

SUPPORTING EXTENSIVE

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years by research suggesting that the sector faces
a looming “leadership gap” in the years ahead:

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partnership with The Eugene and Agnes E.
Meyer Foundation, found that 75 percent of
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the Bridgespan Group, projects that the sector
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of positions that currently exist.³

7\Ub]Y5 \YX'HY&SS(B ddfcUh9l YW]j Y
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study commissioned by the Annie E. Casey
Foundation, found that 55 percent of current
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executives surveyed said they expected their
cf[Ub]nU]cbg'hc' [c'h'fci [\ 'UYUX'fg]d'
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The Bridgespan Group report indicated that the
retirement of baby-boom-generation managers
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W B D E

NE -GENE A ION NONP OFI EGCL

All too often, the problem is about “them.”

But recent research suggests that many members of Generation X and Generation Y are indeed

Wa a careers.

The Eugene and Agnes E. Meyer Foundation

E . . . ?

and their funders is to build what he and Kunreuther refer to as “a different type of sector, with a different type of leadership.”*

“A lot of today’s leaders look at what younger dYcdYgñUci hbc bdfcÚhgWcf WfYfgUgU problem, but in reality it’s an opportunity,” Corvington said. “The concerns of these younger leaders point to a lot of factors that can and g\ci `XVYWUb| Xhc`a U_Yh|b|gVñfÍ`_LY Wa Vfga Ycf| Ub|ñhcbU:gfñ Vñ fYgUbXY - YWñj Ydcg|hcbgñhUifYei |fYhc`a i W`gUñUW for not enough reward.”

Fi gg: |b_Ygñ|bzUgg VñYX|fWcf cZ=>XU|gž said many young people are looking for oppor- h|ñYgñc`|bbcj UñUbXa U_YhYf`a Uf_Í`_UbX they don’t see those opportunities in today’s hc d!\YjññfUñ|hcb!Vci bXbc bdfcÚhg`ÍBcb-

attracting and keeping more young leaders in the sector requires a hard look at more fundamental issues. Young professionals are asked to do more with less, and they lack the resources and offer appealing and rewarding jobs.

The coalition frames the basic problem they struggle to recruit and retain the talent and diversity they need, and few have the infrastructure to adequately support and develop their staff.”

To address this concern, the coalition exists to connect talented and diverse young people to retain and cultivate the diverse leadership they will need in the decades ahead. (For more information, see the sidebar.)

GENERATION

The Who sang about their fellow baby boomers, but two additional generations have since burst onto the scene — and into the nonprofit workplace.

Boomers – The first members of the huge post-World War II age cohort born between 1946 and 1964 will turn 65 in 2011.

Generation X – Popularized by Douglas Coupland’s 1991 novel of the same name, the term refers to those born between the mid-1960s and the 1970s.

Millennials – Also referred to as “Millennials,” this cohort was born in the 1980s and 1990s; its oldest members are entering the workforce now.



M-O-N-E-Y. Lesley Williams, 29, has been working in the automotive industry since she graduated from college. She currently manages a national Girl Scouts program aimed at educating girls about automotive safety and careers in the automotive industry. Despite making what she characterizes as a high salary, her perception among her friends and peers is that she is underpaid.



Shelly Cryer, author of *From the Heart of the Matter*
said: "I highly recommend this book to all leaders."

of the Millennials' approach to work: a steadfast determination to balance work and life.

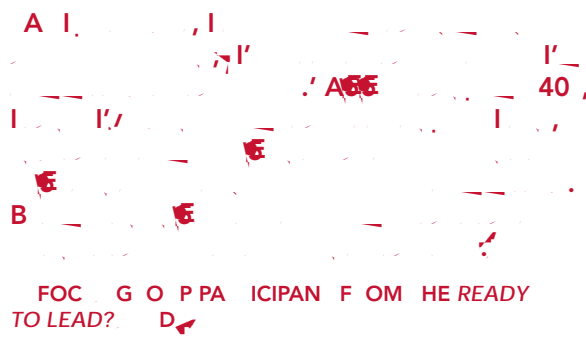
In ; *YFUJcbg HAY7\U\Yb\YZU@Z\ha YZf Mi f'B ddfcUz* Peter C. Brinckerhoff wrote that baby boomers "have been the "Thank God It's A cbXUñ YbYUJcbÍ kcf_]b[žkcf_]b[žkcf_]ing." The response from Generation X and the Millennials, Brinckerhoff added, has been, "No thanks."¹⁴

FYXñic@YX3Vni7ca dUgDc]bhB cdbfcUñ Services, The Meyer Foundation and the Annie E. Casey Foundation, found that of those survey respondents not pursuing an executive director dclhcbž(S'dfVbhg]Xh YdYVdhcb hUih Yñ kci X\U Ylc gU]UWkcf_]ZVUUBWkUgU key factor.¹⁵

Combine the desire of younger workers for more work-life balance with the generally lower gUf]YgcZfYX]b h YbcbdfcUñgMcfzUbXmi have a formula for problems. At least in the private sector, workers in all-consuming jobs can feel they are being duly compensated and UYkcf_]b[kckUfXUg]YUW]ZgmYcf Ua cfY secure future. It's no surprise that the combination of long hours and low pay that comes with a UñbcbdfcUñdclhcbg]gUñ fbcZZhc mi b] Yf kcf_]fg'H YgYkcf_]fgVb UbX'cVg]b h Ydf- j UYgMcf UbXZ U' h Yf d] Ubh fcd]Wbh Yfg through volunteer service, charitable donations or other means.

Hc Vf]b[h]b[ga cfY]bhc VUUBWz bcbdfcUñg may have to play catch-up to the private sector

UbX[cj Yfba Ybhc b'kcf_]Z]gg Yg`LYUñ- hja Y'ÍH YbcbdfcUñgMcf`UgVYb UdUWcZ innovation on so many issues for so long that it's shameful we are falling behind on this one," Corvington said. He went on to urge grant-a U Yfg]c kcf_]k]h bcbdfcUñg]c WUñkcf_] environments that will prove attractive to young professionals.



S de e e e . Higher pay is not the only attraction of private-sector jobs for many mi b] Yf dYcd Y/h Yf]gUg UdYVdhcb hUñ the business world offers more (and better) opportunities for professional development.

FYgUFWYfgZcf HAY: cfVg: i bXg]Xbh]UXU perception among young people in Pittsburgh hUñ h YbcbdfcUñgMcf]gUdccb WYf Wc]W for those interested in developing their management abilities. The reason: a lack of support for professional development. A young professional put it this way in a series of conversations con-

14. Peter C. Brinckerhoff. ; *YFUJcbg HAY7\U\Yb\YZU@Z\ha YZf Mi f'B ddfcUñ* &SS+":]YX]cbY5`]UW

15. *FYXñic@YX3B Yh; YFUJcb@YX]gCdU Ci h'&SS,* "

vened for The Forbes Funds' @cc_ < YYreport: I 7i ffYbhrā[fcca]b['cZHUbh]b hYbcbdfcÚh gMcf'lgVmh YgUhcZmi f dUbg/gca Y[fcca - ing happens effectively through mentors, but it is mostly by luck. ”%g

H\g]gNt ghUdfcVYa Zcf'bcdfcÚhkcf_Yfgz of course. It is also a problem for the sector as a whole, as workers don't develop the skills they need to do their jobs effectively and advance to YUYfg\]d'fc Yg]b'h Yf'cf[Ub]nU]cbg”

FYbYYC_Ua i fU6Uhr5fYUWbg Hbhk\c' kcf_gk]h' bcbdfcÚgcb`YUYfg\]d UbXch\Yf`

issues, said skills development for future leaders is a top priority. “The report also noted that 67.38% of respondents said they plan to invest in skills development for their employees. People who work in the manufacturing sector are more likely to invest in skills development for their employees.”





How do you know if you have a leadership gap among your grantees? How do you know if you have a leadership gap among your grantees?

National studies about the leadership challenges confronting the sector will not be enough to spur action on this issue by your grantmaking. Use the information and your own answers to questions such as these:

- How hard is it for your grantees to attract young, diverse, committed individuals to their organizations?

How hard is it for your grantees to attract young, diverse, committed individuals to their organizations? Use the information and your own answers to questions such as these:

- What do younger workers within your grantee organizations think is happening in your community?

What do younger workers within your grantee organizations think is happening in your community? Use the information and your own answers to questions such as these:

“What is happening in your community,” advised Corvington of the Casey Foundation. “That lets you show where the gaps are among the organi-

zations. This is not an abstract problem but a real issue for your grantees.”

One grantmaker that assessed the leadership gap among its own grantees was the *Blue Shield of California Foundation*. The grantmaker’s leaders were not at all surprised to see that their findings echoed the national numbers.

“We found that a huge percentage of cur-

With good data in hand, you'll be able to focus on the next generation of grantmakers with resources they can use to beef up salaries and ensure better support for younger, second-tier grantmakers.

"One problem with the sector is that we often talk about next-generation leaders writ large," said Corvington. He advised grantmakers to focus on the needs of younger grantmakers. He added that a 21-year-old college senior might need a different type of leadership support than a 34-year-old who has already been working in the sector for 12 or more years.

For smaller grantmakers, research to identify key next-gen issues doesn't have to take a lot of time or money. One option is to work through a local network of grantmakers. Or, if you're doing the research, interviews and/or focus groups with college students and others.

Whatever you do, your goal should be to gather information and perspective you can take to your board, other grantmakers and the larger community. Help people see that this is an issue that demands greater attention and action by your community.



As this Action Guide has shown, strengthening the sector is a matter of individual grantmakers providing salaries or professional development. There's a bigger challenge at hand: spurring new thinking about the sector.





How do we create a workplace that is technologically rich and stimulating for young people?

How do we create a workplace that is technologically rich and stimulating for young people to succeed, and that provide a stimulating, fun work environment where young people can thrive and advance in their careers. As a result, the highest-leverage move for grantmakers seeking to make next-generation leadership a priority is to address the “money gap” by creating “high-leverage” workplaces to be effective, attractive workplaces for next-generation leaders.

For example, researchers are in short supply. For example, researchers have documented a perception among young people that is, that a dearth of midlevel positions means fewer opportunities for younger, ambitious workers.

Another problem for the sector is a lack of investment in technology. Younger workers

How do we create a workplace that is technologically rich and stimulating for young people?

want to be in a workplace that is technologically rich and stimulating for young people. Recent-vintage computers.

According to the report *Building the Next-Generation Workforce*, the report is based on insights collected from focus groups with young people and capacity builders. Its main conclusion: While organizations continue to struggle to make use of new and emerging technologies.¹⁹

And then there is the ever-present issue of low salaries and benefits that young people view as a barrier to career choice. Participants in the focus groups

19. Leda Dederich, Tate Hausman, Susan Maxwell. *Building the Next-Generation Workforce: A Guide for Grantmakers*. 2018. 8. <https://www.grantmakers.org/wp-content/uploads/2018/07/Building-the-Next-Generation-Workforce-A-Guide-for-Grantmakers.pdf>

competitive with the private sector. They simply need to enable workers to afford a decent home and support a family, which many view as an impossibility based on current salaries in the sector.

can use to boost salaries, invest in technology and other infrastructure, and take other steps to ensure that workers are able to work and are rewarded for their work. For

Beyond funding grantees in ways that enable them to make next-gen issues a priority, grant-makers can take a number of actions to help

W`Y [U]mí` h Ycf [U]nUjcbU Ybj fcb a Ybi many young people are attracted to.”²¹

HcXmUa cgh%\$mUfg`UmZ9 lgyVf [Í]c Vgyf-j UjcbgUfYg]`cb hUf [Yhí` Vi hñ YcbdfcUh sector still embraces a traditional, top-down approach to leadership. This remains the case despite the fact that next-generation workers consistently express a preference for collegial, consensus-driven work environments.

BcbdfcUhgUbxh Yf`Z bXfgWbÍ` Ubx a i ghi Í` Xc UVHf`éVbi fli f]b [W`Ymj Y`YUXf-ship in the sector. As described in *h j Y]b []b` @YXfg) dZ J c i a Y&`collective leadership re-UWg UvY]Z h Uhí` YUXfg) d`lg h YdfcXi WcZ groups rather than individuals”* and that it “can Wa YZca` a Umd UWg]b Ubcf [U]nUjcbcf U community.”²²

How can grantmakers support and encourage collective forms of leadership that engage more mi b [dYcdY]b`cf [U]nUjcbU UbxWa a i b]mñ XWgcb]a U]b [3-h j Y]b []b`@YXfg) dZ J c i a Y&` provided suggestions such as:

- supporting leadership development opportunities that reach beyond the executive XfWcf h Yb [U] Ycf [U]nUjcbU hUa g]b` shared learning,

- supporting networking and professional development opportunities for second-tier Ubx a]Xy Y`bcbdfcUh`YUXfg`Ubx

- g ddcf]b []b]hUj YgUbxcf [U]nUjcbg` that engage young people and others in bottom-up efforts to solve social problems.

Also speaking up on behalf of new forms of YUXfg) d UbxYk` cf [U]nUjcbU gfi WifYg` were the authors of *I dB Yh; YfUjcb`7\U]Y UbxAY@YXfg) d`cZB ddfcU]c f [U]nUjcbg` ÍA Ubrg`WU`Wub [Ycf [U]nUjcbg`gfi [[Yhc` ÚbXUddfcdf]U]Y`YUXfg) d UbxXWg]cb]a U]b [` structures that model deeply held values of empowerment and participatory democracy,”* they k fchY`ÍH`Ygy`_]bXgcZ`WUf`nXUbxYgfi WifYg` can help retain younger staff and provide a fertile ground for training new leadership.”

S eade de e e a f e - e e a eade .

Many grantmakers have gotten the message about the importance of supporting next-[YbYUjcb`bcbdfcUh`YUXfg`UbxUfYZ`bX]b [` training and development programs targeting h Yf [fU]hYg`Ubxch Yf`bcbdfcUhg`A cghcZ` h Ygydfc [flá gUfYcf [U]nUjcbUbxXcZfYXVm]b]hfa YX]f]Yg`_LY7ca dUg]c]b]zF`cWkccXz` the Center for Community Change, the Development Training Institute and others. Examples include the following:

- The Arcus and Gill Foundations provide [fU]hYc` h Yf`cWkccX@YXfg) d Dfc [flá` to train younger leaders in the gay, lesbian, bisexual and transgender movement.

21. DUC`9]gyVf [Í`< Yd K U]hX`B Yk` BcbdfcUh`YUXfg`Zcf`h Y&`gñ7Ybi fñ`B` ;` FYd]g;` U`%`--ZJc`"*z` Issue Three. Neighborhood Funders Group.

22. Kathleen Enright. *h j Y]b []b`@YXfg) dZ J c i a Y&` h g]fU]cb Ubx=XUg` fca`D]`U]h fch]g`@U]h;` fch]Y`&SS`" GEO. www.geofunders.org.*

Grants from the Silicon Valley Community Foundation and the Zellerbach Family Foundation enable the staffs of their [fUbHYgUbXchYf'bc bdfcÚghc`Ybfc` in CompassPoint's training for younger bcbdfcÚh`YUXfg`

The Whitman Institute and the Surdna Foundation support On the Verge, a Bay Area initiative designed to develop the skills and vision of young people to lead social-change efforts in their communities. Since hYdfc[fUa ñgUfh]b`&S\$ ža cfYhUb; \$ mi b[`YUXfg]b`h`Yf`&Sg`Uj YdUfh]MUAUX]b`Cb`h`YJ Yf[YUbXa cfYhUb` S`bck `c`X g[b]ÚMb`h`YUXfg`d`dcgh]cbg]b`bc bdfcÚh UbXdi V]MgMcf`cf[Ub]nU]cbg`

c

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A GLANCE: NEXT-GENERATION LEADERSHIP FOR GRANTMAKERS

Make sure you're providing grantees with the resources they need to create effective, attractive workplaces for next-generation leaders.

Support leadership development opportunities that emphasize collective leadership, mentoring, peer networking and other proven techniques.

Reach out to colleges and universities to help them build their leadership pipeline.

Make diversity a next-gen priority in their recruiting and hiring.

Grantmakers can play a crucial role in identifying and supporting young leaders. This Action Guide has explored two principal paths to achieving this goal:

Adopting grantmaking practices (such as increased general operating support and capacity-building support dedicated to leadership development) that can help make organizations more appealing to young people as places to work and live.

Investing in successful and proven approaches to recruitment, development and retention of young leaders.

As grantmakers begin to engage in this work in a serious way, they inevitably will come face-to-face with the fundamental challenge confronting organizations: How do we strengthen our resources to support the work we care about?

Young people consistently say they want to serve and make a better world. By working closely with grantees and with others in philanthropy, grantmakers can help next-generation leaders focus on making a positive impact.



E O C E

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Workforce Coalition. www.humanics.org.

Í ÚW'W'W'cb'cZK Y'V'U'g'X'f'Y'g'ci f'W'g'cb'
next-gen and other leadership issues. www.aecf.org/MajorInitiatives/LeadershipDevelopment.aspx.

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21st century. www.communitychange.org/genchange/.

Idealist Í ÚK'W'g'h'Y'W'U'X'V'n'5'W'cb'K]h'ci h'6cf'X'f'g'Z'UB'Yk' M'f_'!U'g'X'bcdbfcÚ'z'hc' ZW]HUY'
connections among individuals and institutions that are interested in improving their communities.
www.idealists.org

NetImpact Í Úb]b]h'f'b'U'hc'U'cf[Ub]nUhc'b'cZ'Í'b'Yk']'Y'b'f'U'hc'b'í' A'65'g'i'X'b'g'U'X'W'f'd'c'f'U'f'U'X'bcdbfcÚ'ndfcZyggcbUg'W'a a]h'X'hc'k'cf_]b['Z'f'g'c'W'U'W'Ub[Y'k'k'k'b'Y'f'a d'U'W'cf]"

Public Allies Í Úd'fc[f'U'a' h'U'h]X'b'h]Ú'g'h'Y'b'h'X'mi b[ÚX' h'g'Z'ca' X'j' Y'g'Y'V'U'U] f'ci b'X'g'U'X'd'f'Y'd'U'f'Y'g'
them for careers working for community and social change. www.publicallies.org.

Í Úb'U'g'c'W'U'hc'b'cZ'bcdbfcÚ'nd'f'U'W]h'cb'Y'f'g'k]h' W'U'h'f'g'
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www.ynnpn.org.

