

William Penn Foundation: Summary of Findings from an Assessment of Capacity Building Services 2005-2010

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Prepared For

William Penn Foundation

Prepared By

LFA Group: *Learning for Action*



LFA Group: *Learning for Action* enhances the impact and sustainability of social sector organizations through highly customized research, strategy development, and evaluation services.

About the William Penn Foundation

The William Penn Foundation, founded in 1945 by Otto and Phoebe Haas, is dedicated to improving the quality of life in the Greater Philadelphia region through efforts that foster rich cultural expression, strengthen children's futures, and deepen connections to nature and community. In partnership with others, the Foundation works to advance a vital, just, and caring community.

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About LFA Group: *Learning for Action*

Established in 2000 and with offices in San Francisco and Seattle, LFA Group: *Learning for Action* provides highly customized research, strategy, and evaluation services that enhance the impact and sustainability of social sector organizations across the U.S. and beyond. LFA Group's technical expertise and community-based experience ensure that the insights and information we deliver to nonprofits, foundations, and public agencies can be put directly into action. In the consulting process, we build organizational capacity, not dependence. We engage deeply with organizations as partners, facilitating processes to draw on strengths, while also providing expert guidance. Our high quality services are accessible to the full spectrum of social sector organizations, from grassroots community-based efforts to large-scale national and international foundations and initiatives.

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I. Executive Summary

Introduction

Despite billions of dollars of investment over many years by philanthropic institutions in capacity building supports for grantees, no clear blueprint has yet been discovered for the most effective strategy to do so. Pressures introduced by the recent economic downturn are adding to the imperative for capacity building; at the same time they are reducing the slim margin most nonprofits have for investing in their own effectiveness.

In this context, the William Penn Foundation retained LFA Group: *Learning for Action* to conduct an evaluation of capacity building services provided to more than 300 nonprofits in the greater Philadelphia region between 2005 and 2010 to gain a deeper understanding of what is and is not working. The mixed-method evaluation was designed to explore the following questions:

- How effective are capacity building providers and consulting firms at management of services, including the pairing of organization and consultant, assessment of organizational capacity needs, delivery of quality services including use of best practices, and follow-up as appropriate?
- How are capacity building providers and consulting firms currently monitoring and evaluating their services? To what extent do they incorporate lessons learned from both internal and external review?
- How has the capacity of service recipients improved? Are improvements long-term organizational change or short-term fixes?
- Are there types of capacity building services the Foundation should consider supporting, based on best practices or emerging interest from nonprofits?

With the benefit of data from over 200 surveys of recipients of capacity building services and nearly 50 interviews with both providers and recipients of capacity building services supported by the Foundation, the Foundation can build on what has worked and adjust approaches that do not demonstrate evidence of impact. It is important to note that the sample size for the quantitative data (213 total survey respondents) is small enough that many of the differences cited in the report, especially those that pertain to Leadership Development Program participants (38 survey respondents), are not statistically significant; therefore, caution should be exercised in interpreting the data.

Key Findings Related to Consulting Services

Success Factors

Survey respondents tended to “agree” or “strongly agree” with all the success factors presented in the survey, most of which related to consultant skills or attributes. Respondents agreed most strongly that the consultant had the right skill set and effectively applied that skill set (88%), and that the product delivered by the consultant was valuable and useful (85%).

Barriers to Success

Survey respondents most frequently cited internal capacity limitations and changes in the external environment as barriers to success. Almost one-quarter (23%) of consulting services recipients reported there was a lack of organizational capacity to implement the plan of action once it was

completed; 12% cited limitations in the board's ability to participate in the consulting engagement, and 11% cited limitations in the capacity of staff leadership to participate as a barrier.

Consultant Match

Consulting services recipients overwhelmingly felt that the selected consultants were a good match for their organization's needs, with almost three-fourths (73%) of respondents reporting "a great extent," and 23% reporting "a moderate amount" of agreement.

Opportunities for Providing Feedback about Consulting Services

Overall, recipients were satisfied (92%) with how consultants solicited ongoing feedback about their performance and/or quality of services, with 58% reporting being "very satisfied." Furthermore, almost all (96%) recipients were "moderately satisfied" or "greatly satisfied" with what was done as a result of feedback.

Consulting Engagement Follow-up Support

The overwhelming majority (88%) of respondents felt that the follow up came at the right time. However, only one-quarter (26%) of respondents found the follow up extremely helpful, with the majority (58%) reporting that the follow up was moderately helpful, and 16% feeling that it was not at all helpful. Over half of recipients who received follow-up within one week or between the first 1 to 2 months reported that the engagement achieved intended results "to a great extent" (52% and 57% respectively), while only around one quarter of recipients who received follow-up between the first 2 to 6 months and after 6 months or more (27% and 20% respectively) reported that the engagement achieved intended results "to a great extent."

Consultant Quality

Two-thirds (66%) of respondents were "extremely likely" to recommend the consultant to a colleague, whereas 13% were "not at all likely," and the rest were undecided. Overall, respondents felt that the consultants supported by the William Penn Foundation were useful relative to other consulting engagements with a mean of 5.4 on a scale of 1 to 7 and over three-quarters (77%) of recipients reporting a 5, 6, or 7.

Success of the Consulting Services Engagements

Overall, survey respondents considered the consulting engagements successful, with over half (53%) reporting extremely successful and 40% moderately successful. Eight percent of the recipients reported that the engagements were not at all successful. Findings suggest that consultants' knowledge of the recipient organization's field and operating environment is highly related to the success of the consulting engagement. Multivariate regression analysis suggests that the most important consideration for predicting the success of an engagement is consultant match.

Extent to Which Consulting Engagements Achieved Intended Results, Improved Organizational Performance

Approximately 90% of recipients reported that the engagement enabled them to improve organizational performance/effectiveness "somewhat" or "to a great extent," and that the engagement achieved the intended results "somewhat" or "to a great extent." When this data was cross-tabulated with data on the duration of the engagement, it was revealed that the shorter the engagement, the less recipients reported that the engagement improved organizational performance/effectiveness and achievement of intended results "to a great extent." There was some

variation in the extent to which the cost of the consulting engagement related to improved organizational performance/effectiveness, with more costly engagements associated with slightly higher reported levels of improved organizational performance/effectiveness. Other interesting findings resulting from cross-tabulation analysis included:

- Recipients who felt that the consultant was a good match were more likely to report that the engagement improved their organization's overall performance/effectiveness or achieved intended results "to a great extent."
- Recipients with annual organizational budgets between \$1-5 million reported improved organizational effectiveness/performance and achievement of intended results "to a great extent" more frequently than those with smaller or larger budgets.
- When staff leadership time was a barrier only 5% reported that the engagement improved their organization's overall performance and effectiveness "to a great extent." When staff leadership time was not a barrier, 45% reported that the engagement improved their organization's overall performance and effectiveness "to a great extent."
- When board commitment was a barrier, only 7% reported that the engagement improved their organization's overall performance and effectiveness "to a great extent." When board commitment was not a barrier, 44% reported that the engagement improved their organization's overall performance and effectiveness "to a great extent."

Impact of the Consulting Engagement

The average rating for survey statements related to impact of the consulting engagements was between 3 ("neither agree nor disagree") and 4 ("agree"). The highest impact ratings (around 70% agreeing or strongly agreeing with the statement) were that the consulting engagement helped increase the management team's capacity to make good decisions, that it helped increase the long-term capacity of the organization to manage the problem for which the consultant was hired, and that it improved the organization's ability to use data to inform decisions.

When asked about the most important change to their organization resulting from the consulting engagement, survey respondents and interviewees occasionally related outcomes that were immediately concrete and measurable – such as improved revenue or a successful facility development project – but more frequently cited improvements to various elements of organizational capacity, ranging from board functioning to strategic focus.

Key Findings Related to Leadership Development Programs

Success Factors for Leadership Development Programs (LDPs)

LDP participants tended to agree with the success factors presented in the survey, most of which related to LDP attributes or the match between the program and the participant's needs. Most notably, around 90% of LDP participants "agree" or "strongly agree" that the LDP was delivered by individuals with the right skill set/expertise to help develop them as leaders, and that it provided them with experiences and knowledge that will be easy to apply in the context of their organizations.

Barriers to Success of Leadership Development Programs

The most significant barrier to success for LDP participants was the organization not having the adequate capacity to absorb the skills and learnings gained through the LDP (26%). Additionally, over one-fifth (21%) of participants did not have enough time to participate effectively in the LDP.

Opportunities for Providing Feedback about Leadership Development Programs

Nearly all (95%) participants were satisfied to some extent with how the LDPs solicited feedback, with over half (53%) of participants “very satisfied.” However, the majority (70%) of participants were only moderately satisfied with what was done as a result of the feedback.

Follow-up Support to Leadership Development Program Participants

Although nearly all (96%) of participants felt that the follow up came at the right time, the majority (71%) of participants felt that the follow up was only moderately helpful. The more immediate the follow up after the completion of the LDP, the more likely LDP participants were to report that the LDP improved performance/effectiveness as a leader and achieved intended results “to a great extent.”

Leadership Development Program Quality

Overwhelmingly, LDP participants were likely to recommend the LDP to a colleague (89%). Additionally, respondents felt that the LDP supported by the William Penn Foundation was useful relative to other LDPs with a mean of 5.9 on a scale of 1 to 7 with nearly all (94%) participants reporting a 5, 6, or 7.

Success of the Leadership Development Programs

All survey respondents felt the LDPs were successful to some extent, with over half (58%) of respondents reporting it was “extremely successful.” Similarly, all participants reported “somewhat” or “to a great extent” regarding the extent to which the engagement enabled them to achieve intended results and nearly all (97%) reported that the engagement resulted in improved performance/effectiveness as a leader.

Extent to Which Participation in Leadership Development Programs Achieved Intended Results, Improved Performance/Effectiveness as a Leader

Nearly 100% of survey respondents reported that the engagement enabled them to improve performance/effectiveness as a leader “somewhat” or “to a great extent,” and that the engagement achieved the intended results “somewhat” or “to a great extent.” Cross-tabulation analysis revealed several additional findings:

- LDP participants whose primary motivation for participation was themselves were twice as likely to report that the LDP achieved intended results “to a great extent” compared to those whose organizations were the primary motivator.
- For LDPs that lasted more than 12 months, 71% of LDP participants reported that the LDP achieved the intended results “to a great extent,” whereas a much lower percentage of participants who participated 1 month or less, 2 to 6 months, or 7 to 12 months reported that the LDP achieved the intended results “to a great extent” (25%, 43%, and 32%, respectively).
- LDP participants were more likely to report that LDPs improved performance/effectiveness as a leader “to a great extent” if their total revenue was between \$1M and \$5M, or \$5M and over (44% and 42% respectively). LDP participants with total revenue between \$250K and \$1M and less than \$250K were less likely to report that LDPs improved performance/effectiveness as a leader “to a great extent,” (27% and 20% respectively).

Impact of the Leadership Development Programs

On average, survey respondents rated ten different impact statements between 3 (“neither agree nor disagree”) and 4.5 (“agree” and “strongly agree”).

- Almost all (92%) of participants reported that the LDP improved their energy and passion for their role as a leader.
- 80% of participants reported that the LDP helped them better identify effective organizational strategies.
- 81% reported being better able to lead their management team to good decisions.

In open ended survey responses asking about the most important impact of the LDP, survey respondents most frequently cited a sense of increased confidence as a leader and improved team relations that resulted from more effective communication with their colleagues and supervisees. Almost all interviewees cited an improved ability to work with others as the most important change they experienced; in many of these situations, participants describe witnessing a ripple effect of their improved communication skills that contributed to teams they work with having more open and productive interactions.

Recommendations

With 53% of survey respondents characterizing the consulting engagements as “extremely successful” and another 40% characterizing them as “moderately successful,” consultancies supported by the Foundation appear to be hitting the mark far more frequently than missing it. Similarly, leadership development programs supported by the Foundation appear to be highly successful; the fact that 100% of participants rate their experiences as either “somewhat successful” or “extremely successful” is in fact quite remarkable. This suggests that, rather than looking at foundational or wholesale modifications, small-scale adjustments are in order. To this end, several findings from this assessment are worthy of further exploration and discussion. Recommendations regarding capacity building supports that are delivered primarily through consulting engagements include:

1. **Selection of Consultant:** Capacity building programs should allow for – or even require – recipient input into the consultant selection process wherever possible, and work with intermediaries to set up effective systems for selecting consultants that have the best chance of being a good match with recipients based on a combination of technical skills and rapport with the recipient.
2. **Length of Engagement:** Capacity building programs should only support short duration (under six months) consulting engagements in special circumstances where a discreet need is identified, and establish as a norm engagements that last a year or more. This can be accomplished by building in implementation support (in a way that extends the engagement) or by bundling multiple, successive capacity building supports (ideally that build off of each other) to organizations.
3. **Follow-Up Support:** Capacity building programs should entertain – and possibly encourage – proposals for capacity building support that include robust follow up and/or implementation support built into the engagement, such as executive coaching or regular check-in meetings with organizational leadership to discuss progress and challenges.
4. **Board Engagement:** Capacity building programs should consider screening out prospective recipients for whom board engagement is a significant issue, identifying

consultants that have board engagement as a core competency, and building in supports for board engagement into consultancies.

5. **Staff Capacity:** Capacity building programs should consider screening out prospective recipients for whom this is a significant issue (acknowledging that objective criteria may be difficult to develop and apply) or expanding funding for consultancies in a manner that directly compensates staff for their participation, such that they could purchase supportive services or hire new (perhaps temporary) positions to take care of day-to-day organizational matters while senior leadership participates in the consultancy.

Recommendations regarding capacity building supports that are delivered primarily through leadership development programs include:

1. **Source of motivation:** Capacity building programs should advocate for a recruitment (perhaps referral) and screening process that seeks to screen out individuals that are not fully motivated to participate.
2. **Length of program:** Capacity building programs should consider supporting participation in leadership development programs whose duration is at least 12 months, even if some of that time is after the end of the formal curriculum (e.g. coaching, peer learning supports are continued).
3. **Timing and intensity of follow-up supports:** Capacity building programs should encourage LDP providers to adhere to a practice of immediate (within one week) follow-up to the end of the formal program, and should consider supporting or requiring a more intensive and regimented program of follow-up supports, particularly in a way that provides meaningful support to the participant in integrating what they learned into their organizational context.

Additional Recommendations Regarding Capacity Building Program Design and Implementation

In addition to the above recommendations which are specific to the Foundation's two primary vehicles for capacity building support, several additional – and emerging – approaches to capacity building warrant consideration.

1. **Collective Impact:** A recent article in the Stanford Social Innovation Review¹ profiling the Thrive Education Partnership in Cleveland, Ohio as an example of an effective “collective impact” approach to solving persistent social problems has stirred up significant sector-wide interest in re-thinking the way nonprofit organizations are thought of as agents of change. Especially in the case of philanthropies that focus on a discreet geographic region, capacity building programs should consider inviting and/or encouraging dialogue and/or proposals from grantees to initiate a collective impact project that is supported by its capacity building funds. They could also take a more indirect approach to stimulating collective impact by offering capacity building support via a cohort consulting model, which involves delivering consultation to multiple organizations in a group setting in order to support peer learning, enhance systems thinking, and achieve cost efficiencies.

¹ Kania, John and Mark Kramer. Collective Impact. Stanford Social Innovation Review, Winter 2011.
http://www.ssireview.org/articles/entry/collective_impact

2. **Compliance Dynamic:** While it was not a part of this study to explore in great detail the effects of a funder compliance dynamic on capacity building engagement success, there is increasing evidence to support the hypothesis that a compliance dynamic negatively affects the likelihood of success, insofar as an organization may enter into an engagement primarily to meet a real or perceived precondition for further funding – and have no additional motivation for succeeding at the project at hand. Capacity building programs should carefully assess any formal requirements to participate in capacity building supports as a precondition for future funding, and should instead focus capacity building resources on organizations that initiate requests for capacity building support. In addition, it is worth considering the implementation of requirements for demonstrating organizational commitment to change (e.g. a board resolution articulating the need for and a commitment to follow through with a capacity building engagement) before capacity building supports are extended.

3. **Pairing Programmatic Support with Capacity Building Support:** While there is benefit to addressing capacity building as a distinct endeavor, it is worth considering the ways in which organizational capacity can be built in the context of providing grants for programs and services. Capacity building programs should consider models for providing capacity building support as a complement to programmatic grantmaking. An example is the provision of marketing, financial management, and/or evaluation consulting to accompany a grant provided to enable a nonprofit to expand a program into a new geographic area.

II. Summary Assessment of Capacity Building Services

Overview of Organizations Receiving Capacity Building Services

Survey Sample

An online survey was administered to organizations who had received capacity building services supported by the William Penn Foundation between 2005 and 2010. Below is a table that details the sample and response rates for the online survey.

Exhibit 1. Survey Participation

	Number Sent	Number Completed*	Response Rate
Consulting	258	175	68%
LDP	64	38	59%
Total	322	213	66%

*Number completed by the start of analysis, one month after the survey launched.

Additionally, phone interviews were conducted with approximately two capacity building services recipients per provider for a total of 29 interviews.

Capacity Building Engagements by Program Area

The William Penn Foundation provides support in three program areas: Arts and Culture (A&C), Children, Youth, and Families (CYF), and Environment and Communities (E&C). Nearly half (47%) of the consulting recipients are part of the Arts and Culture program area, followed by Children, Youth, and Families and Environment and Communities (34% and 20%, respectively). Whereas, the majority (63%) of LDP participants were in the Environment and Communities program area, followed by Children, Youth, and Families, and Arts and Culture (24% and 13%, respectively). These findings are shown in Exhibit 2 and 3.

Exhibit 2. Percentage of Consulting Engagements by Program Area
(n=173)

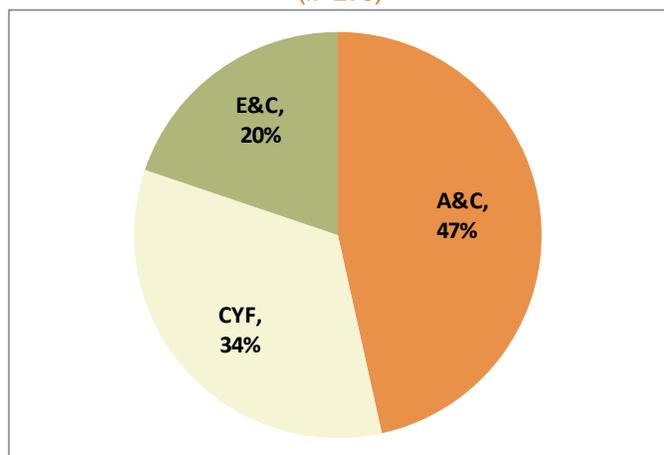
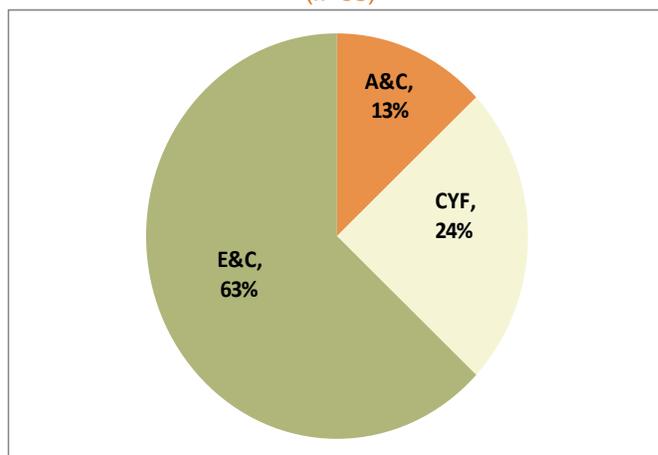


Exhibit 3. Percentage of LDP Engagements by Program Area
(n=38)



Total Revenue of Organizations Receiving Capacity Building Services

Nearly three-quarters (73%) of organizations receiving capacity building services had total revenues between \$250K and \$4.9M, while the remaining had total revenues either under \$250K (13%) or over \$5M (15%). Total revenues for organizations that participated in LDPs were much higher. Nearly one-third (32%) of organizations had total revenues of \$5M or higher, around one-half (55%) of organizations fell between \$250K and \$4.9M, and 13% were below \$250K. These findings are shown below in Exhibit 4 and Exhibit 5.

Exhibit 4. Total Revenue for Organizations Receiving Consulting Engagements
(n=173)

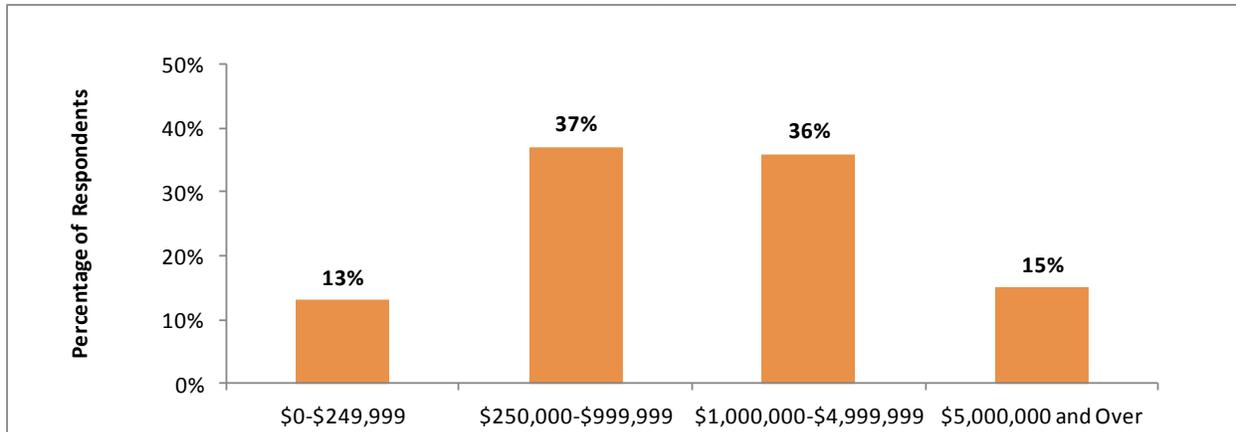
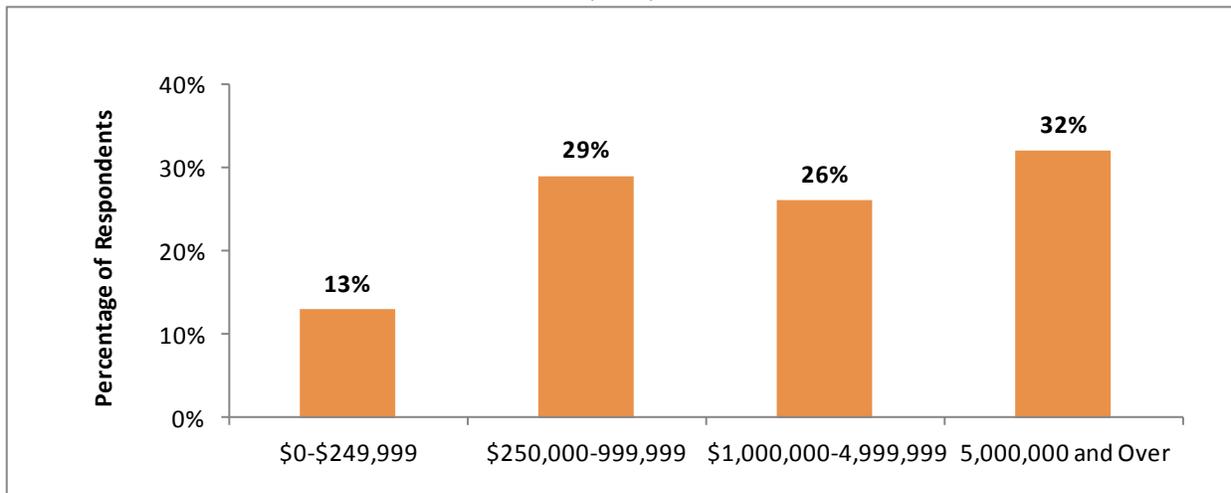


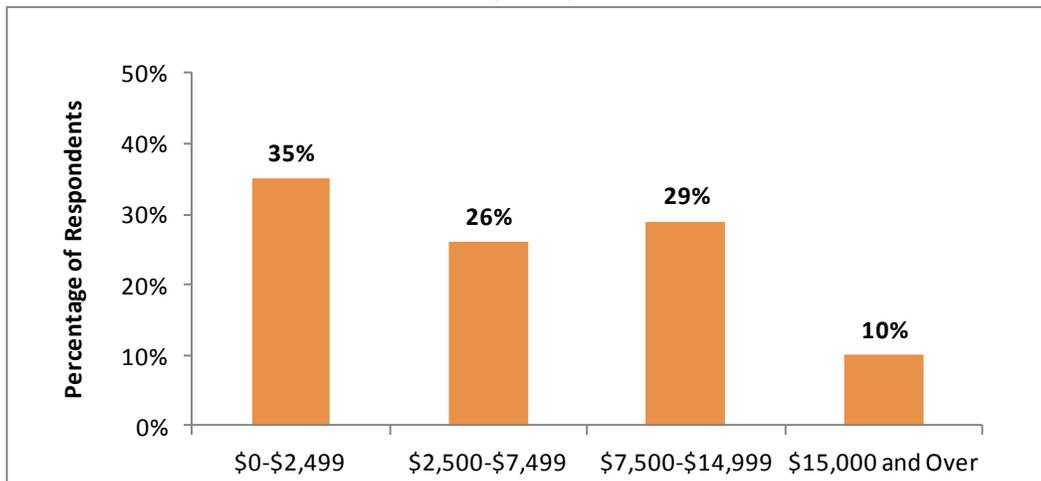
Exhibit 5. Total Revenue for Organizations Participating in LDPs
(n=38)



Total Cost of Consulting Engagements

The cost of consulting engagements varied, with the majority of engagements (79%) costing less than \$15,000: 39% were less than \$5,000 (median=\$1,265), and 40% were between \$5,000 and \$14,999 (median=\$10,000). Around one-fifth of engagements (21%) cost \$15,000 and over, with 9% of engagements costing between \$15,000 and \$29,999 (median=\$17,532), and 12% of engagements costing \$30,000 and over (median=\$46,500). See findings below in Exhibit 6.

Exhibit 6. Total Cost of Consulting Engagements
(n=115)



Title of Capacity Services Recipients

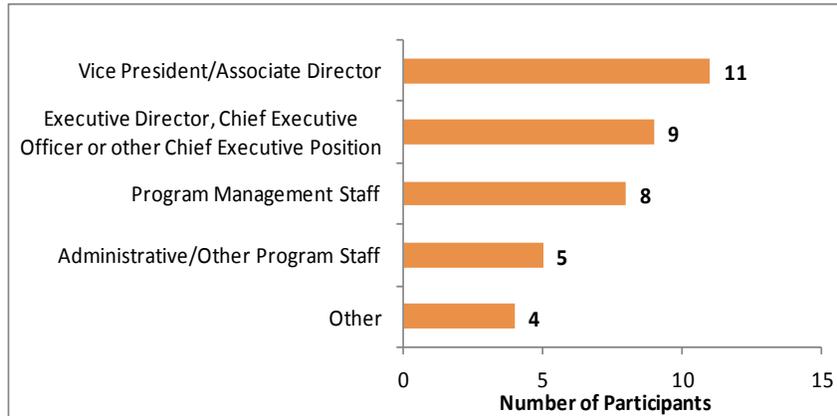
The majority (73%) of consulting services recipients are Executive Director/Chief Executive Director/or other chief executives. In addition to Program/Management staff, Development staff, Communications staff, and Board members, examples of positions in the “Other” category include Director of Personnel Services, Staff Writer, and Volunteer. Participants of LDPs are much more spread across the types of roles with the most common being Vice President/Associate Director (30%), followed by Executive Director/Chief Executive Director/or other chief executive position, Program Management staff, and Administrative/Other Program staff. Examples of other positions include Consultant and Board Member.

Exhibit 7. Title of Consulting Services Recipients
(n=171)



Note: Executive Director/Chief Executive Director/or other chief executive position includes two retired Executive Directors.

Exhibit 8. Title of LDP Participants
(n=37)



Relationship to the William Penn Foundation

Over half (62%) of consulting services recipients were current grantees while about one-third (34%) of LDP participants were current grantees. Less than half (46% and 42%) of all capacity services recipients (consulting services or LDP) were past grantees, and over one-third (37%) of LDP participants did not have a formal relationship with WPF.

Exhibit 9. Relationship to the William Penn Foundation: Consulting Services Recipients
(n=175)

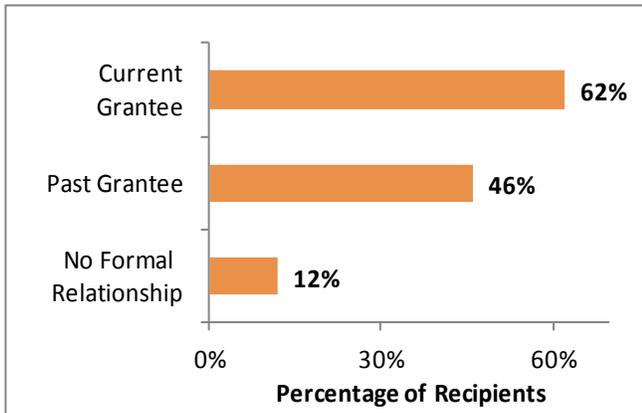
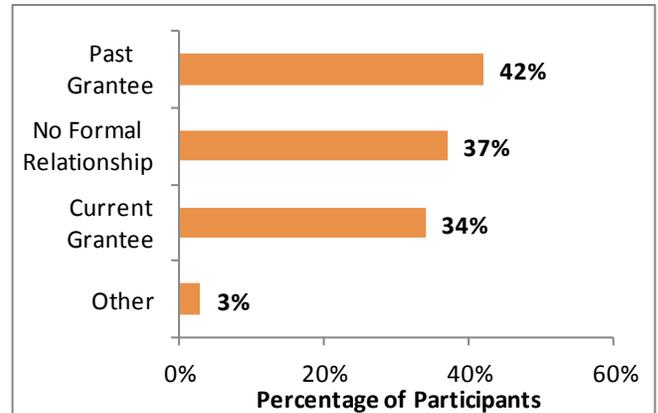


Exhibit 10. Relationship to the William Penn Foundation: LDP Participants
(n=38)

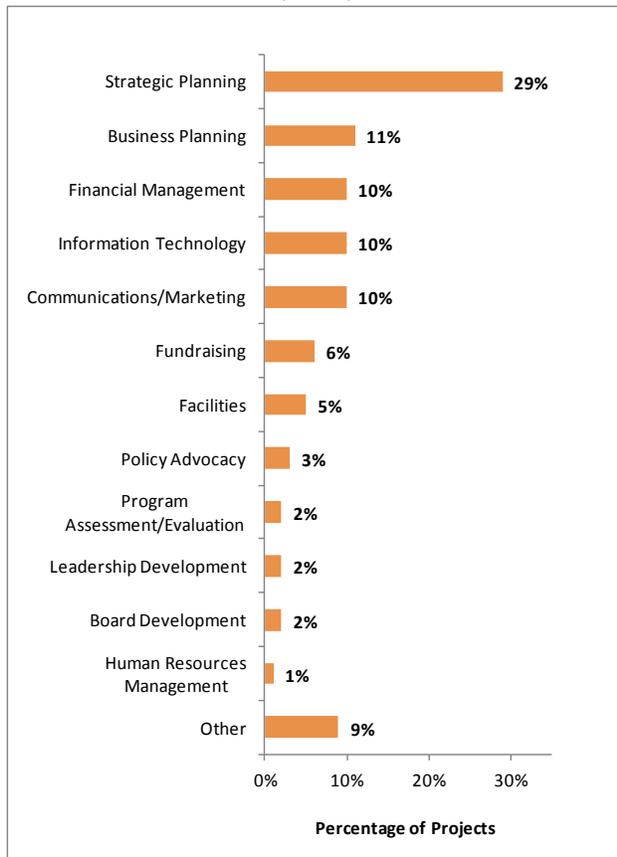


Note: Percentages do not total 100% because respondents could select more than one response.

Quality, Effectiveness, and Impact of Consulting Services

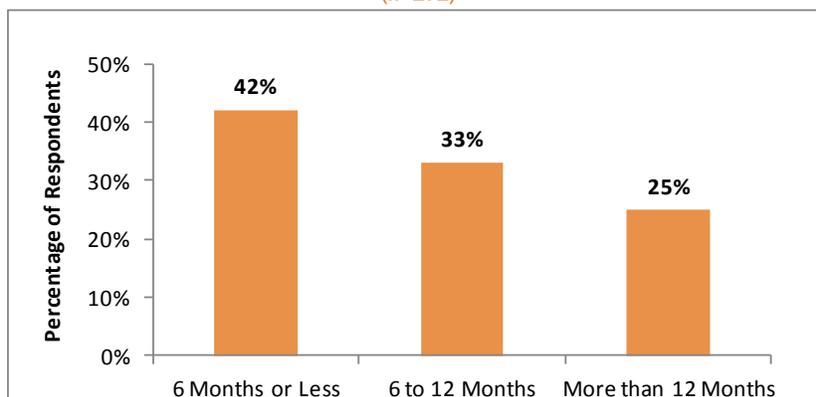
Overview of Consulting Engagements

Exhibit 11. Project Type
(n=174)



- Consulting engagements focused on various types of projects with Strategic Planning (29%) being the most common type.
- Examples of other project types included general capacity building, process improvement, and executive transition planning.
- Fifty-five consulting services recipients reported that the consulting engagement was built on a prior engagement. Of those fifty-five recipients, 27 (49%) stated that it was the same type of project, 22 (40%) reported it was the same consultant, and 40 (80%) shared that it was also supported directly or indirectly by WPF.

Exhibit 12. Length of Engagement
(n=172)



- A plurality (42%) of the consulting engagements were 6 months or less.
- Although the duration of the engagements varied, consulting services recipients overwhelmingly (85%) felt that the duration of the consulting engagement was just right.

Motivation for Undertaking the Consulting Engagement

- For recipients of consulting services, motivating factors originated within the organization as opposed to being convinced or pressured by external entities.

- Recipients of strategic and business planning consulting services were most frequently motivated by a desire to produce a business plan (20%), to address organization development issues (18%), or to improve strategic decision-making (16%). Recipients of all other types of consulting engagements tended to identify a desire to improve the specific technical capacity associated with the engagement, for example marketing or information technology. In some cases, the responses related the technical capacity to broader organizational performance or effectiveness.

Success Factors for Consulting Services

- Respondents agreed most strongly that the consultant had the right skill set and effectively applied that skill set (88%), and that the product delivered by the consultant was valuable and useful (85%).

Exhibit 13. Success Factors for Consulting Services

Level of Agreement	Mean Score	Strongly Disagree 1	2	Neither Agree Nor Disagree 3	4	Strongly Agree 5
The consultant had the right skill set/expertise given the problem they were hired to help with. (n=166)	4.4	2%	4%	7%	28%	60%
The consultant effectively applied that skill set/expertise in the context of our organization. (n=164)	4.4	2%	4%	7%	27%	60%
The product delivered by the consultant was valuable and useful. (n=158)	4.4	4%	5%	6%	22%	63%
The consultant was effective in building trust with organizational members who participated in the engagement. (n=163)	4.3	2%	7%	8%	24%	60%
The consultant had sufficient understanding of our sector/operating environment to be effective. (n=162)	4.3	3%	7%	7%	28%	55%
The process led by the consultant engaged the right people. (n=159)	4.2	3%	6%	10%	29%	52%
The consultant was responsive when we wanted to go in a new direction. (n=129)	4.2	3%	5%	14%	23%	55%
The consultant collected the right information to inform our decisions. (n=157)	4.2	3%	7%	10%	29%	50%
The consultant was effective in initiating difficult conversations that needed to happen. (n=136)	4.1	2%	9%	15%	27%	46%
The process included a financial component that helped ensure execution. (n=126)	3.8	14%	4%	18%	19%	45%
The consultant uncovered something helpful that I wasn't expecting. (n=144)	3.7	4%	11%	29%	24%	32%

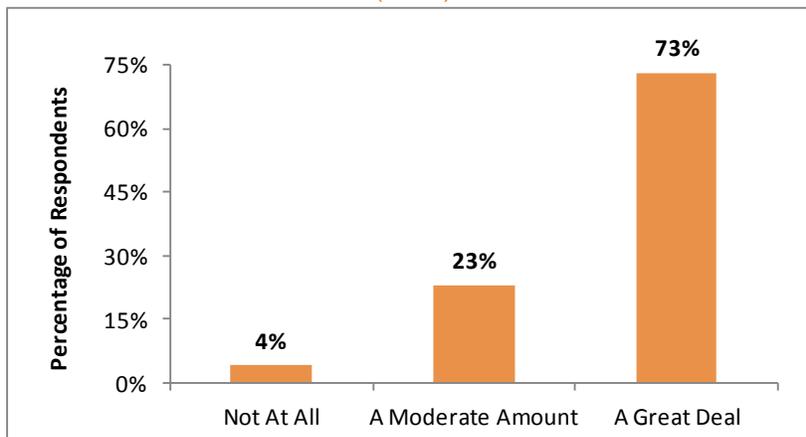
Qualitative Responses

Survey respondents providing additional narrative detail about the strengths of the consultant most commonly cited the consultant’s technical expertise as a factor that contributed to success (30% of responses), followed by process expertise (26%), field expertise (18%), and the consultant’s “bedside manner” (16%), or their ability to establish a rapport with key constituents in the consulting engagement. An additional 7% cited the consultant’s project management skills (e.g. ability to move the process along and maintain good communication with the client).

Interestingly, of the interview responses concerning consultant characteristics that contributed to success, 25% related to the consultant’s process expertise, followed by 21% relating to field expertise, 15% to “bedside manner,” and 13% to technical expertise. Project management skills only accounted for 4% of the responses, while additional response categories of “commitment to the client’s organization” (10% of responses) and “knowledge of the Philadelphia scene” (8% of responses) were identified.

Consultant Match

Exhibit 14. Extent to which the consultant was a good match for the organization’s needs
(n=150)

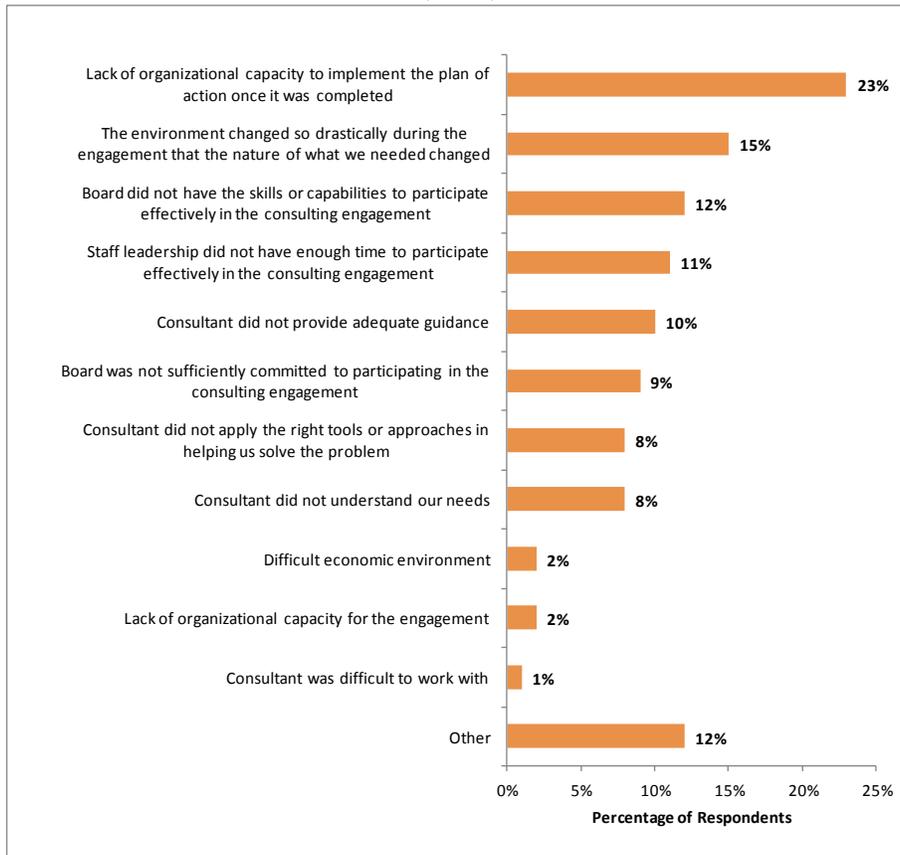


- Consulting services recipients overwhelmingly felt that the selected consultant was a good match for their organization’s needs.

Barriers to Success

- Survey respondents most frequently cited internal capacity limitations and changes in the external environment as barriers to success.
- No more than 10% of survey respondents identified any one barrier related to consultant attributes.
- Other barriers included disagreement with auditors, delay of project which affected momentum and timeline, difficulty getting agreement from several groups, and lack of clarity about uses of the report.

Exhibit 15. Barriers to the Success of the Consulting Engagement
(n=175)



Note: Percentages do not total 100% because respondents could select more than one response.

Qualitative Responses

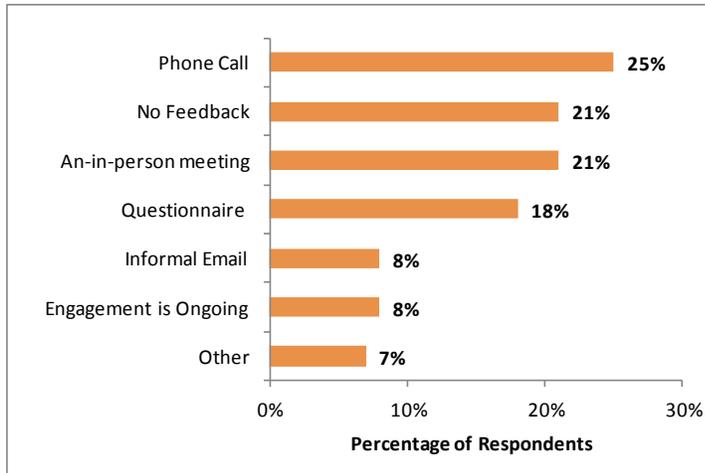
Of the 25 survey responses that identified attributes of the consultant that represented a barrier to the success of the engagement, 40% related to the process expertise of the consultant, 20% related to a lack of adequate effort by or availability of the consultant, and another 16% related to the consultant’s technical expertise.

Interviewees tended to report challenges with the consultant more frequently than internal organizational capacity issues or other external environmental factors. Of the twenty-four comments from interviews about barriers, more than half related to consultant attributes, including inadequate process expertise, not taking enough time to understand the organization and its context, insufficient sector expertise, insufficient knowledge of the local community, poor “bedside manner,” and application of an inflexible model. Comparatively, only 17% of interview comments identified limitations in the capacity of the board or staff to participate in the engagement.

One interesting barrier that was identified by several interviewees was the dynamic set up by the fact they had a consultant or training assigned to them rather than choosing themselves or participating in the design of the engagement. While a sense of ownership over the consultant’s scope of work is a helpful contributor to project success, its absence is most detrimental in the event that the consultant match is not good or the project gets off track.

Opportunities for Providing Feedback about Consulting Services

Exhibit 16. Frequency of modes of feedback about the performance of the consultant and/or consulting organization solicited at the end of the engagement
(n=175)



- Among those recipients who did have feedback solicited, the most common type of feedback was a phone call (25%).
- 8% of recipients reported that the engagement was ongoing, indicating this question did not apply.

Note: Percentages do not total 100% because respondents could select more than one response.

Exhibit 17. Level of satisfaction with how the consultant(s) solicited ongoing feedback about their performance and/or the quality of their consulting services
(n=175)

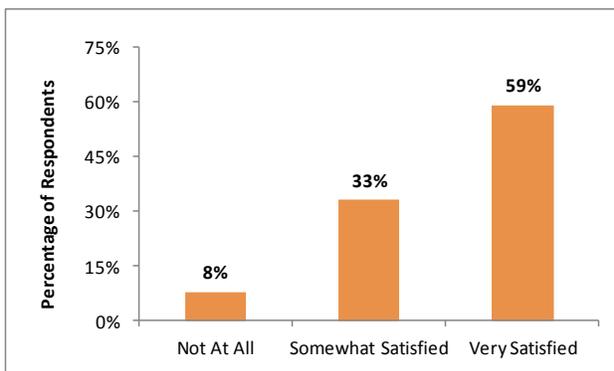
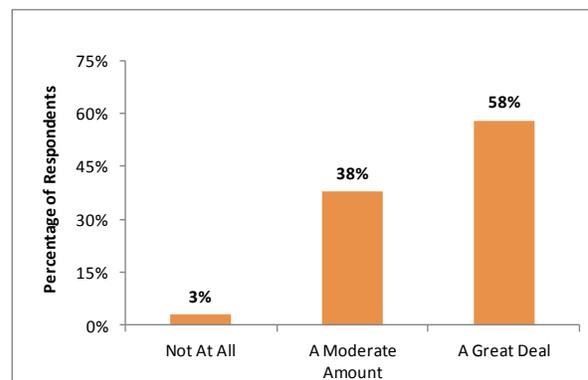


Exhibit 18. Level of satisfaction with what was done as a result of the feedback
(n=120)



- Overall, recipients were highly satisfied (92%) with how consultants solicited ongoing feedback about their performance and/or the quality of services. Many interviewees reported that feedback happened informally throughout the project.
- Almost all (96%) recipients were “moderately satisfied” or “greatly satisfied” with what was done as a result of feedback.

Consulting Engagement Follow-up Support

- The overwhelming majority (88%) of respondents felt that the follow-up came at the right time. However, only one-quarter (26%) of respondents found the follow-up extremely helpful.

Exhibit 19. Time elapsed after the conclusion of the engagement before the consultant followed up to check in and/or offer additional support
(n=108)

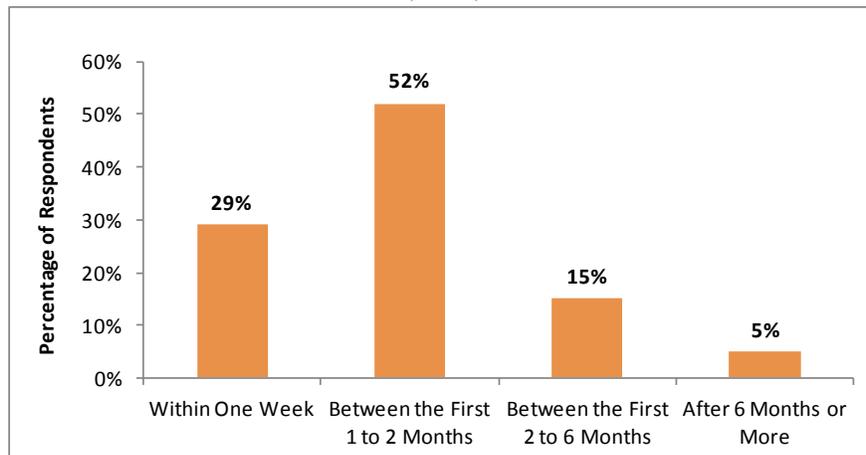


Exhibit 20. Recipient characterization of the timing of the follow-up
(n=89)

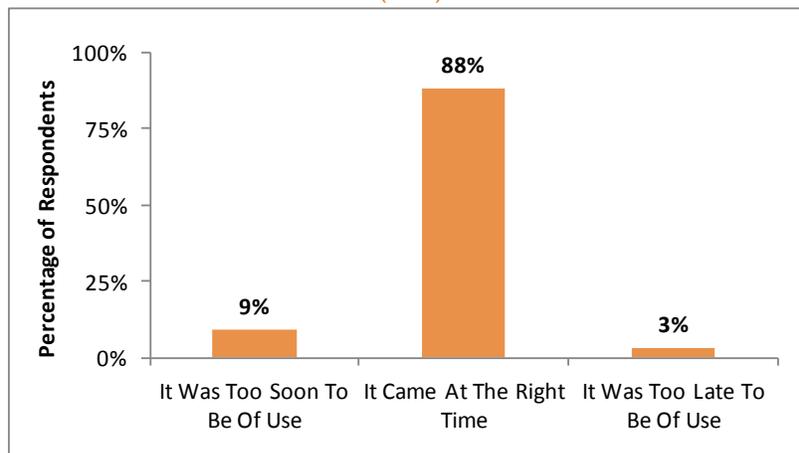
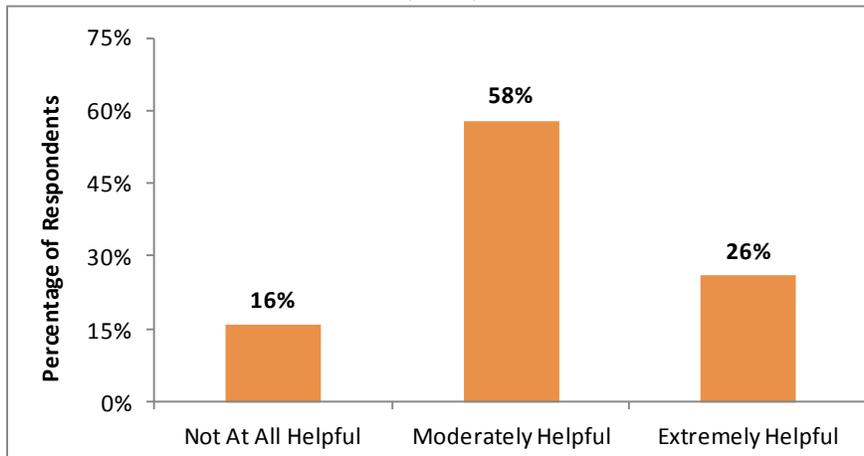
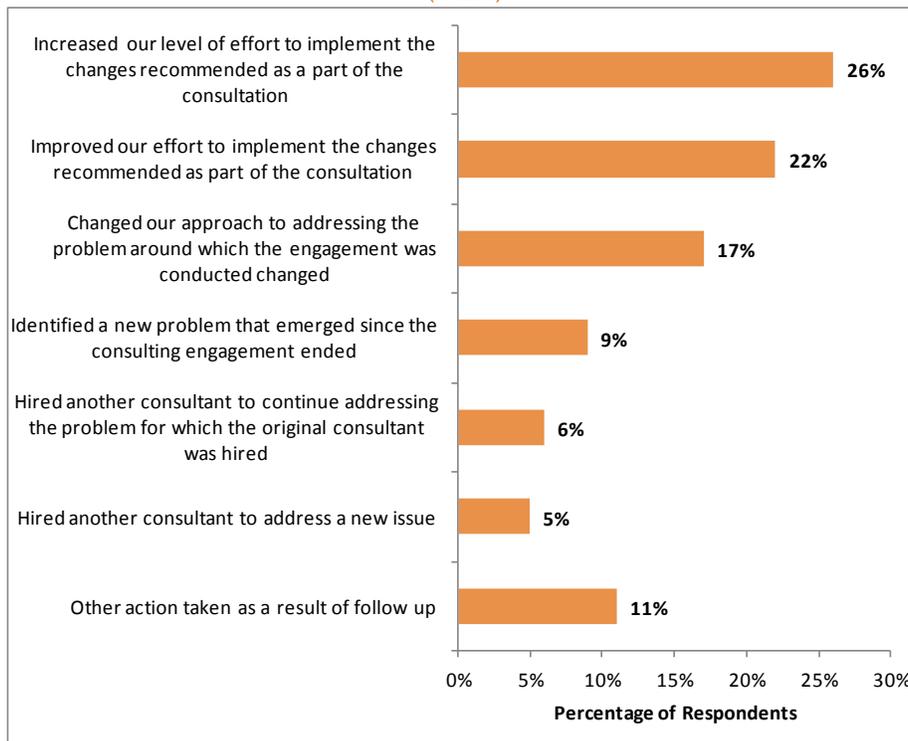


Exhibit 21. Recipient characterization of the utility of the follow-up
(n=115)



- More than one quarter (29%) of respondents took more than one action as a result of the consultant’s follow-up. The majority of these respondents increased or improved their *level of effort* to implement the changes recommended as part of the consultation or changed their approach to addressing the problem around which the engagement was conducted.
- Other actions taken as a result of follow-up included engaging/hiring consultants to do additional work, applying for additional assistance, addressing issues that came out of the consultancy by hiring internal staff or recruiting board members, utilizing the board to facilitate planning, and utilizing tools created by consultants.

Exhibit 22. Actions taken as a result of follow-up
(n=175)



Note: Percentages do not total 100% because respondents could select more than one response.

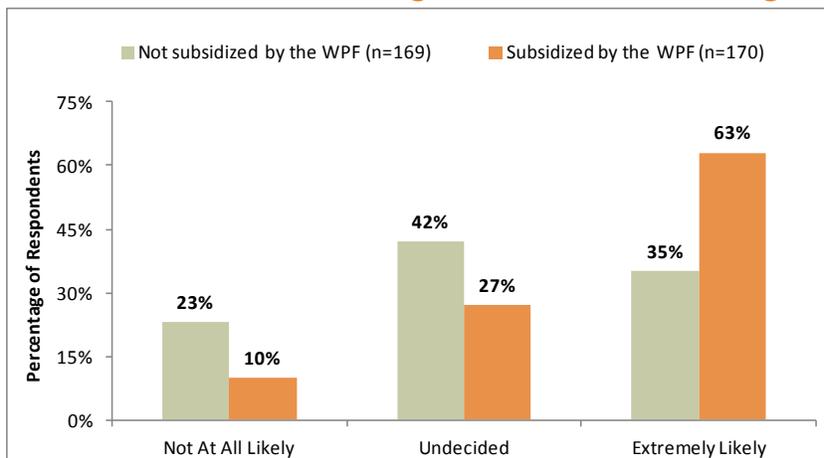
Qualitative Responses

Many survey respondents and interviewees described consistent follow-up contact from the consultant that mostly took the form of brief, informal telephone check-ins. In some cases, the consultant was extremely diligent and generous with follow-up, continuing beyond their formal engagement. In only a few cases, the recipient of consulting services had to initiate the follow-up communication.

While there were some instances where follow-up was critical in helping an organization overcome a barrier that emerged since the consultation ended, it appears one of the most valuable effects of follow-up contact is in helping the consulting service recipient maintain the momentum of their project, as many reported having a difficult time sustaining progress once the consultant is gone and they alone are accountable for moving the work forward.

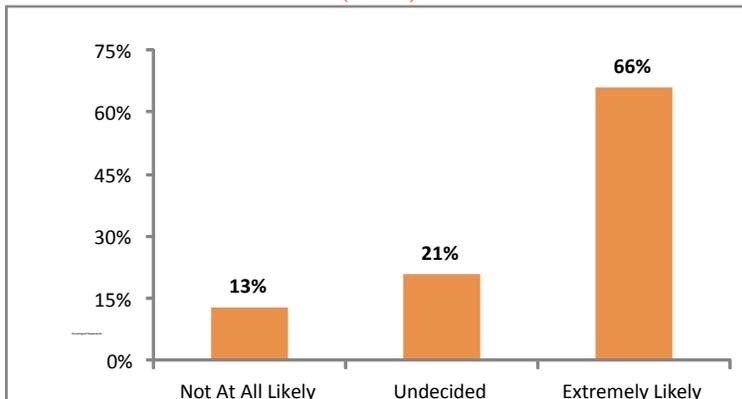
Consultant Quality

Exhibit 23. Likelihood of using the consultant's services again



- Recipients were much more likely to use the consulting services again if they were subsidized by the William Penn Foundation, with 63% being “extremely likely” if subsidized versus 35% if not subsidized.

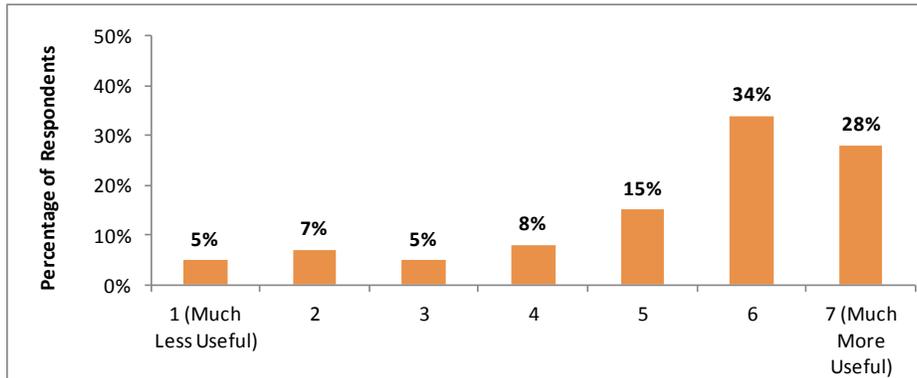
Exhibit 24. Likelihood of recommending the WPF-supported consultant to a colleague (n=171)



- Two-thirds (66%) of respondents were “extremely likely” to recommend the consultant to a colleague, a meaningful indicator that recipients were satisfied with the consultant’s services.

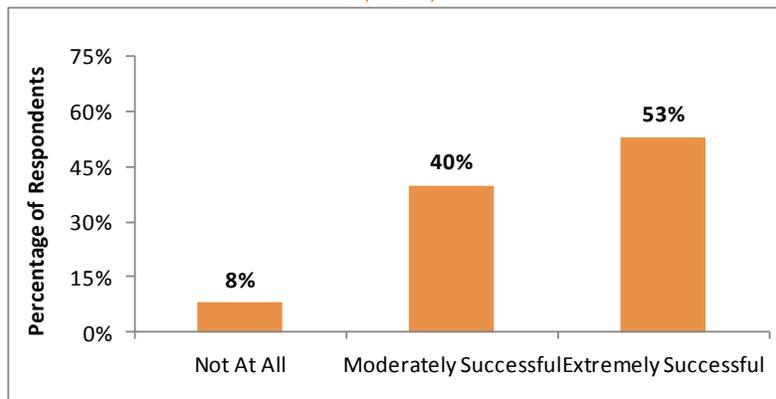
- Overall, respondents felt that the consultants supported by the William Penn Foundation were useful relative to other consulting engagements with over three-quarters (77%) of recipients reporting a 5, 6, or 7 on a 7-point scale.

Exhibit 25. Utility of the WPF-supported consultant relative to other consulting engagements experienced by the recipient
(n=134)



Success of the Consulting Services Engagements

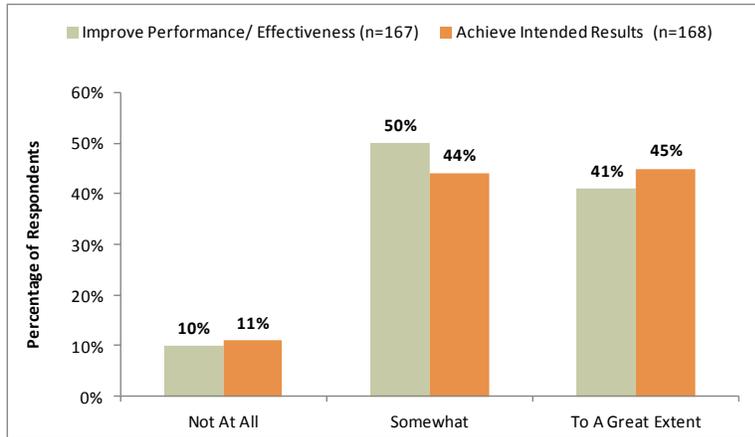
Exhibit 26. Degree of success of the consulting engagement
(n=167)



- Overall, 93% of survey respondents considered the consulting engagement successful.
- Perceived success of the consulting engagement significantly differed by provider and the consultant’s knowledge of the recipient’s field:
 - Eight providers received above average ratings of “extremely successful” from more than half of their clients.
 - Survey recipients were more likely to find consulting engagements extremely successful if they “agreed” or “strongly agreed” that the consultant had sufficient understanding of the sector/operating environment to be effective (44% and 73% respectively).
- Cost of the engagement and organizational budget size did not significantly affect the perceived success of the consulting engagement.
- The most important consideration for predicting the success of an engagement is consultant match. A recipient who felt that their consultant matched their organization's needs "a great deal" rated the overall success of their engagement 50% higher than those whose consultants were "not at all" a match.

Extent to Which Consulting Engagements Achieved Intended Results, Improved Organizational Performance

Exhibit 27. Extent to which the engagement improved organizational performance/effectiveness, or achieved intended results



- About 90% of recipients reported that their consulting engagements with TA providers both achieved the intended results and improved their organization’s performance “somewhat” or “to a great extent.”
- Analysis of the relationship between the ratings of these two effectiveness items and engagement length, consultant match, dedication of staff leadership time, board commitment, organizational capacity to implement resulting plan of action, timing of engagement follow-up, organizational revenue, and cost of engagement showed the following:

 - **Length of engagement:** The shorter the engagement, the less recipients reported that the engagement improved organizational performance/effectiveness and achievement of intended results “to a great extent.” There was a similar pattern for the outcome related to achievement of intended results: longer engagements increased the likelihood that recipients would report that the engagement achieved intended results “to a great extent.”
 - **Consultant Match:** Recipients who felt that the consultant was a good match were more likely to report that the engagement improved their organization’s overall performance/effectiveness or achieved intended results “to a great extent.”
 - **Staff Leadership Time:** Recipient organizations not listing limited staff leadership time as a barrier were nine times as likely as those experiencing that barrier to report that the engagement improved their organization’s overall performance and effectiveness “to a great extent,” and more than four times as likely to report that the engagement achieved its intended results “to a great extent.”
 - **Board Commitment:** Recipient organizations not listing a lack of board commitment as a barrier were more than six times as likely as those experiencing that barrier to report that the engagement improved their organization’s overall performance and effectiveness “to a great extent.” Furthermore, *none* of the recipients experiencing this barrier reported that the engagement achieved intended results “to a great extent,” whereas when board commitment was not a barrier, 49% reported that the engagement achieved intended results “to a great extent.”
 - **Organizational Capacity to Implement Plan of Action:** Recipient organizations not listing a lack of organizational capacity to implement the plan of action as a barrier were nearly three times as likely as those experiencing that barrier to report that the engagement improved their organization’s overall performance and effectiveness “to a great extent,” and more than twice as likely to report that the engagement achieved its intended results “to a great extent.”

- **Timing of Follow-up:** The more immediate the follow-up after the completion of the engagement, the more likely recipients were to report that the engagement improved organizational performance/effectiveness and achieved intended results “to a great extent.”
- **Total Revenue:** There was not a clear pattern for how total revenue related to improved organizational performance/effectiveness and achievement of intended results. However, overall, recipients with organizational budgets between \$1M and \$5M reported improved organizational effectiveness/performance and achievement of intended results “to a great extent” most frequently.
- **Cost of Engagement:** There was minor variation in the extent to which the cost of the consulting engagement related to improved organizational performance/effectiveness, as well as in the extent to which the cost of the consulting engagement related to achievement of intended results.

Impact of the Consulting Engagement

Survey respondents were asked to rate their level of agreement with nine different statements regarding the impact of the consulting engagement.

Exhibit 28. Impact of the Consulting Engagement

Level of Agreement	Mean Score	Strongly Disagree 1	2	Neither Agree Nor Disagree 3	4	Strongly Agree 5
The consulting engagement helped increase our management team’s capacity to make good decisions. (n=147)	4.0	3%	10%	15%	32%	40%
The consulting engagement helped increase the long-term capacity of our organization to manage the problem for which the consultant was hired. (n=157)	3.9	6%	10%	16%	26%	43%
The consulting engagement improved our organization’s ability to use data to inform decisions. (n=146)	3.8	7%	7%	16%	45%	25%
The consulting engagement improved the alignment between our programs/activities and our mission. (n=140)	3.8	6%	4%	26%	32%	31%
The consulting engagement helped us improve the systems that support our functioning. (n=147)	3.8	5%	10%	20%	33%	32%
The consulting engagement improved our organization’s resiliency (in terms of its ability to adapt/respond to important changes in the environment). (n=149)	3.7	7%	6%	21%	37%	29%

Exhibit 28. Impact of the Consulting Engagement

Level of Agreement	Mean Score	Strongly Disagree 1	2	Neither Agree Nor Disagree 3	4	Strongly Agree 5
The consulting engagement improved our organization’s ability to make financially sound decisions. (n=127)	3.6	8%	6%	28%	32%	27%
The consulting engagement helped our board become better stewards of the organization. (n=122)	3.5	8%	9%	29%	30%	24%
The consulting engagement helped us significantly improve our revenue model. (n=125)	3.3	10%	13%	30%	32%	15%

- For the majority of the impact statements, at least 60% of recipients “agree” or “strongly agree” with the impact described.
- The highest impact ratings were that the consulting engagement helped increase the management team’s capacity to make good decisions, that it helped increase the long-term capacity of the organization to manage the problem for which the consultant was hired, and that it improved the organization’s ability to use data to inform decisions.

Qualitative Responses

Important changes resulting from the consulting engagement reported by survey respondents and interviewees occasionally related to outcomes that were immediately concrete and measurable – such as improved revenue or a successful facility development project – but more frequently cited improvements to various elements of organizational capacity, ranging from board functioning to strategic focus.

Survey respondents were most likely to describe some type of improvement to a tool or technical skill that was the object of the engagement, such as a marketing plan or the capacity of their staff to manage information technology infrastructure. Other commonly identified impacts included board effectiveness, financial management, staffing capacity and structure, improved strategic focus, improved internal systems such as task management and tracking, and an improved business model.

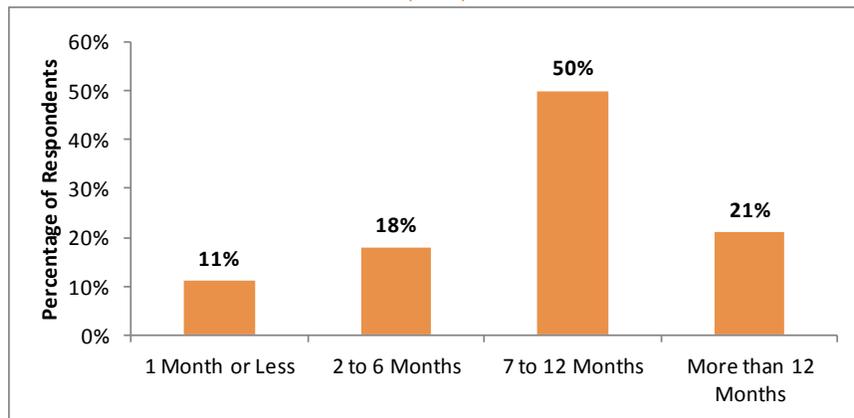
Interviewees were most likely to identify improved strategic focus as the most important impact of the consulting engagement, followed by improved board effectiveness and improved internal systems and financial management.

Overview of Leadership Development Program Participants

There were 38 leadership development program (LDP) participants included in the online survey sample and two LDP participants per provider were interviewed for a total of eight interviews.

Half (50%) of the survey respondents participated in the LDPs for 7 to 12 months with the rest of the participants reporting varied durations. Regardless of the duration of participation in the LDP, 89% of participants felt it was just right (neither too short nor too long).

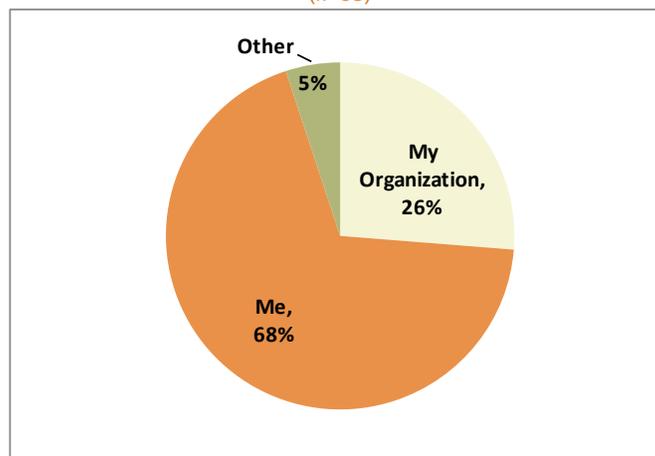
Exhibit 29. Length of participation in the LDP
(n=38)



Leadership Development Program Quality, Effectiveness, and Impact

The majority (68%) of LDP participants reported that they were the primary motivator for participating in the LDP, whereas the participant's organization was the primary motivator for only one-quarter (26%) of LDP participants. The two "Other" responses included the William Penn Foundation and being a previous fellow for one of the LDPs.

Exhibit 30. Primary motivator for participation in the LDP
(n=38)



Qualitative Responses

When asked to describe their reasons for applying for the leadership development program, survey participants most frequently identified the development of leadership skills in a way that would allow them to become a more effective leader or manager within their current organization. Some added that they wanted to grow personally from the experience or get more clarity on their career path. A significant number were also motivated by opportunities to build their network for reasons of both support and camaraderie and to enable them to more effectively collaborate with others working towards the same objectives. Interview respondents conveyed motivations that had to do with the development of one’s leadership capability in the context of their organization, and most had the explicit and active support of their peers and supervisors.

Success Factors for Leadership Development Programs

- Approximately 90% of LDP participants “agree” or “strongly agree” that the LDP was delivered by individuals with the right skill set/expertise to help develop them as leaders, and that it provided them with experiences and knowledge that will be easy to apply in the context of their organizations.
- There was virtually no strong disagreement with the success factors presented in the survey, however over one-third (36%) of LDP participants either disagreed or were neutral (“neither agree nor disagree”) that they participated at a very opportune time for the organization, and that they left the LDP with a leadership development plan that helped to sustain what they learned (33%).

Exhibit 31. Success Factors for Leadership Development Programs

Level of Agreement	Mean Score	Strongly Disagree 1	2	Neither Agree Nor Disagree 3	4	Strongly Agree 5
The LDP was delivered by individuals with the right skill set/expertise to help me develop as a leader. (n=37)	4.4	0%	5%	5%	35%	54%
The LDP provided me with experiences and knowledge that will be easy to apply in the context of my organization. (n=35)	4.3	3%	3%	3%	49%	43%
The LDP had the right balance of group and individual learning elements. (n=36)	4.3	0%	3%	14%	39%	44%
I participated in the LDP at a very opportune time in my career. (n=36)	4.2	3%	3%	22%	14%	58%
The LDP reflected an understanding of my organization’s sector/operating environment. (n=36)	4.1	3%	3%	19%	31%	44%
I felt well-prepared to enter the LDP. (n=36)	4.1	0%	6%	14%	42%	39%

Exhibit 31. Success Factors for Leadership Development Programs

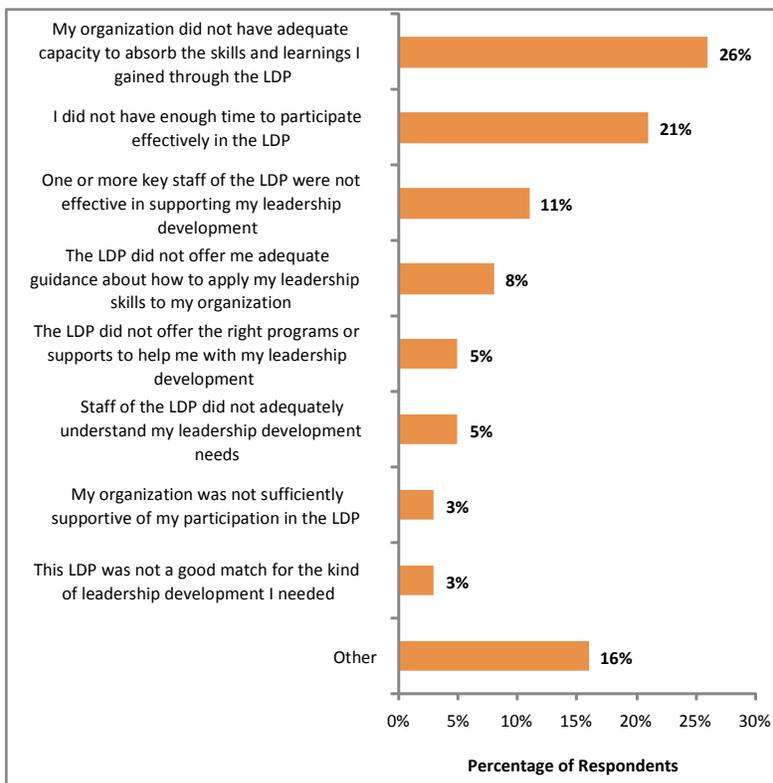
Level of Agreement	Mean Score	Strongly Disagree 1	2	Neither Agree Nor Disagree 3	4	Strongly Agree 5
I participated in the LDP at a very opportune time for my organization. (n=34)	4.0	0%	9%	27%	24%	41%
The LDP was well matched to my learning needs. (n=36)	4.0	0%	3%	19%	50%	28%
I left this LDP with a leadership development plan that helped me to sustain what I learned. (n=37)	3.9	0%	11%	22%	35%	32%

Qualitative Responses

The most common factors supporting the success of the leadership development program according to open-ended survey responses concerned the features of the programs that facilitated networking with peers, followed by various aspects of the program design such as use of assessment tools, the length of the program, the content of the program, and the quality of the staff.

Barriers to Success of Leadership Development Programs

Exhibit 32. Significant Barriers to the Success of the Leadership Development Programs
(n=38)



- The most significant barrier to success experienced by LDP participants was their organization not having the adequate capacity to absorb the skills and learnings gained through the LDP (26%).
- Over one-fifth (21%) of participants said they did not have enough time to participate effectively in the LDP.

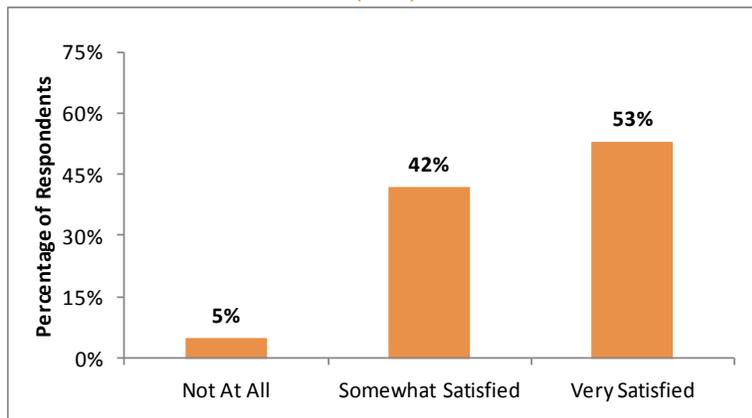
Note: Percentages do not total 100% because respondents could select more than one response.

Qualitative Responses

Survey respondents who answered an open-ended question about factors that inhibited the success of the program most frequently identified poor staff quality and inadequate program follow-up, followed by concerns about the program design. One constructive feedback theme concerned racial, ethnic, and age diversity. A few survey respondents requested specifically that leadership development programs include more Hispanic presenters, leaders, and leadership resources, while another suggested that there be “more racial diversity among attendees.”

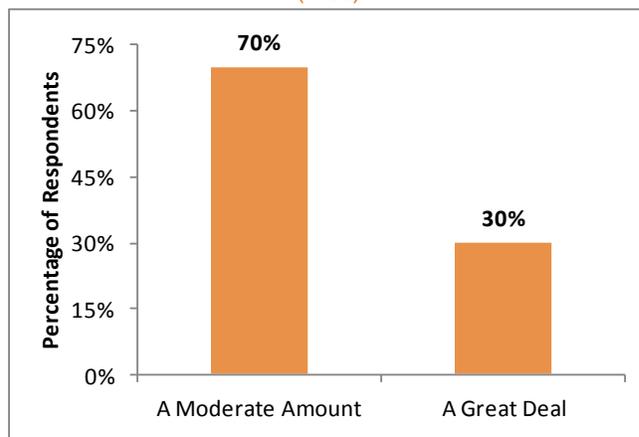
Opportunities for Providing Feedback about Leadership Development Programs

Exhibit 33. Degree of satisfaction with how the LDP solicited ongoing feedback about performance and/or the quality of leadership development supports
(n=38)



- Nearly all (95%) participants were satisfied to some extent with how the LDP solicited feedback, with over half (53%) of participants “very satisfied.”

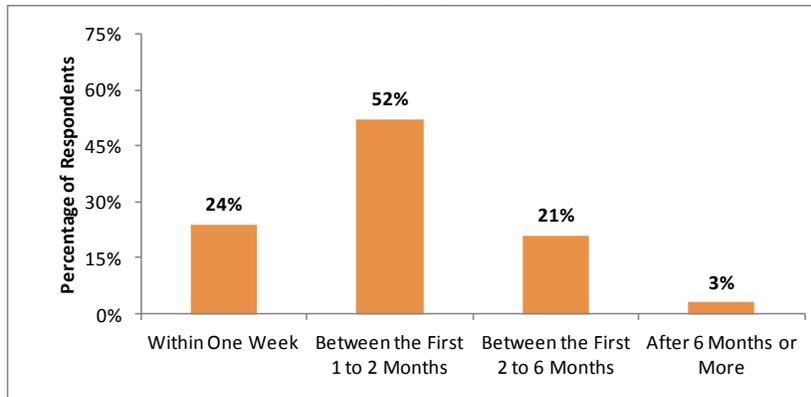
Exhibit 34. Degree of satisfaction with what was done as a result of the feedback
(n=33)



- Despite satisfaction with the method of feedback solicitation, the majority (70%) of participants were only moderately satisfied with what was done as a result of the feedback.

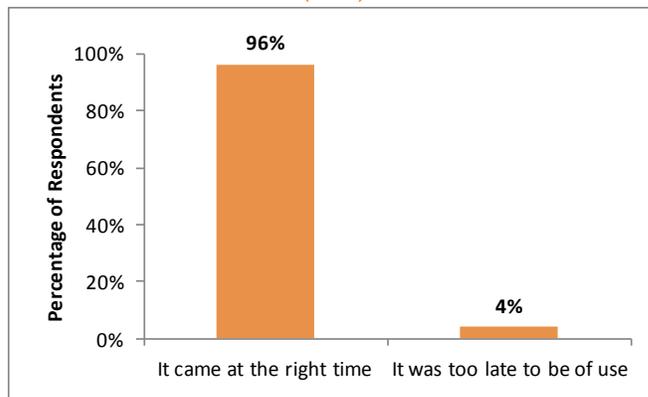
Follow-up Support to Leadership Development Program Participants

Exhibit 35. Time elapsed following conclusion of the LDP before follow-up supports were offered
(n=29)



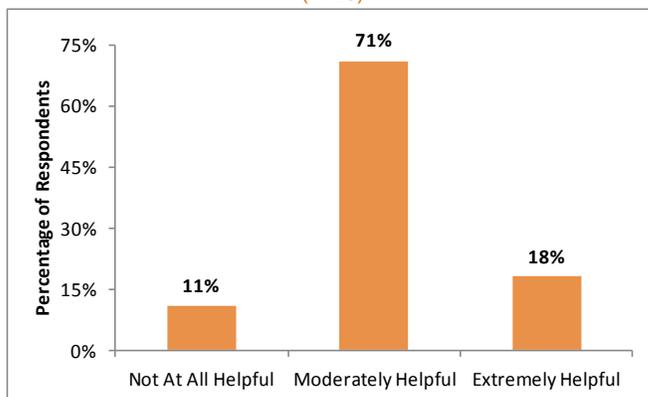
- Over half (52%) of LDP participants reported that follow-up occurred between the first one to two months after the conclusion of the LDP.

Exhibit 36. Participant characterization of the timing of the follow-up
(n=24)



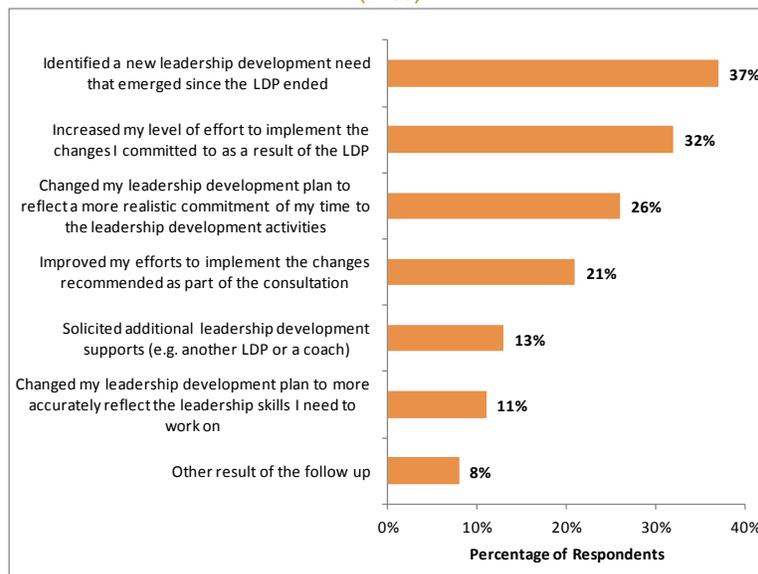
- Although nearly all (96%) of participants felt that the follow-up came at the right time, the majority (71%) of participants felt that the follow-up was only moderately helpful.

Exhibit 37. Participant characterization of the utility of the follow-up
(n=28)



- Follow-up supported LDP participants in a variety of ways:
 - As a result of the follow-up, over one-third of LDP participants identified a new leadership development need that emerged since the LDP ended.
 - About one-third also reported an increased level of effort to implement the changes committed to as a result of the LDP.
 - Over one-quarter of respondents changed their leadership development plans to reflect more realistic commitment of their time to leadership development activities and over one-fifth (21%) of respondents improved their efforts to implement the changes recommended as part of the consultation.

Exhibit 38. Action taken as a result of the follow-up
(n=38)



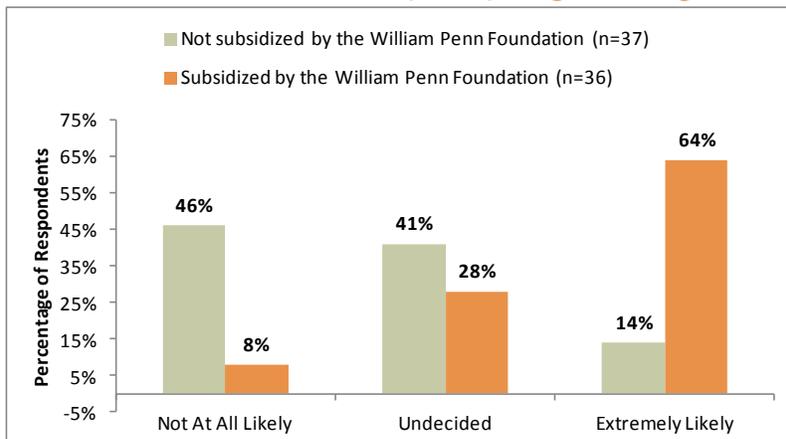
Note: Percentages do not total 100% because respondents could select more than one response.

Qualitative Responses

According to open-ended responses to a survey question and interviews, follow-up support varied in how it was designed and delivered; some programs relied on emails from the program director and between cohort members, while others held regular in-person retreats and reunions, with some participants choosing to meet on their own in addition. Some indicated that the level of follow-up was too low, and suggested more intentional efforts to keep cohorts in touch using a combination of in-person convenings and technology.

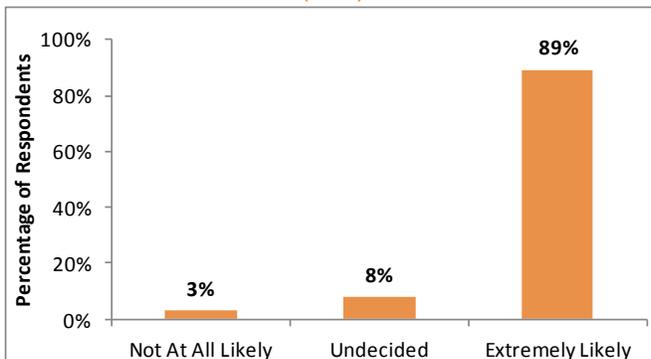
Leadership Development Program Quality

Exhibit 39. Likelihood of participating in LDP again



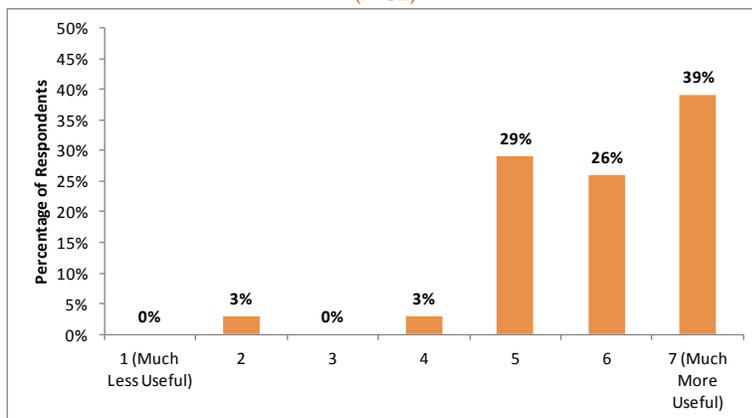
- LDP participants were much more likely to participate in the LDP if it was subsidized by the William Penn Foundation:
 - About two-thirds (64%) of participants were “extremely likely” to participate again if subsidized.
 - Nearly half (46%) were “not at all likely” to participate again if not subsidized.

Exhibit 40. Likelihood of recommending LDP to a colleague
(n=37)



- Overwhelmingly, LDP participants were likely to recommend the LDP to a colleague (89%).

Exhibit 41. Utility of LDP relative to other LDPs
(n=31)



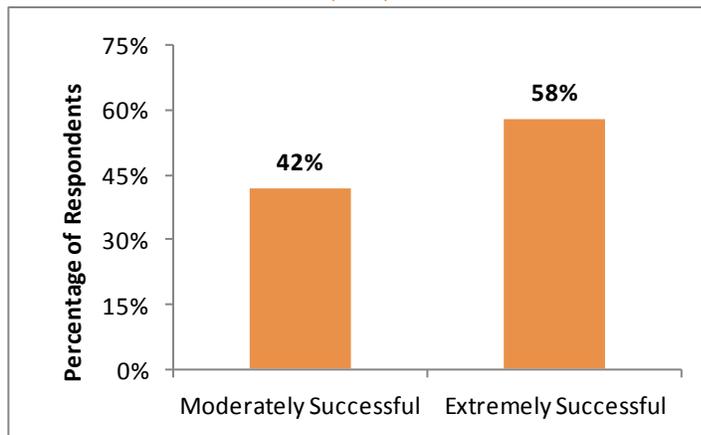
- 94% of LDP participants found the program more useful than others with which they were familiar.

Qualitative Responses

When asked to assess the quality of the leadership development program, interviewees were slightly more likely to identify strengths than areas for improvement. Elements of program quality cited by interviewees included the caliber and skill of program staff (particularly in relation to coaching individuals through leadership issues), the mix of participants (which enabled cross-sector learning), and the opportunity to work a project from their home agency. Areas for improvement cited by interviewees included missed or poorly delivered content and inadequate opportunities for networking.

Success of the Leadership Development Programs

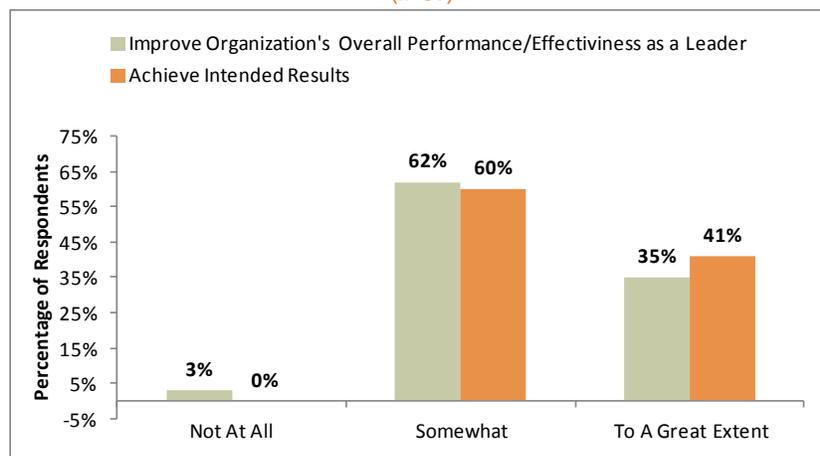
Exhibit 42. Degree of success of LDP
(n=36)



- All participants felt the LDPs were successful to some extent, with over half (58%) of respondents reporting “extremely successful.”
- Similarly, all participants reported that the LDP at least “somewhat” enabled them to achieve the intended results.
- Virtually all (97%) reported that the engagement resulted in improved performance/effectiveness as a leader.

Extent to Which Participation in Leadership Development Programs Achieved Intended Results, Improved Performance/Effectiveness as a Leader

Exhibit 43. Extent to which the LDP improved performance or effectiveness as a leader and achieved intended results
(n=37)



- Virtually all participants responded that their LDP engagement enabled them to improve performance/effectiveness as a leader, and that the engagement achieved the intended results.

- Analysis of the relationship between the ratings of these two effectiveness items and primary motivation for participating, LDP engagement length, timing of follow-up, organizational role of

LDP participant, and organizational revenue showed the following, though small sample size and lack of statistical significance mean these findings and patterns should be interpreted with caution:

- **Primary Motivation:** When LDP participants were the primary motivators for participating in the LDPs, they were more than twice as likely to report that the LDP achieved intended results “to a great extent” than for participants whose organizations were the primary motivators for participation. Primary motivation had no effect on the outcome related to improving organization performance and effectiveness, however.
- **Length of LDP:** The effect of the length of the LDP was not clear cut. LDP participants who participated in LDPs for 7 to 12 months were least likely to report that the LDP improved their performance/effectiveness “to a great extent,” compared to 1 month or less, 2 to 6 months, or more than 12 months. Regarding the outcome related to achieving intended results, in general, the longer the engagement the greater the impact.
- **Timing of Follow-up:** The more immediate the follow-up after the completion of the LDP, the more likely LDP participants were to report that the LDP improved their performance/effectiveness as a leader and achieved intended results “to a great extent.”
- **Role of Recipient:** The role of LDP participants within their organizations did not seem to relate “to the extent” to which recipients reported that the engagement improved their overall performance/effectiveness.
- **Total Revenue:** LDP participants were more likely to report that the LDP improved their performance/effectiveness “to a great extent” if their organization’s total revenue was over \$1M. There was minimal variation in whether the LDP achieved the intended results based on the organization’s revenue.

Impact of the Leadership Development Programs

- Almost all (92%) participants reported that the LDP improved their energy and passion for their role as a leader.
- 81% reported being better able to lead their management team to good decisions.
- 80% of participants reported that the LDP helped them better identify effective organizational strategies.

Exhibit 44. Impact of the Leadership Development Programs

Level of Agreement	Mean Score	Strongly Disagree 1	2	Neither Agree Nor Disagree 3	4	Strongly Agree 5
The LDP improved my energy and passion for my role as a leader. (n=37)	4.5	3%	0%	5%	32%	60%
The LDP helped me to better identify effective organizational strategies. (n=35)	4.2	0%	3%	17%	40%	40%
The LDP helped me better lead our management team to good decisions. (n=37)	4.0	0%	0%	19%	54%	27%

Exhibit 44. Impact of the Leadership Development Programs

Level of Agreement	Mean Score	Strongly Disagree 1	2	Neither Agree Nor Disagree 3	4	Strongly Agree 5
The LDP helped me better understand how to improve the systems that support my organization's functioning. (n=32)	3.9	0%	6%	22%	47%	25%
The LDP helped me become a more effective partner with our board. (n=28)	3.7	0%	4%	43%	36%	18%
The LDP improved my ability to understand the alignment between our programs/activities and our mission. (n=31)	3.7	3%	10%	26%	36%	26%
The LDP helped increase the long-term capacity of our organization to address critical issues and challenges. (n=35)	3.5	0%	14%	34%	40%	11%
The LDP improved my ability to use data to inform decisions. (n=32)	3.4	6%	6%	38%	38%	13%
The LDP improved my ability to provide effective fiscal guidance. (n=29)	3.0	17%	10%	41%	21%	10%
The LDP gave me a deeper understanding of our organization's revenue model. (n=28)	3.0	11%	18%	39%	25%	7%

Qualitative Responses

When asked to identify the most important change that occurred as a result of their participation in the leadership development program, survey respondents most frequently cited a sense of increased confidence as a leader and improved team relations that resulted from more effective communication with their colleagues and supervisees.

Almost all interviewees cited an improved ability to work with others as the most important change they experienced; in many of these situations, participants describe witnessing a ripple effect of their improved communication skills that contributed to teams they work with having more open and productive interactions.