside the organization	<a href="http://commonpurpose.org/knowledge-hub/all-articles/leading-beyond-authority/#top">http://commonpurpose.org/knowledge-hub/all-articles/leading-beyond-authority/#top</a>
<b>Multifactor Leadership Questionnaire</b>	Mind Garden	A paid assessment questionnaire for measuring a broad range of leadership types and helping individuals discover how they measure up against the characteristics of a transformational leader, providing a base for leadership training	<a href="http://www.mindgarden.com/16-multifactor-leadership-questionnaire">http://www.mindgarden.com/16-multifactor-leadership-questionnaire</a>
<b>Nonprofit Leadership Development Toolkit</b>	The Bridgespan Group	A free online toolkit for developing the next generation of leaders in nonprofit organizations through “Plan A”—a three-year road map that spells out leadership needs, identifies future leaders, and details activities to strengthen leadership skills	<a href="https://www.bridgespan.org/insights/library/leadership-development/nonprofit-leadership-development-toolkit">https://www.bridgespan.org/insights/library/leadership-development/nonprofit-leadership-development-toolkit</a>
<b>Organizational Capacity Assessment Tool</b>	McKinsey & Company	A free, online self-assessment questionnaire for helping nonprofits assess their operational capacity and identify areas for improvement, covering 10 fundamental capacity areas	<a href="http://mckinseysociety.com/ocat/">http://mckinseysociety.com/ocat/</a>
<b>Stanford Social Innovation Review</b>	Stanford University	Online articles with limited free access, webinars, conferences, and research to inform and inspire leaders of social change on a wide range of organizational and leadership topics	<a href="https://ssir.org/">https://ssir.org/</a>
<b>The Birkman Method</b>	Birkman International	A paid online personality assessment questionnaire for helping individuals realize their inner potential and develop human capital at organizations by providing both behavioral and occupational data	<a href="https://birkman.com/assessment-solutions/the-birkman-method/">https://birkman.com/assessment-solutions/the-birkman-method/</a>

Resource Name	Org.	Description	Website Link
<b>Work on Purpose Curriculum &amp; Training</b>	Echoing Green	A paid, in-person program for helping emerging professionals identify their purpose and put it into action by providing inspiration and frameworks through training and workshops, and leveraging lessons from Echoing Green Fellows	<a href="http://www.echoinggreen.org/work-on-purpose">http://www.echoinggreen.org/work-on-purpose</a>

### Example customized service providers

Program	Description	Website Link
<b>Human and Institutional Development Forum (HIDF)</b>	Engages with diverse actors in the development sector for enabling transformative social change through training and capacity building, organizational consulting, and research and knowledge building	<a href="http://www.hidforum.org/">http://www.hidforum.org/</a>
<b>Pegasus Institute For Excellence</b>	Engages with organizations and individuals, both in the corporate and development sector, to create awareness, discover talent, and build ability, and in the process help realize potential through a variety of offerings	<a href="http://pegasusinstitute.com/">http://pegasusinstitute.com/</a>
<b>Phicus Social Solutions</b>	Aims to “build capacity in the social sector through Leaders and Change Makers at all levels,” through cohort-based development programs, deep systemic engagement with organizations, and promoting innovative technological solutions to build capacity at scale	<a href="http://www.phicus.org/">http://www.phicus.org/</a>
<b>Third Sector Partners</b>	Provides executive search services for leadership positions in development organizations, social enterprises, CSR, and sustainability sectors	<a href="http://thirdsectorpartners.com/">http://thirdsectorpartners.com/</a>

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