

A Guide to Using the Leadership Investment and Evaluation Framework

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What the framework is

The framework is a tool for understanding and mapping the purpose(s) of leadership supports and capacity-building activities. There are multiple purposes for investing in leadership. The framework distinguishes and clarifies the different purposes and relates them to each other in a four by four grid. There are sixteen cells in the grid, each of which identifies a specific leadership development purpose.

Levels of the Framework

The four levels that run horizontally across the framework correspond to the location where you want to see your investment have an impact. These include the individual level, the organization level, the community level, and the field level. To clarify the levels here is a description of the types of results you might look for at each level.

The individual level. At the individual level results may be noted in who participates in leadership, how leaders behave, who leaders interact with, and what leaders do.

The organization level. At the organization level results may be noted in how work gets done, who participates in decision-making, how change and innovation happen, and how partnerships and alliances are formed.

The community level. At the community level results may be noted in who participates in civic decision-making, how cultural boundaries are crossed, how well organizations serve the needs of the community, and how active people are in mobilizing for equity.

The field level. At the field level results may be noted in how public issues get framed, how cultural norms and standards get established, how knowledge is generated and disseminated, and how policies are made and implemented and what consequences they have.

Domains of the Framework

The framework also has four domains that run vertically along the framework grid. Each domain describes a type of leadership capacity that is being developed, supported, and catalyzed. These include individual capacity, organizational capacity, collective capacity, and systems capacity. To clarify

the domains we describe the types of leadership capacities you might look for in each domain.

Individual capacity. Individual capacity includes self-awareness and consciousness, leading responsibly, building and bridging networks, and creativity and entrepreneurship.

Organizational capacity. Organizational capacity includes inspiring and leading others, managing and delivering on the mission, responding to community needs, and identifying standards and practices for a field.

Collective capacity. Collective capacity includes working and living together respectfully and responsibly, finding common ground, working towards common goals and generating, synthesizing and disseminating knowledge.

Systems capacity. Systems capacity includes entrepreneurship, network development, alignment of interests and resources, connecting and mobilizing people, and forming and implementing policies.

Why the framework was developed

In 2005 Grantmakers for Effective Organizations published "Investing in Leadership: A Grantmakers Framework for Understanding Nonprofit Leadership Development." The GEO report presented a three by three matrix that identified different leadership development and capacity building strategies that funders were using in their grantmaking. The matrix was designed to be a conversation tool for helping funders talk through what they meant by "leadership" and "capacity", and to help them be clearer about who they were targeting and with what types of development.

In 2008, the United Way of Toronto commissioned a scan of leadership development efforts across Canada and the United States. The results of the scan were shared in the Leadership Solutions report, and included the GEO matrix. The matrix was a promising tool for helping funders consider where to invest leadership development resources to get the impact they sought. The Leadership Learning Community partnered with the United Way of Toronto to expand and adapt the framework as a tool for Canadian funders to use to analyze their leadership investments and clarify the outcomes and results they were seeking.

The framework can be used by funders to help think about leadership investments, make strategic decisions about where to invest resources, and have a better idea whether they are on the right track to get the results they hope for.

How groups are using the framework

The United Way of Toronto used the framework to map leadership efforts across program areas within the Organizational Capacity Building Unit of the agency (September 2008). The Unit came together for a half-day meeting to map their leadership supports onto a large framework grid posted on the wall. Each program was given stickies to place in the cells of the grid where they were supporting leadership development (e.g., growing, catalyzing or supporting different types of capacity). Participants were asked to include:

- Formal leadership programs,
- Capacity-building activities,
- Leadership convenings, and
- Leadership networks and communities of practice.

A convening of Canadian leadership funders (September 2008) and a convening of Minnesota funders (October 2008) used the framework grid to map where each funder is currently investing in leadership and where they are planning to expand or create new investments. The framework grid provided an opportunity for funders to consider how they might coordinate or collaborate on leadership work. One of the outcomes of both the Canadian meeting and the Minnesota meeting was a desire to continue convening to explore how resources could better be leveraged, how funders could learn from each others' efforts, and how outcomes and results might be more effectively evaluated.

The Leadership Learning Community convened 25 funders and evaluators through its Funders Circle and Evaluation Circle in October 2008 to consider how the framework could be used to advance our efforts to make more strategic leadership investments and increase their impact. The group mapped leadership programs we funded and evaluated and then looked for patterns that clarified the leadership investment strategy of different funders. For instance, the Northwest Area Foundation staff noted that they invest across the community level. The Blue Cross/Blue Shield Foundation of Minnesota mapped their leadership work in the collective capacity building domain across different levels. The Annie E. Casey Foundation noted that its leadership investments moved across the diagonal from personal mastery at the individual level, to influencing policy and systems change at the systems capacity/field level. Clarity around the purposes of the leadership investment is a critical first step for conducting a useful evaluation. Evaluators have found that when there is clarity of purpose there is also greater clarity in the program design and the desired outcomes.

How to use the framework to support investment, design, collaboration and learning

There are specific questions you may want to ask using the framework depending on whether you are deciding where to invest leadership development resources, how to design leadership development programs/activities, who to collaborate with, or how to support learning and evaluation. Here are some suggested questions:

To inform your leadership investment strategy

- Where are you currently investing?
- Where do you hope to expand your investments?
- What is the trajectory of your investments?
- Are you investing for all the critical purposes you need to achieve your objectives?

To assist in the design of leadership programs/activities

- Given your purpose, what results do you seek?
- Who needs to participate?
- What activities will lead towards those results?
- Is there an alignment between your purpose and your recruitment targets, program design and activities?
- How long will it take to achieve those results?

To find partners

- Who else is developing and supporting leadership for the same purposes you are?
- Who is supporting leadership for a different purpose?
- What opportunities are there to create synergies and partnerships with those who are investing for similar purposes or who are doing something different?

To support learning and evaluation

- Who in the group can you learn with and from?
- What evaluation questions do you have about developing and supporting leadership for a particular purpose, at a specific level, or in a certain domain?
- How are people, organizations, communities, fields better off as a result of your investments?

How to collect and analyze data using the framework

The framework is especially powerful when you are trying to collect and analyze data from multiple sources; for instance, multiple funders within a geographic area, or multiple programs within an organization or a

grantmaking initiative. Here are some suggested steps for collecting and analyzing data using the framework.

Suggested Steps for One Way to Use the Framework

Step 1: Identify who needs to be present for the mapping exercise to meet your desired purpose, e.g. identify learning partners who seek a similar purpose, explore investment gaps, collect information about the variety of activities that build capacity for a specific purpose or the outcomes that might be expected to occur if a specific purpose is achieved.

Step 2: Create a grid on the wall with the purpose statements noted in each cell.

Step 3: Work individually or with your program or organizational colleagues to map your current leadership activities and investments and where you may be thinking about expanding or creating new activities and making new investments.

Step 4: Place stickies (different colors for current and for new/expanding activities/investments) in each cell for which you are developing and supporting leadership.

Step 5: Collectively look at the map and reflect on the following questions:

- In what quadrant of the framework grid do activities and investments cluster?
- At what level do you and the group primarily seek to have an impact?
- In what capacity domain do you and the group concentrate your efforts?
- What patterns do you notice in current investments?
- What paths are being pursued with future investments?
- Who is an ally in the leadership work that you do?
- Whose leadership work complements yours?

Step 6: Break into small groups around the patterns you see (e.g., where there are shared interests and synergies) to explore where there is possible alignment, coordination, or collaboration.

How to contribute to learning for philanthropy and the field of leadership development

The framework is a work in progress. We would like to hear from you about how you have used and adapted the framework, what insights occurred when using the framework, whether it has led to better coordination or collaboration among programs/organizations.

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