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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
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

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...BUT OUR SOLUTIONS ARE NOT
Nonprofits can’t go it alone — no scale!

Only .01% of Nonprofits > $50M

NonProfit Annual Budget

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AND NEITHER CAN ANYONE ELSE....
What it means to LEAD social change is also changing...
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
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Need diverse fellow travelers

Traditional leadership dev.

Networking trade assoc.

Need tools + supportive infrastructure to get to higher level impact

Collective impact efforts
Leaders Feel

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Traditional leadership dev.
Networking trade assoc.
Collective impact efforts

NLN
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)
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.

Strategy
Transactional. Static.
Quality Control
Expertise
Innovation

Empathy. Synthesis.
Iterative. Learning Stance.
Non-closure
Authenticity. Collaboration.
Integration
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.
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.
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.
- Members 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.