

# Leading for Impact<sup>®</sup> Seattle

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# IMPACT REPORT 2015-2020



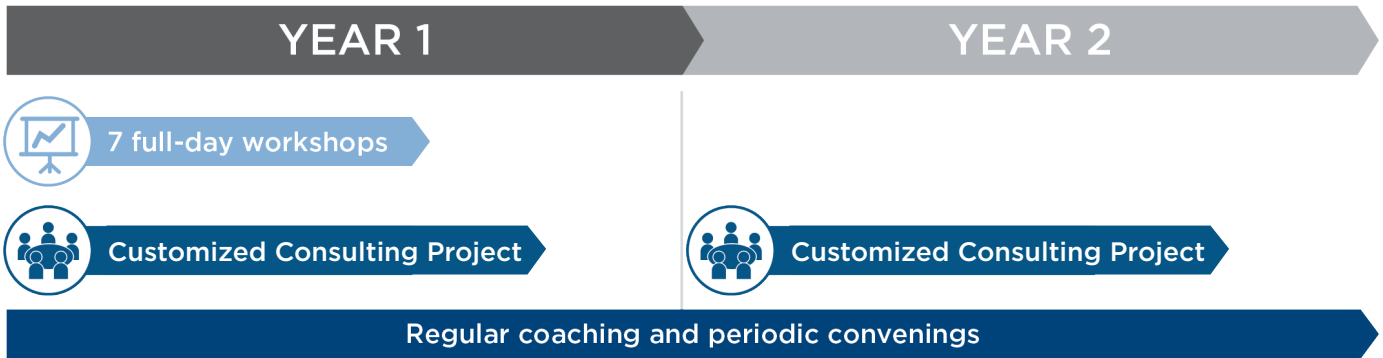


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# THE LFI PROGRAM MODEL

## Two-Year LFI Model



## Classroom Curriculum

	Session 1	Session 2	Session 3	Session 4	Session 5	Session 6	Session 7
Strategy	Achieving Strategic Clarity: Intended Impact	Achieving Strategic Clarity: Theory of Change	Optimizing Program Mix	Improving Performance	Ensuring Financial Sustainability	Managing and Measuring Strategic Priorities	Project Sharing and Setting Milestones
Org & Teams	Building a High-Performance Organization	Maximizing Executive Team Effectiveness	Understanding and Managing Unconscious Bias Working Together with Different Leadership Styles	Creating an Effective Decision-Making Culture	Building Future Leaders	Leading Change	Setting a Team Effectiveness Agenda

How likely is it that you would recommend the Leading for Impact<sup>®</sup> program to your peers or colleagues at other organizations?



# LFI SEATTLE ORGANIZATIONS



**50**

TOTAL ORGANIZATIONS

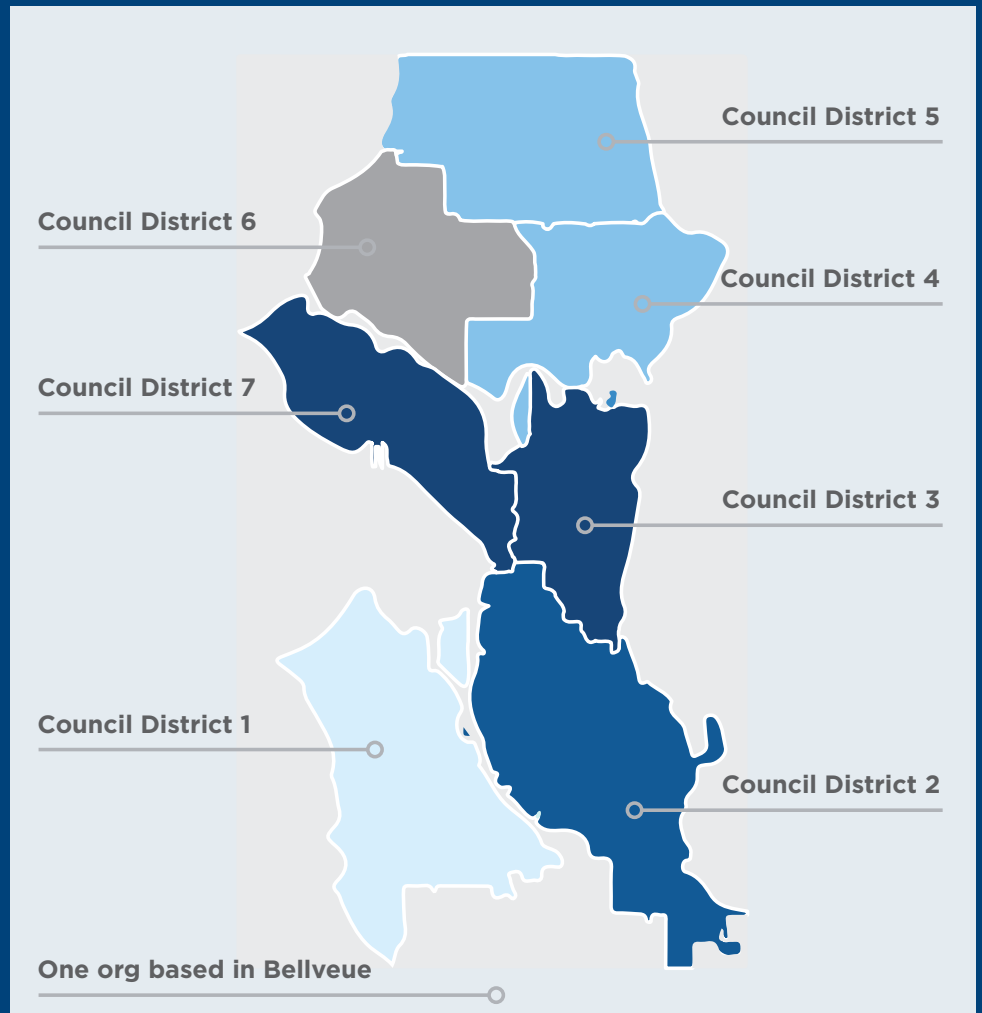
**\$660M**

TOTAL ANNUAL BUDGET

## ORGANIZATION LOCATION

0	1-2	3-5
6-8	9-11	12+

*Number of LFI Seattle Organizations with headquarters in each Council District*

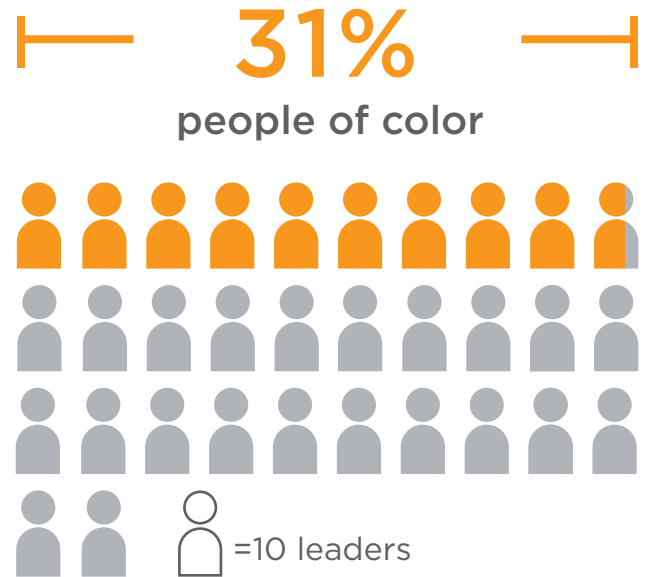
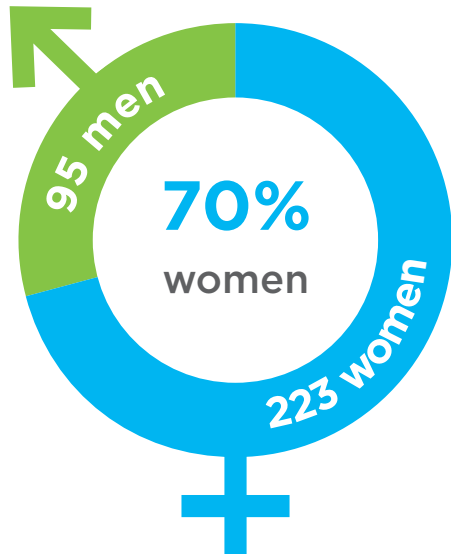


# AREAS OF IMPACT



# LFI SEATTLE LEADERS

**318** TOTAL PARTICIPANTS



## Executive Team Size

3-4 team members



5-6 team members



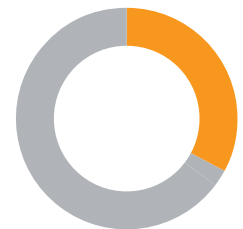
7-8 team members



9-10 team members



**CEOs**



# LFI OUTCOME: BECOMING MORE STRATEGIC

A hallmark of the LFI program is its focus on helping teams clarify their goals and identify the most effective strategies to achieve them. LFI coaches work closely with each team to help them identify and prioritize the most important strategic questions facing their organization.

Many teams choose to focus one or both of their LFI projects on gaining additional clarity around a key strategic question.

The pages that follow highlight organizations that did at least one strategic clarity project.

## Relevant workshops:



Achieving Strategic Clarity:  
Intended Impact



Achieving Strategic Clarity:  
Theory of Change



Optimizing Program Mix



Improving Performance



Ensuring Financial Stability

## LFI Seattle organizations completed:

**39** Strategic Clarity Projects

### Participant feedback survey:

LFI helped my organization gain strategic clarity

0  
very negative

1

2

3

4

5  
very positive



# SOLID GROUND

Solid Ground believes poverty is solvable, so they meet basic needs, nurture success and spread change, all through an anti-racist approach, so that everyone can achieve their full potential; they do this through 22 programs and services that help more than 75,000 households each year overcome poverty and build better futures throughout King County and across Washington state



Founded 1974      \$27.6M annual budget      Cohort 2



*“Before engaging in LFI, Solid Ground suffered lack of clarity around our decision making process and responsibilities. Through LFI we learned the RAPID decision-making model and have incorporated it deeply into the culture and practice of our organization. Now people throughout Solid Ground better understand their roles and access points to important decisions, which increases our effectiveness and employee morale.”*

—Gordon McHenry, CEO Emeritus

## PROJECT 1

### Strategic Clarity

Developed a set of strategic criteria for assessing the impact and sustainability of existing programs and for evaluating the strategic alignment of new opportunities

## PROJECT 2

### Decision-making

Established norms and processes to improve the clarity, transparency, and effectiveness of executive team decision-making





# ONE AMERICA

OneAmerica is the largest immigrant and refugee advocacy organization in Washington State, organizing with and advocating for diverse communities including Latinx, African, and Asian



Founded  
2001



\$3.1M annual  
budget



Cohort 5

## PROJECT 1

### Strategic Clarity

Updated their theory of change to encompass advocacy, power-building, and organizing activities; assessed their programs against criteria for power-building, leadership development, and racial and geographic representation

## PROJECT 2

### Executive Team Dashboard

Built an executive dashboard to track progress towards impact goals, leadership and power building, and organizational strength



*“The work we did through LFI, guided by the mentorship of Bridgespan, allowed us to create stronger relationships and greater clarity and alignment for our executive team. The theory of change and dashboard we created as part of our project work has helped the organization – board, staff and members – strengthen our focus and increase our impact. We’re thankful for the opportunity; we wouldn’t be who we are now without LFI.”*

**–Rick Stolz, Executive Director**

# RAINIER SCHOLARS

Rainier Scholars offers a pathway to college graduation and career and leadership development for low-income students of color, most of whom will be first in their families to earn a degree



Founded  
2000



\$4.2M annual  
budget



Cohort 2



RAINIER  
SCHOLARS



*“LFI increased our Leadership Team’s functionality 10x – we have a lot of great folks, but we weren’t always communicating and operating as a well-oiled machine. Having the time together in the program and working through the projects forced us to get out of our silos and integrate our work more deliberately.”*

–Sarah Smith, CEO Emeritus



## PROJECT 1

### Strategic Clarity

Conducted in-depth analyses to understand and improve recruitment and retention among a core segment of students, program changes as a result of this work increased retention rates from 50% to 95% for this segment of the students they serve

## PROJECT 2

### Talent Development

Used Bridgespan’s tested “Building Future Leaders” approach to identify critical leadership competencies, assess team strength, create individualized development plans and ongoing supports, and streamline performance management processes

# ALLIANCE FOR EDUCATION

The Alliance for Education supports excellence in education by advancing racial equity and educational justice for students in Seattle Public Schools by raising dollars, convening stakeholders, and creating innovative programs



Founded  
1995



\$5.4M annual  
budget



Cohort 1

## PROJECT 1

### Strategic Clarity

Conducted a strategy refresh to update the Alliance's intended impact and theory of change, with a particular focus on increasing equity outcomes for students and strengthening the relationship with the Seattle Public School district



## PROJECT 2

### Implementation

Identified and planned key initiatives required to better align program activities and investments to updated strategy



*“The Alliance team began their work with Leading for Impact® while simultaneously navigating a CEO transition and significant challenges with a key partner. Through LFI, we developed a clarity of purpose and priority that allowed us to better communicate our relevance, reassure our stakeholders, stabilize our leadership, raise new dollars, and rebuild our key relationship. All organizations go through times of crisis – we would all be better off with partners like LFI to walk with us in partnership as we do.”*

**-Lisa Chick, President and CEO**

# LFI OUTCOME: INCREASING EXECUTIVE TEAM EFFECTIVENESS

An effective executive team is essential for an organization's success. Acting as an executive team requires a different perspective, behaviors, and skills than what is required of each executive team member in their individual roles.

In Leading for Impact®, we help executives get clearer about the work they should focus on as a team, the dynamics and

behaviors they need to engage on that work, and the practices and processes to ensure it gets done. We also help them build executive competencies in their leadership pipelines so they have the executive teams they need for the future.

The pages that follow highlight organizations that did at least one executive team effectiveness project.

## Relevant workshops:



Maximizing Executive Team Effectiveness



Building Future Leaders



Working Together with Different Leadership Styles



Setting a Team Effectiveness Agenda

## LFI Seattle organizations completed:

**23** Talent Development Projects

**6** Executive Team Effectiveness Projects

### Participant feedback survey:

LFI helped increase my team's effectiveness

0

1

2

3

4

5

very negative

very positive

after 18 months

after 6 months



# HOMESIGHT

HomeSight promotes social and economic equity to preserve and enhance economically and culturally diverse communities through affordable homeownership, business development, and community advocacy



Founded  
1990



\$11.1M annual  
budget



Cohort 5



*“As a new executive director, there’s almost no escaping that ‘drinking from the firehose’ feeling. LFI was a really critical tool in my onboarding into a complex organization. It helped me have a much*

*wider view into the inner workings of HomeSight, and more importantly an early understanding of areas of concern and opportunity. I cannot recommend LFI more highly.”*

**-Darryl Smith, Executive Director**

## PROJECT 1

### Executive Team Effectiveness

Developed an executive team charter to clarify the purpose, role, commitments and structure of a two senior teams (i.e. an executive team plus a broader management team)

## PROJECT 2

### Executive Team Dashboard

Developed an executive team dashboard in preparation for the arrival of a new CEO; the dashboard served as a way to communicate the organization's strategic priorities and the current status of each priority to the new leader



*“Leading for Impact® had a huge impact on our internal operations and culture. We were going through challenging times—we were growing very fast and our systems weren’t*

*keeping up. Leading for Impact® helped us increase the clarity and transparency of how we work as leaders across the organization, as individual, and as teams.”*

**-Tony To, Director Emeritus**

# PROVAIL

PROVAIL offers a comprehensive range of services to support children, youth, and adults with disabilities in all major areas of life so they can live, work, play, and fully participate in the community of their choice



# PROVAIL



Founded  
1942



\$18M annual  
budget



Cohort 6



*“We are better able to visualize, plan for and evaluate our impact than ever before as a result of Leading for Impact®.*

*The clarity that we achieved by developing our theory of change was essential to our ability to pursue our strategic plan. It hasn't lost its logic for us, it's become a critically important and lasting element of our executive team and Board strategic conversations. LFI also gave us a common language and common understanding across the executive team, which is so helpful. I was blown away by the quality of the program and support we received, I have not experienced anything close in my 30 years in this field.”*

**-Mike Hatzenbeler, CEO**

## PROJECT 1

### Strategic Clarity

Evaluated program portfolio to determine current and future alignment with impact goals and financial sustainability; identified actions to improve several programs' impact and refine strategic plan implementation; developed shared criteria to make future programmatic decisions

## PROJECT 2

### Talent Development

Participated in Bridgespan's online leadership development program, "Investing in Future Leaders," to create an inclusive, customized talent development process that is being rolled out to all program managers

# SOUTHWEST YOUTH AND FAMILY SERVICES

Southwest Youth and Family Services (SWYFS) works in the significantly under-resourced communities of Southwest King County to help all residents flourish and actively participate in the success of the community. They provide services in behavior health, education, family advocacy, and youth development



Founded  
1979



\$5.6M annual  
budget



Cohort 5

## PROJECT 1

### Strategic Clarity

Defined shorter-term outcomes to hold themselves accountable for and longer-term goals for youth and families in SW King County that these outcomes enable; using these, they defined associated metrics to track their progress towards these goals

## PROJECT 2

### Talent Development

Participated in Bridgespan's online leadership development program, "Investing in Future Leaders," to create an inclusive, customized talent development process that is being rolled out to all program managers



*“Over thirty-two years as Executive Director of Southwest Youth and Family Services, I have rarely had the time to devote to deep work on organizational structure and strategy. Leading for Impact® has given us the time and structure to do this. In collaboration with LFI, we made long-term and critical progress to create an agency-wide theory of change that unifies all of our programs. We have also established a process for recognizing employee strengths to allow us to create career paths for staff so that we can retain and support emerging leaders in our organization. We will be benefiting from this work for years to come.”*

**- Steve Daschle, Executive Director**

# JEWISH FAMILY SERVICE OF SEATTLE

JFS Seattle offers vulnerable people in the Puget Sound region the tools they need to build healthier, more stable lives



Founded  
1982



\$10.3M annual  
budget



Cohort 1



## PROJECT 1

### Strategic Clarity

Assessed the organization's mix of programs against their strategic priorities to identify opportunities to sustain and grow intended impact while reducing cost



*“I cannot overstate the degree of impact Bridgespan has had on this organization. It gave us the language and structure for something we wanted but weren't sure how to do. The tools and support gave us the confidence to lean into the work and make the changes. We are now a much more focused and data-driven organization.”*

-Will Berkowitz, CEO



## PROJECT 2

### Talent Development

Used Bridgespan's tested "Building Future Leaders" approach to identify critical talent competencies, assess team strength, and improve both performance review and development planning processes



# LFI OUTCOME: IMPROVING ORGANIZATIONAL EFFECTIVENESS

Strategy alone is insufficient. Without effective systems, processes, and talent, an organization is unable to deliver the strategy it sets out to achieve. In Leading for Impact<sup>®</sup>, we help nonprofit executive teams examine components of effective

organizations—and how those components need to work together to effectively deliver the organization’s strategy.

The pages that follow highlight organizations that did at least one organizational effectiveness project.

## Relevant workshops:



**Building a High-Performance Organization**



**Managing & Measuring Strategic Priorities**



**Creating an Effective Decision Making Culture**

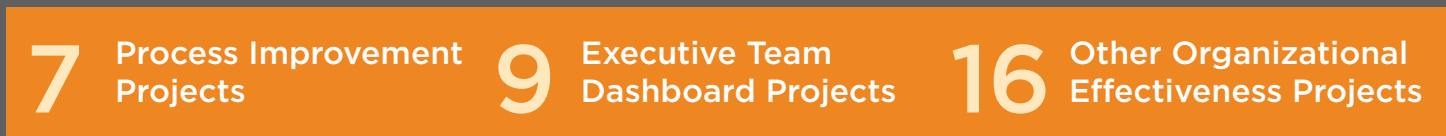


**Understanding and Managing Unconscious Bias**



**Leading Change**

## LFI Seattle organizations completed:



# NORTHWEST IMMIGRANT RIGHTS PROJECT

Northwest Immigrant Rights Project promotes justice by defending and advancing the rights of immigrants through direct legal services, systemic advocacy, and community education

Northwest  
**IMMIGRANT  
RIGHTS**  
Project



Founded  
1984



\$13.6M annual  
budget



Cohort 6

## PROJECT 1

### Measurement

Developed a change management plan to move the organization more towards a data-driven culture, including a "case for change," measurement priority areas, and a plan for engagement

## PROJECT 2

### Organizational Effectiveness

Focused on improving decision-making within the organization, including clarifying roles and processes for critical decisions, improving decision behaviors, and helping staff better understand decision roles and make decisions well



*“LFI provided an opportunity for our leadership team to lift our sights from the day-to-day 'urgent' issues and identify the longer-term structural issues we needed to invest time on. Through our participation in LFI, our management team learned to work more effectively and that has had a significant positive impact on our organization. We have begun to capture better data to track progress toward our goals and are being more intentional about our decision-making processes.”*

**-Jorge Baron, Executive Director**

# BYRD BARR PLACE

Byrd Barr Place provides essential safety-net services—food, shelter, warmth and financial tools—to more than 20,000 Seattle residents each year; at the same time, they capitalize on their deep knowledge of their community to affect systemic change



Founded  
1964



\$5.5M annual  
budget



Cohort 3



**BYRD BARR  
PLACE**



## PROJECT 1

### Strategic Clarity

Analyzed program data and developed a plan to improve the effectiveness and reach of one of their largest programs

## PROJECT 2

### Executive Dashboard

Developed an executive team dashboard to more effectively identify, track, and manage the organization's most critical priorities



*“During our time in LFI, we sought out areas in our largest program that could be optimized with the use of technology. That process enabled us to take this program online so that clients can apply remotely in the age of COVID. LFI, helped us be proactive so that when COVID descended upon us, we did not miss a beat in serving our clients.”*

**-Andrea Caupain, CEO**

# WASHINGTON STATE OPPORTUNITY SCHOLARSHIP

## WASHINGTON STATE OPPORTUNITY SCHOLARSHIP

The Washington State Opportunity Scholarship (WSOS) champions Washington students for Washington jobs by coupling financial aid with support services. WSOS connects the state's leading industries with top Washington talent by reducing barriers to education and training while facilitating entry into high-demand, living wage careers



Founded 2011



\$15M annual budget



Cohort 4

*“Working with Bridgespan created the space for WSOS to clearly define our intended impact, theory of change, and core leadership competencies. Having clarity about what we aim to do, how we do it, and who is best-fit to lead has redefined the way we do work. Since we began Leading for Impact®, our team has nearly seamlessly tripled in size because of the tools, training, and insight we gained. Now we have the right people in the right seats and are laser-focused on prioritizing our focus, people, and resources on the activities that best serve on mission.”*



**-Kimber Connors, Executive Director**



### PROJECT 1

## Organizational Effectiveness

Re-designed their organizational structure and codified processes to support organizational growth (e.g., hiring and onboarding, professional development and feedback) in alignment with intended impacts and their theory of change

### PROJECT 2

## Investing in Future Leaders

Participated in Bridgespan's online leadership development program to create an inclusive, customized talent development process that was rolled out to all program managers

# YOUTH CARE

YouthCare provides a continuum of care to homeless youth in Seattle and King County that includes outreach, basic services, emergency shelter, housing, counseling, education, and employment training

## YOUTH CARE



Founded  
1974



\$17M annual  
budget



Cohort 1



### PROJECT 1

## Strategic Clarity

Conducted a series of program analyses in order to better understand the impact, effectiveness, and opportunities for improvements for key YouthCare programs

### PROJECT 2

## Process Improvement

Mapped out a series of important development processes (public and private grants management) to identify and optimize pain points (e.g., clarifying decision roles); also created a draft management-level priorities dashboard



*“I’d describe LFI as nothing short of transformative for YouthCare. It prompted us to completely rethink how we carry out our mission. It inspired development of a new theory of change to guide our work. It enabled us to become more effective for the vulnerable youth who most need the full spectrum of services we provide.”*

—Melinda Giovengo, CEO

# LFI OUTCOME: CONNECTING WITH OTHERS



## Cross-Cohort Convening #1 Racial Equity

**NOVEMBER 15, 2017**

We convened participants across all six LFI Seattle cohorts for a half-day discussion around racial equity. Over 125 people came together in El Centro de la Raza's Centilia Cultural Center. Nine LFI Seattle organizations held small group sessions to share what they were doing around racial equity and the lessons they've learned along the way. Participants had rich discussions in each of the breakout sessions and then gathered with their teammates from their own organizations to discuss implications for their work. The day ended with a "fireside chat" with Erin Kahn from the Raikes Foundation and Alice Ito from the Seattle Foundation discussing the work that each of their organizations is doing related to racial equity.

## Cross-Cohort CEO-Only Convening | Effective Nonprofit Executive Teams

**OCTOBER 15, 2018**

We convened CEOs from Cohorts 1-3 to share new content we had recently developed on Effective Executive Teams. Since these CEOs had not had this content in the classroom, we gave them an overview of the key takeaways and tools and gave them an opportunity to share their experience with each other.

## Cross-Cohort Convening #2 Sharing LFI Projects

**DECEMBER 3, 2019**

The final LFI Seattle cross-cohort convening was focused on reconnecting LFI participants with each other and with Bridgespan on the important work they have done as part of LFI. Over 130 people came together across all six cohorts. Bridgespan shared new content related to Managing Through Tough Times and participants joined small breakout groups to share their experiences. Then participants organized into eleven breakout groups, each focused on a common type of LFI project. LFI participants shared an overview of the work they had done and lessons they had learned and shared experiences across organizations. Finally, the day ended with time for participants to connect with other leaders across Seattle in roles similar to their own.

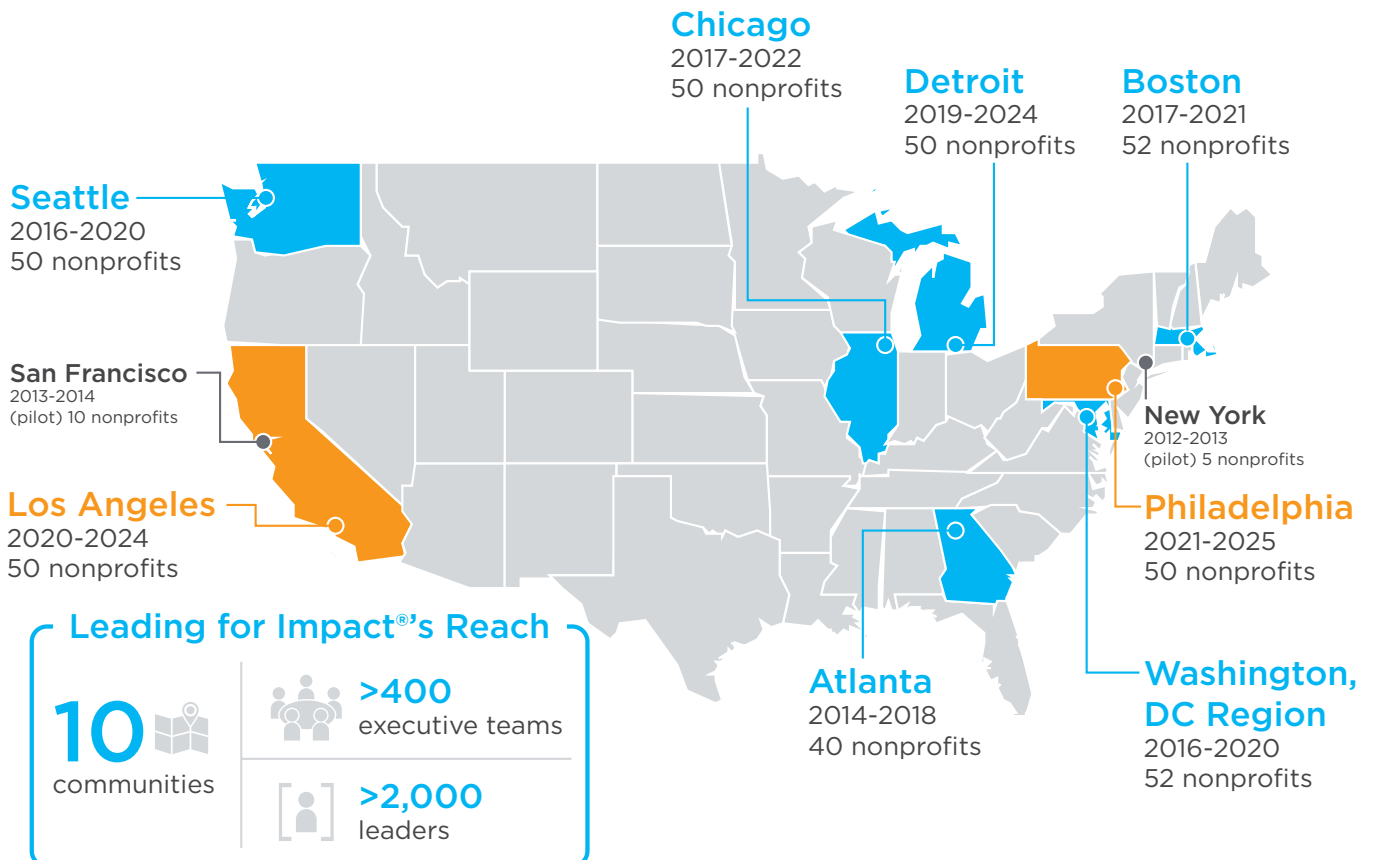
## Annual LFI Seattle CEO/Funder Receptions

**EVERY APRIL 2016-2019**

Every year, the EDs/CEOs from all LFI Seattle organizations came together with LFI Seattle's funders for an evening of celebration and networking at Evelyne Rozner and Matt Griffin's home.

# WHAT'S NEXT AFTER LFI SEATTLE?

## Next Up: Los Angeles & Philadelphia



# BRIDGESPAN LEADERSHIP ACCELERATOR

Bridgespan's Leadership Accelerator programs offer nonprofit executive teams strategy and management support through a powerful combination of online lessons, guided team activities, and expert coaching.

Leading for Impact® Seattle alumni and other nonprofits across Seattle, Washington, and the globe have access to a suite of affordable 12-16 week courses for executive teams focused on a core set of management questions, with practical deliverables that put proven tools to work immediately. Programs are divided into a series of milestones, each with three components:



## Team Workshops

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



## Individual Lessons

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



## Coaching Support

Individual and group coaching offered for Project Leads and CEOs

We currently have three programs in the Accelerator series, with more in the pipeline:



## Investing in Future Leaders

- **Agree on the skills needed** to achieve your strategy
- Identify priority development areas and **draft development plans** for direct reports
- Prepare to **cascade this process** to the broader organization



## Achieving Strategic Clarity

- Draft an **Intended Impact and Theory of Change** naming WHAT the organization will achieve for WHOM and HOW
- Craft a **learning plan** to address open questions and refine drafts
- Determine **near-term implications** for organizational priorities and decisions



## Strengthening the Executive Team

- Create a **shared vision for the topics that your team must address**
- Develop a framework to **make decisions and monitor performance**
- **Identify the types of meetings** that will drive the work, and build tools to guide these meetings
- Align on the **behaviors that create a strong team dynamic**

Seven LFI Seattle nonprofits have already participated in Leadership Accelerator programs. For more information on Bridgespan's Leadership Accelerator program, please visit our website: [www.bridgespan.org/leadershipaccelerator](http://www.bridgespan.org/leadershipaccelerator)



# THANK YOU TO OUR FUNDERS

## Our lead partner:



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## Additional donors who have generously supported the Seattle program:

Seattle Foundation

Ballmer Group

Bill Lewis

Raikes Foundation

Evelyne Rozner and Matt Griffin

Kathy Surace-Smith and Brad Smith

Maggie Walker

## And the entire LFI Seattle team:

Henry Barmeier

Sam Levine

Chelsea Bell

Preeta Nayak

Rebecca Brondfield

Laura Noonan

Colleen Brosman

Rose Martin

Meera Chary

Kristen McNutt

Nicole Cuenca

Simon Morfit

Jenelle Harris

Anna Soybel

Judy Huang

Libbie Landles-Cobb

# LFI SEATTLE PARTICIPANTS

## Cohort 1

- Alliance for Education
- Atlantic Street Center
- Boys & Girls Club of King County
- College Success Foundation
- Jewish Family Service of Seattle
- Planned Parenthood of the Great Northwest and Hawaiian Islands
- YouthCare
- YWCA Seattle | King | Snohomish

## Cohort 2

- Big Brothers Big Sisters of Puget Sound
- Chinese Information and Service Center
- El Centro de la Raza
- FareStart
- Plymouth Housing Group
- Rainier Scholars
- Seattle Goodwill
- Seattle Indian Health Board
- Solid Ground
- Treehouse

## Cohort 3

- Byrd Barr Place
- Children's Home Society of Washington
- Compass Housing Alliance
- Downtown Emergency Service Center
- Friends of Youth
- The Mountaineers
- Washington Trails Association

## Cohort 4

- Childhaven
- Girl Scouts of Western Washington
- Pacific Science Center
- School's Out Washington
- The Mockingbird Society
- Washington State Opportunity Scholarship
- Wellspring Family Services
- Youth Eastside Services

## Cohort 5

- Child Care Resources
- Downtown Seattle Association
- HomeSight
- Latino Community Fund of Washington State
- OneAmerica
- Southwest Youth and Family Services
- The Nature Conservancy in Washington
- Washington STEM

## Cohort 6

- ArtsFund
- College Access Now
- Columbia Legal Services
- Crisis Connections
- EarthCorps
- Neighborcare Health
- Northwest Immigrant Rights Project
- PROVAIL
- Ryther



  
**The Bridgespan Group**  
*Collaborating to accelerate social impact*