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Thank you for joining us. The webinar will begin shortly!



Upcoming Council Events

- **Leading Together Conference**
Miami, FL— **APR 30-MAY 1**
- **Legal Matters for Community Foundations**
Richmond, VA— **JUN 19**
- **CFE Fundamentals Course**
Los Angeles, CA— **JUL 9**
- **HR Summit**
Atlanta, GA— **SEP 11**

Upcoming Webinars

- **Post-Graduation Scholarships: What Are They and How Can You Use Them?** **MAR 6**
- **Community Foundation Scholarship Programs: From A to Z**
MAR 20

Visit cof.org/events to register!



Fostering the Grassroots Leadership Capacity of Community

Emergence of systems-focused
leadership in local communities
Social Impact among Local Actors

February 27, 2019

Speakers



**Adene Sacks,
Philanthropic Advisor
and Social Impact
Strategy Consultant**



**Marian Kaanon
President and CEO,
Stanislaus
Community
Foundation**

Moderator



**Brad Ward
Director of Community
Philanthropy,
Council on Foundations**

IRVINE NEW LEADERSHIP NETWORK

COUNCIL ON FOUNDATIONS | 2.27.2019

WHY ARE WE HERE ?

“Never doubt that a small group of thoughtful committed citizens can change the world; indeed, it’s the only thing that ever has”

– Margaret Mead

SOCIAL CHANGE IS CHANGING.



OUR PROBLEMS ARE SCALING QUICKLY...

Antarctic ice melt
has doubled
since 2010

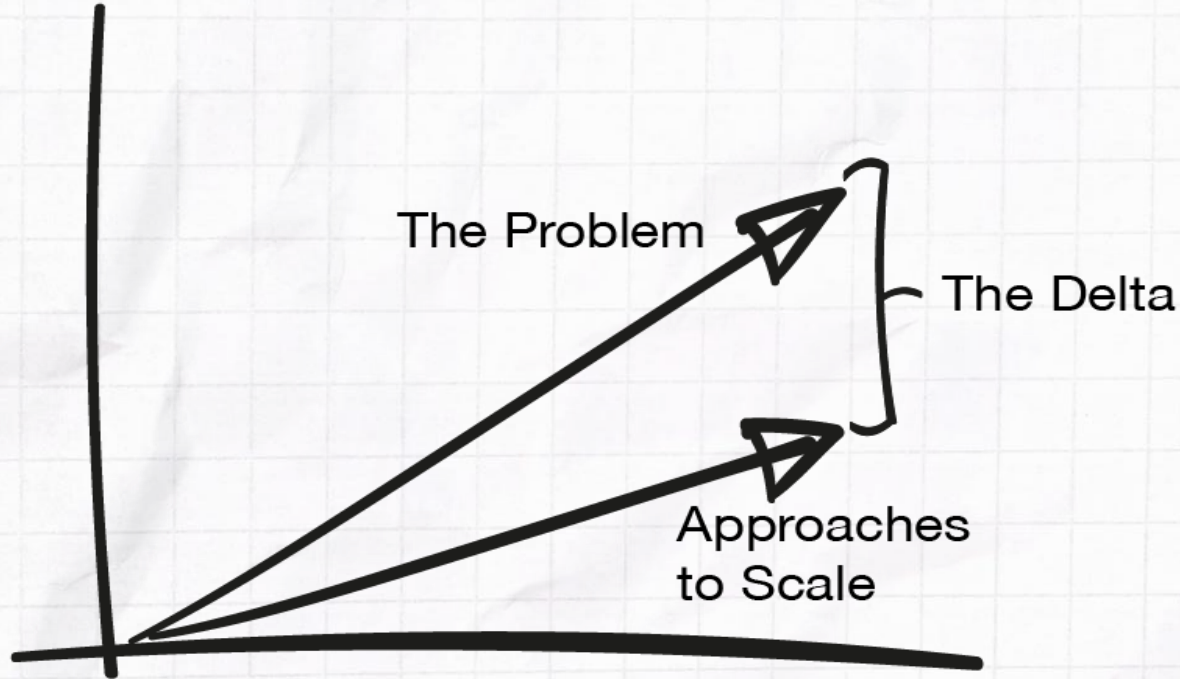
8 of 10 people over
65 in U.S have pre-diabetes
or diabetes

Tonight
610,042 people
will be homeless

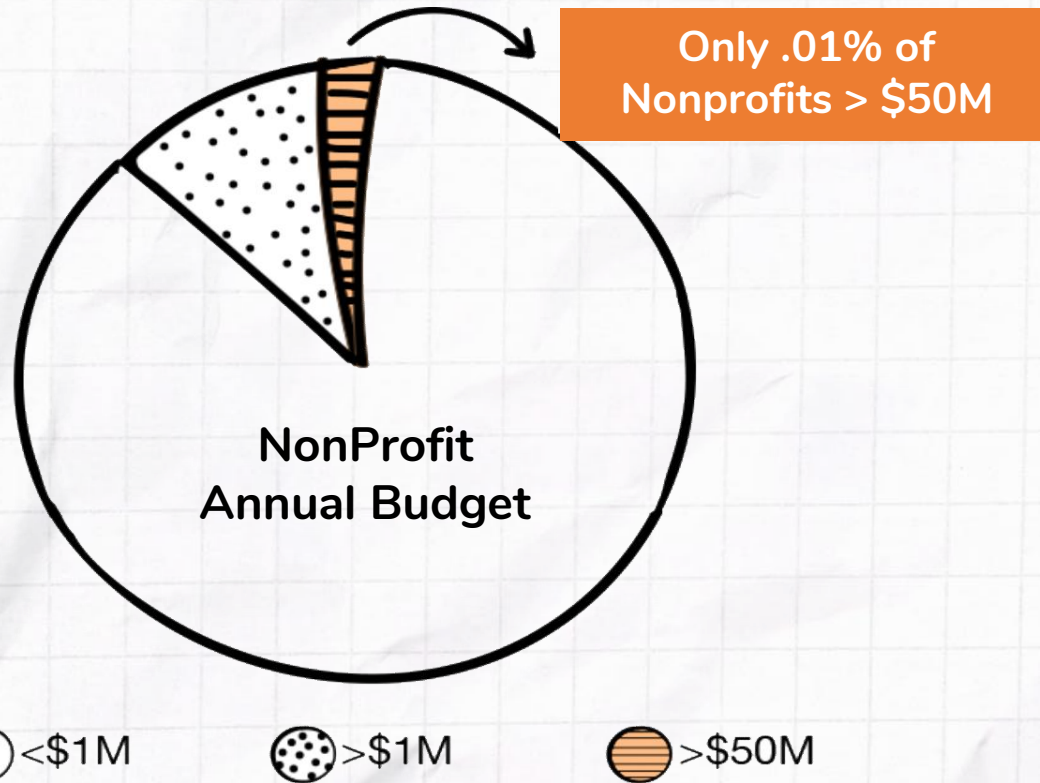
In 2012, 46.5 M
people were living in
poverty in U.S



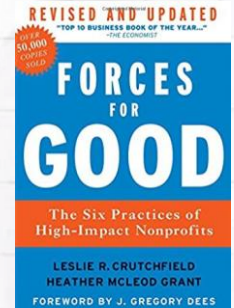
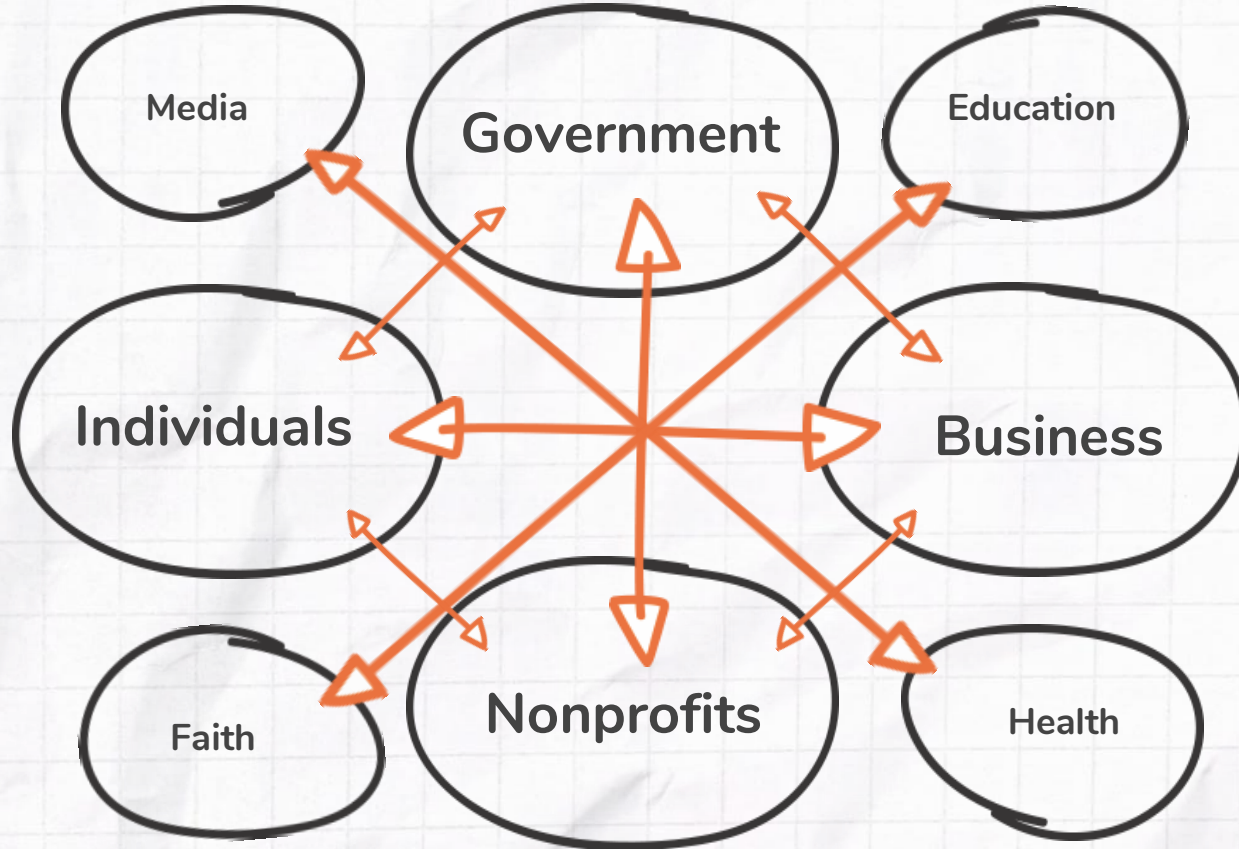
...BUT OUR SOLUTIONS ARE NOT



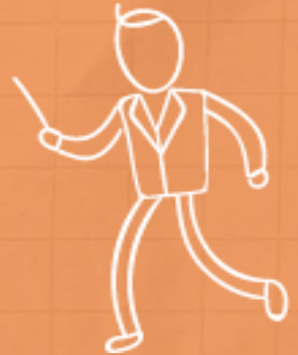
NONPROFITS CAN'T GO IT ALONE – NO SCALE!



AND NEITHER CAN ANYONE ELSE...



WHAT IT MEANS TO LEAD SOCIAL CHANGE
IS ALSO CHANGING...











TWO RODEO

ZIMMERMAN:
THE
PEOPLE
SAY
GUILTY
Party for Socialism & Liberation
PSLWEB.ORG

NO NEW
JAIL
OR PRISON
CONSTRUCTION
#J4TMLA

Zimmerman
MURDERED
Securing The
PLANTATION

#BLACKLIVESMATTER

#J4TMLA

#Justice

BLACKLIVESMATTER
#J4TMLA

TRAYV

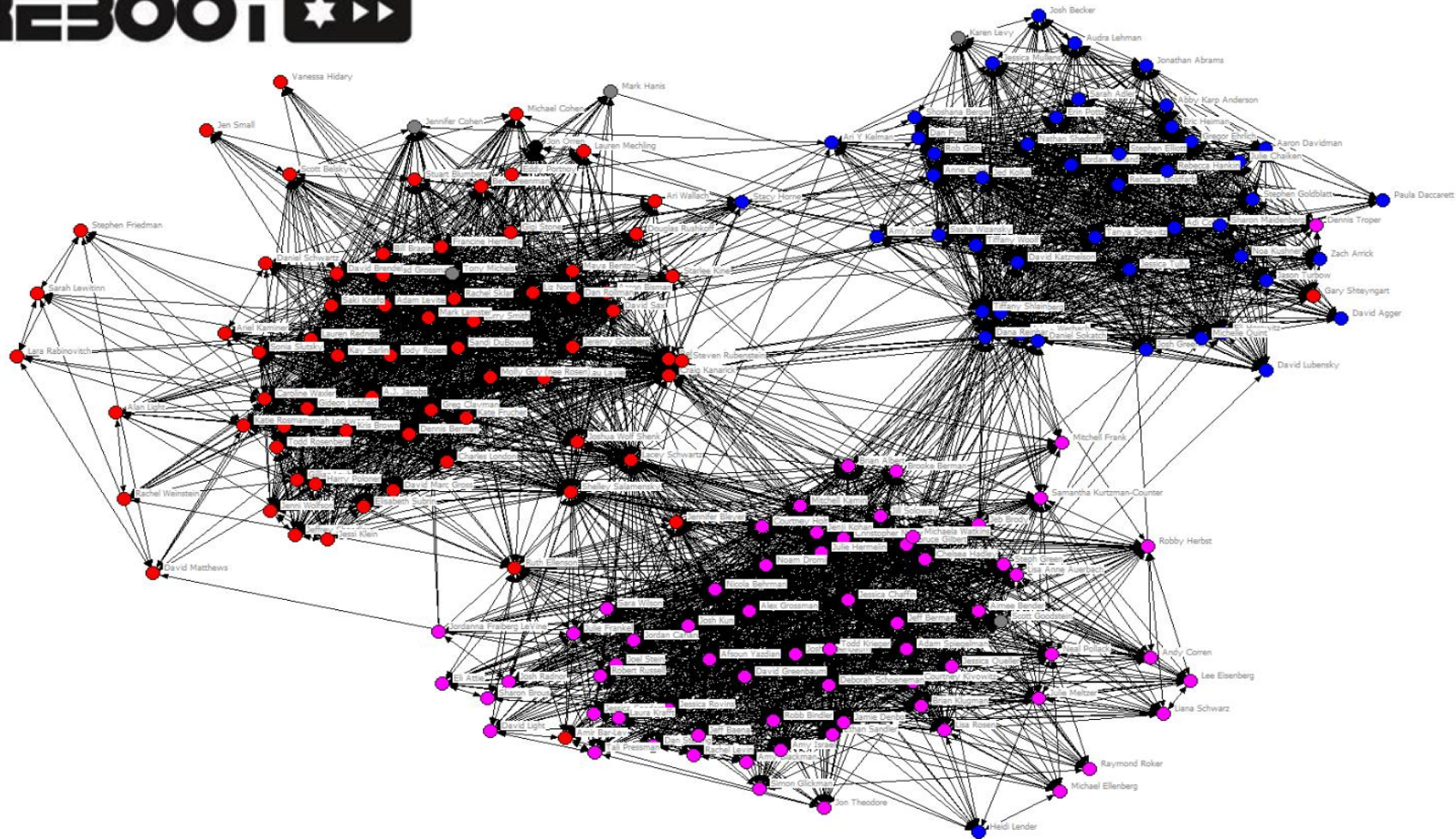
#BLACKLIVESMATTER

#BLACKLIVESMATTER
#J4TMLA

4: END GANG
EXTINCTIONS

1: FE
AG
@ T
OR
M
C
CH
AG
MR

REBOOT



LEADERSHIP IS A TEAM SPORT.
AND YET.....

Leaders Feel

Fatigued

Isolated

Not getting
to impact
they want

Leaders Feel

Fatigued

Need time/space
to reflect/renew

Isolated

Need diverse
fellow travelers

Not getting
to impact
they want

Need tools +
supportive infrastructure
to get to higher
level impact

Leaders Feel

Fatigued

Need time/space
to reflect/renew

Traditional
leadership dev.

Isolated

Need diverse
fellow travelers

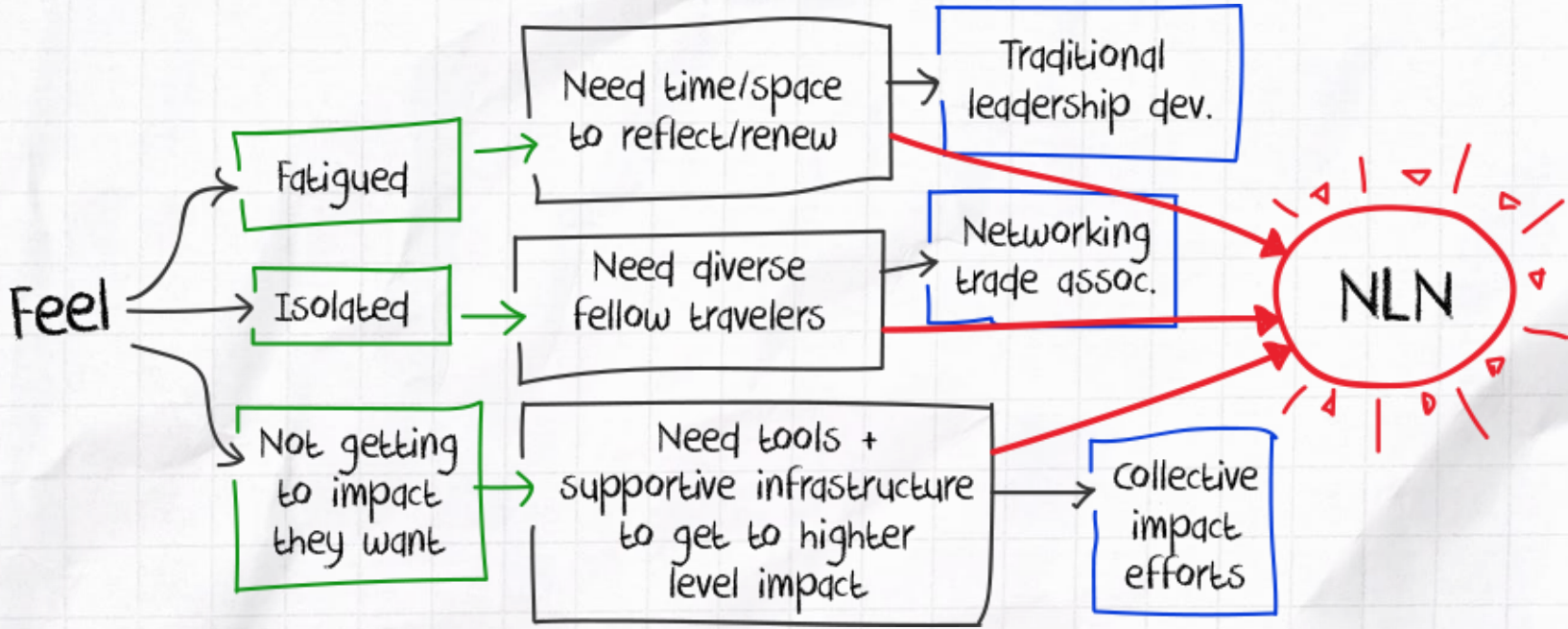
Networking
trade assoc.

Not getting
to impact
they want

Need tools +
supportive infrastructure
to get to higher
level impact

Collective
impact
efforts

Leaders Feel





Select and connect leaders who reflect their community across sector, class, race and life experience.

+

Provide an opportunity to develop deep trust, articulate a shared vision, and collaborate on core community needs.

=

A robust network of civic innovators capable of initiating sustainable, equity-centered collaborations in complex systems

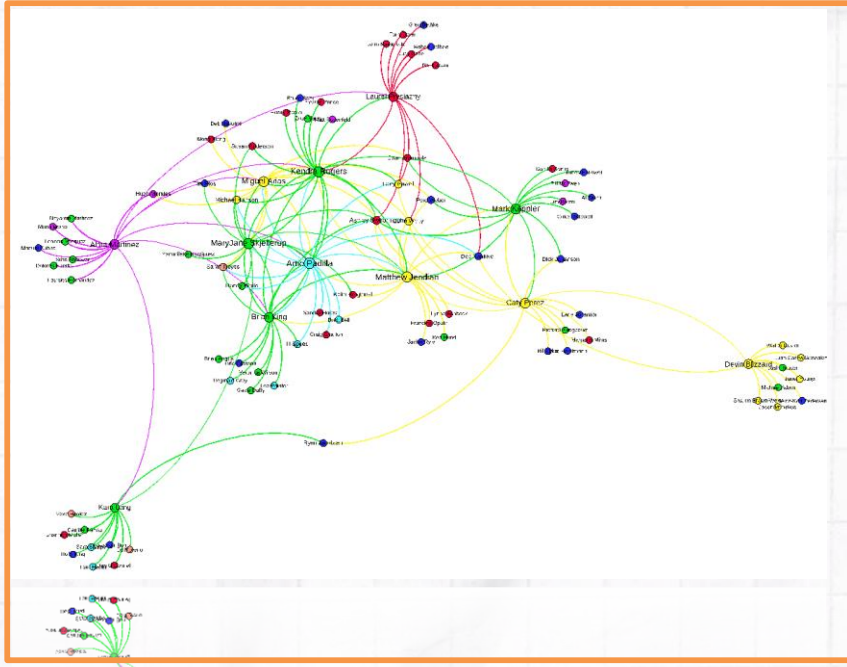
WHERE DID THIS START ?



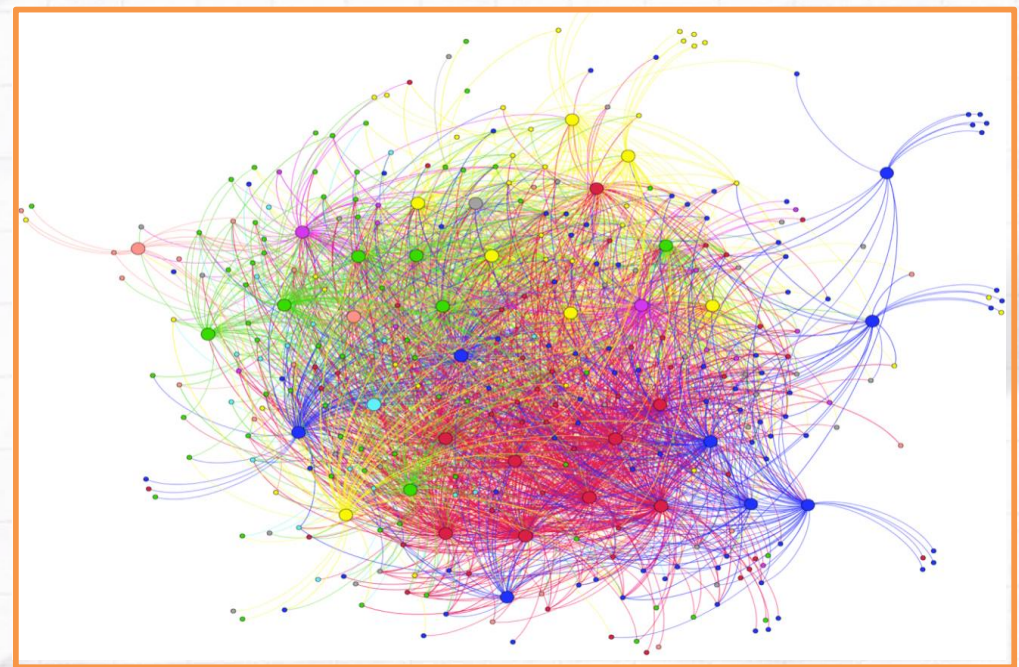
FRESNO FIRST (2011).....AND THEN STANISLAUS COUNTY (2016)



YEAR 1 IN FRESNO



YEAR 4 IN FRESNO



WHAT DO WE DO DIFFERENTLY ?



SHIFT HOW LEADERS THINK ABOUT SOCIAL CHANGE

OUR PAST

Charity/ Nonprofit

Sector Silos

Organizations

Heroic Leaders

Static Strategies



OUR FUTURE

Systems Change

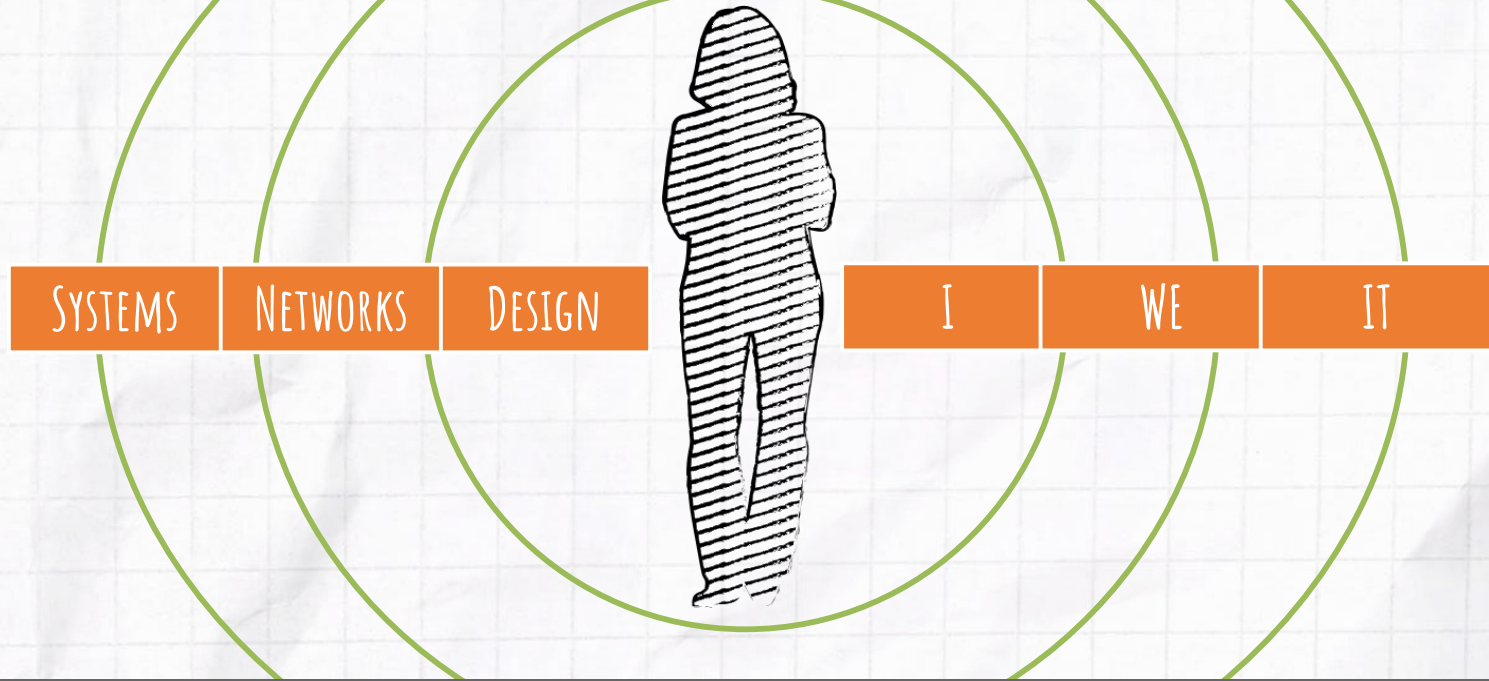
Cross Sector

Networks

System Leaders

Innovation, Systems
integration

WORK ON MULTIPLE LEVELS



Always asking: What has this got to do with equity, power and systemic bias?

DO THE WORK DIFFERENTLY.



HOW DOES THIS HAPPEN



IT'S ABOUT THE PEOPLE.



- Humility, vulnerability and curiosity as a primary stance to their work.
- Diverse networks versus positional power
- Self awareness about the role of equity and power
- A tipping point in your leadership.



The **James Irvine**
Foundation



Stanislaus
Community
Foundation



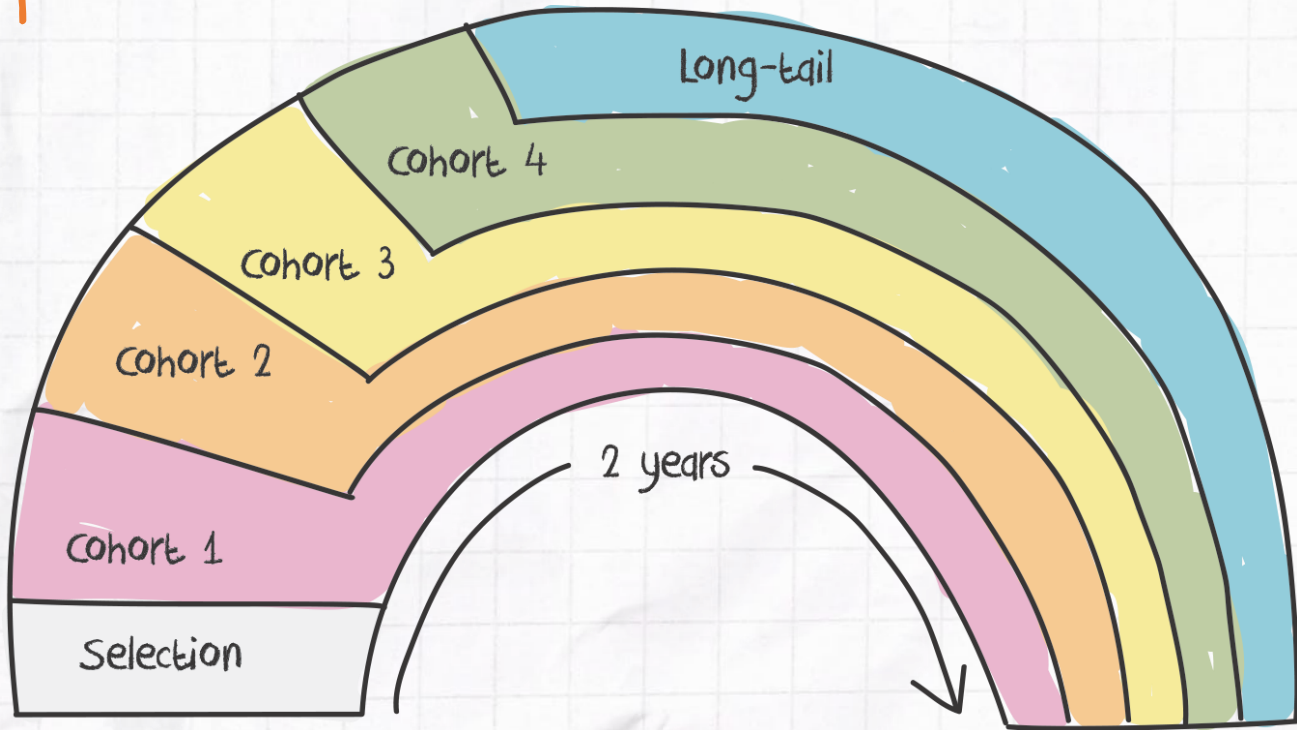
The **James Irvine** Foundation
NEW LEADERSHIP NETWORK



ELEMENTS OF THE JOURNEY

- **Selection:** Application + In-person interview. It is competitive.
- **Retreats:** 3 retreats, over 6 months. 9 days total in residence.
- **Design Teams:** Everyone participates in a design team focused on systems level challenge.
- **1:1 Coaching + Microgrants:** Participants access additional resources to help them translate their experience into their day to day.
- **Long-tail:** For two years following the Cohort experience, participants are invited into more training, more connection, more design work supported by a network weaver and the backbone.

NETWORK TIMELINE: 2 YEARS TO A TIPPING POINT



THIS IS WHAT WE'RE DRIVING TOWARDS...

- See the system.
- Understand our place in it.
- Have tools to begin to act on the system.
- Align fellow travelers.
- Drive impact.

WHAT'S HAPPENED SO FAR ?



OUR NEW/SHARED LANGUAGE...

- **Equity by Design** – The only playing field that will ever be even is the one built with those who don't get to play. We think about and act on what is equitable on purpose.
- **Empathy** – Knowing that your destiny is inextricably tied to another's story is the only way to ensure a commitment to the common good. When people feel seen and heard, they will tell you the truth, and only then can we create shared understanding and move forward together.
- **Creativity** – While committed to the common good, we are skeptical of the common wisdom. What's common is unchallenged and uninteresting. What's uncommon precedes joy.
- **Disruption** – Action requires discomfort. Energy requires friction. While the purpose of the bridge is to connect, its strength depends on a healthy amount of tension.
- **Strong Relationships** – Strength in relationships is foundational to lasting and meaningful change. We are commitment to strong relationships, especially when there is divergence among us.

SAMPLE PROJECTS

How might we help first generation students navigate the onboarding process to college?

Key insight: First generation families struggle to understand the web of services available. Key agencies are not coordinated.

Outcomes

- County + college forged partnership worth \$150K to make bus ridership free
- Self Help Credit Union now on campus to streamline financial services
- College + Parole office working to reintegrate parolees to college.

How might we create advocates for the most disenfranchised students in the education system?

Key insight: Teachers are on the front line for their students but often don't see their power as advocates.

Outcomes

- Created the Life Changer Award. First generation students invited to nominate a teacher who changed the trajectory of their life. Award presented at the district annual meeting by the design team.

How might we better understand Spanish speaking parents' needs around early childhood education?

Key insight: Word of mouth is more powerful than any marketing campaign.

Outcomes

- County looking to build a cadre of parent advocates from neighborhoods that have low participation.
- County will be redoing key parts of the website targeted at parents -- including a mobile phone version of the site.

Modesto Junior College

Free Movie:
"Coach Carter"
Wed. Feb. 24 6pm
Forum 110





**Caminante, no hay puentes,
se hace puentes al andar.**

*(Voyager, there are no bridges, one
builds them as one walks.)*

- GLORIA E. ANZALDÚA

THE. END.



TOP OUTCOMES FOR NLN: STANISLAUS.

(I) Leader

My understanding of my strengths, challenges and “how I show up” as a leader

My ability to innovate in places of ambiguity or complexity

My ability to work with people who are different from me and manage issues of power, diversity and inclusion in my work.

(We) Network

Members are achieving more together than they could alone.

Member are creating new knowledge or insights together

Members have the connections they need to advance their goals.

(It) System

My sense of connection to others working to better Stanislaus County.

My optimism about the future of Stanislaus County.

My energy and inspiration to engage in community-level change.