



Community
Memorial
Foundation



Healthy
Communities
Foundation

2019 LEADERSHIP INSTITUTE

Organizational Assessment and the Practice of Leadership

Date: April 11, 2019 4:30 PM to 7:30 PM

Discovery Center, Brookfield Zoo

Facilitator: Marla Cornelius

Participating in an organizational assessment is not just a means to better understand organizational capacity, health, and effectiveness but also is a powerful leadership practice to support reflection, learning and ongoing improvement. Learning objectives include:

- Understanding continuous learning and development as a leadership practice.
- Capacity building efforts often begin with assessment to shape priorities and ensure organizations are focusing efforts on what matters most.
- Appreciation and understanding that organizational assessment is less about the specific tool employed and more about cultivating an ongoing and rigorous practice of learning and development.

Select organizations that participate in this workshop will be eligible to participate in an organizational assessment and receive individualized coaching through the assessment process.

Board Leadership: Reframing the Work of a Nonprofit Board

Date: May 2, 2019 4:30 to 7:30 PM

Discovery Center, Brookfield Zoo

Facilitator: Susan Meier, BoardSource

Effective Board leadership is crucial to an organization's success. This high-level and collaborative workshop will engage executive directors and board members in dialogue about exceptional governance practices including such topics as:

- defining different board performance levels
- increasing the board's critical capital-intellect, reputation, resources and access
- identifying and maximizing the collective judgment, wisdom, and thoughtfulness of the board in pursuit of its mission and vision
- balancing the role as an oversight body and supporting the organization
- learning and sharing principles and practices of exceptional boards, including generative

thinking

- envisioning the possibilities, the payoff, and the path to improve governance performance
- engaging with colleagues about immediate and long-term action steps to help advance the mission
- learning about the core elements of a meaningful board assessment process

Select organizations that participate in this workshop will be eligible to participate in a follow up board member peer learning session.

How Culture Works

Date: May 15, 2019 4:30 to 7:30 PM

Discovery Center, Brookfield Zoo

Facilitator: Dr. Robert Cooke and Tim Kuppler, Human Synergistics

Through this workshop, participants will gain a better understanding of how the culture of their organizations impacts the health and impact of the organization. Learning objectives include:

- Help leaders understand the complexities of culture, leadership, and the connection to performance.
- Help leaders understand how culture is created, the impact of history, and the levers that shape and reinforce the current, organizational culture.
- Build a common language for understanding the layers of culture using qualitative and quantitative methods.
- Discover how culture evolves and identify paths that increase the likelihood of shared learning and positive results in culture improvement initiatives.
- Understand the difference between culture and climate, how to accurately quantify culture, and research-based methods for cultivating a constructive organizational culture.

Leading Through the Lens of Polarity Thinking

Date: May 30, 2019

Discovery Center, Brookfield Zoo

Facilitator: Marin Burton and Andrea Williams, Center for Creative Leadership

While some issues are problems with a definite answer, the more challenging issues are polarities — situations in which either side has benefits and drawbacks. Attempting to address these issues with traditional problem solving skills only makes things worse.

There is a significant, competitive advantage for an educational leader who can distinguish between a problem to solve and a polarity to manage and is effective with both. In this session, we will explore Polarity Thinking and how leaders can use this lens to effectively manage individual, team or organizational challenges. We will also engage with a mapping tool designed to help an individual think through ideas within various polarity. When used successfully, it helps identify the upsides and downsides of each pole, resulting in a whole picture of the polarity to be managed. This tool can be used with individuals and teams moving forward. Learning objectives include:

- Increase understanding of polarities and tensions that exist within leadership roles
- Develop practical self-awareness about relevant polarities & preferences about core leadership tasks
- Understand polarity mapping as a tool for developing action plans for increasing leadership effectiveness

All sessions will be held at the Discovery Center at the Brookfield Zoo. Workshops are provided at no cost to grantees. Organizations may send up to three people to each workshop session, however at least one of these three must be a board member.

Nonprofit Capacity Building Request for Proposals

Organizations that send Board/Executive teams to the workshops will then be eligible to submit a Nonprofit Capacity Building request for proposals (RFP) in order to engage in capacity building efforts that have a specific purpose or address a particular issue in **one** of the four key organizational development areas listed above. The foundations will award grants of up to \$10,000 to 35 organizations.

Organizations may submit requests for proposals for any project or program that addresses a need in one of the four development areas (Assessment, Governance, Leadership or Culture). Funding may be used for coaching, training, consulting, etc.