



Leap Futures Initiative (LFI) 2022 Survey Results

Introducing the Monitor Institute by Deloitte (MIbD) Team



Dana O'Donovan
*Managing Director
and LEAP Ambassador*



Rhonda Evans
*Senior Manager
and LEAP Ambassador*



Bridget Brennan
Senior Manager



Jenny Hoang
Senior Manager



Elisha Desmangles
Senior Consultant

The MIbD team will **support the LEAP Ambassadors Community (LAC) in designing and shifting its operating model** through an equitable and transparent process to determine and **affirm a minimum viable plan and governance approach** for the future of LAC.

Presentation Overview

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Context: Setting the stage for today's discussion and sharing high-level findings from the survey

2

The Future of LEAP: Diving deeper into the quantitative and qualitative responses from the survey

3

The LFI Process: Highlighting the feedback survey respondents had about the LFI process and how that will inform our path forward

Context

Setting the Stage

In January 2022, the LEAP Ambassadors Community (LAC) kicked off the LEAP Futures Initiative (LFI), a crucial engagement to help the LAC to **map out scenarios to become a sustainable, self-governed entity by 2024.**

In kicking off the LFI, the MIbD Team and Leap Support Team (LST) launched a survey from March to April to capture **ambassadors' input on the direction of the LAC and to understand how they would like to be involved in shaping its future.**



Who Responded to the Survey?

We received **225 responses to the survey**¹—an impressive response rate of about 75 percent.

YOUR WORK



36%

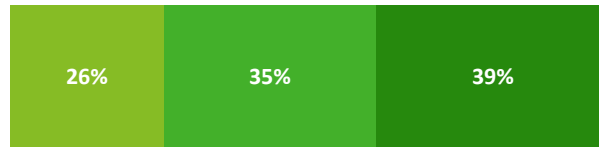
of survey respondents are consultants, which is the largest work domain represented in the survey and the broader LAC.



23%

of survey respondents work in nonprofit delivery/advocacy, and 23% of respondents also work in funding. While there is a **slight under-representation of nonprofit delivery/advocacy respondents of about 3%**, the funder representation is almost exactly proportional to the LAC.

YOUR TENURE



■ <2 years ■ 2-5 years ■ 5+ years

A plurality of survey respondents have been ambassadors for over 5 years, with the smallest amount of survey respondents having been with the LAC for less than 2 years.

Survey respondents' duration of tenure was also almost **exactly proportional to those in the LAC.**



YOUR RACE/ETHNICITY



15%

of respondents are Black or African American or Latino, which is a **slight under-representation vis-a-vis the LAC, of which approximately 18% is Black or African American or Latino.**



1% average over-representation of survey respondents who are **White, Asian, and Multi-racial** compared to LAC demographics.

YOUR AGE



All age groups represented in the survey were almost exactly proportional to the age groups in the LAC, with 60% of survey respondents being Generation X, 31% being Baby Boomers, 7% being Millennials, and 1% being part of the Silent Generation.

What We Learned from the Survey

The Future of the LAC

- Feedback from survey respondents about the LAC was very positive, with **more than 78% of respondents saying they would like to see the LAC continue**. Many specifically called out the **major benefits the LAC has brought them in terms of networking opportunities, knowledge sharing, and professional growth**.
- **21% of respondents were unsure** if the LAC should continue, and only 0.4% of respondents didn't think the LAC should continue.
- While some ambassadors were enthusiastic about the LAC's future, others were a bit more cautious. Some mentioned the **potential need to clarify the LAC's North Star and truly define the value that the LAC brings and what it has accomplished**. Others called out the **need for streamlining and leaner practices to ensure its sustainability**.

The LFI Process

- **7% of respondents volunteered to participate as Steering Committee members, and 37% of survey respondents are interested in participating primarily by voting** (all ambassadors will have the ability to participate in this process as voters at a minimum).
- The LFI team analyzed breakdown of Steering Committee membership by work domain, duration of tenure as an ambassador, race and ethnicity, age, and location. **Given our commitment to making the process inclusive, equitable, and transparent, there may be opportunities to increase Steering Committee representation in certain aspects (e.g., work domain, race/ethnicity, age, etc.)**.
- Survey respondents provided input on actions to make the LFI process more inclusive, equitable, and transparent. This included feedback such as the **need to engage ambassadors in the Outcome Equity micro-community and ambassadors across geographies, be transparent in sharing feedback and findings, not prioritize process over outcomes, and be intentional about timing, frequency, and level of detail in communications**.

The Future of LEAP

The Importance of the LAC

Feedback from survey respondents about the LAC was very positive, with many ambassadors describing it as a crucial part of their work in the social sector.

Many ambassadors touted the significance of the LAC to the social sector as a forum for networking, knowledge sharing, and professional development.

The LAC is rich with value. As an Ambassador, I have been given opportunities to **build meaningful and engaging relationships with leaders in the field**, many of whom I may have never met. The LAC is unique in that no other network is creating such a deep impact in the social sector. It has tremendous potential for the future.

The **conversations in the online forum are incredibly beneficial**, even for the casual observer. Being a LEAP Ambassador has also taught me a lot about how to run a network successfully and has increased my appreciation for the value of a network like this one.

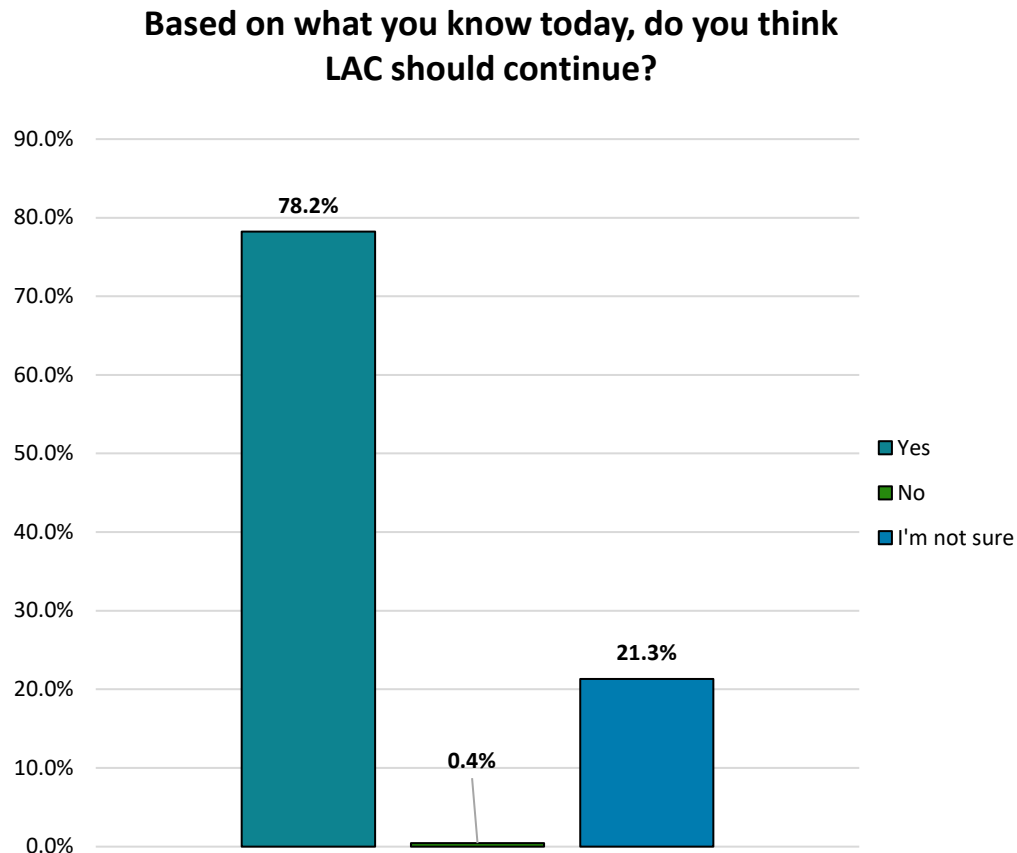
Ambassadors mentioned their excitement about thinking through what the future of LEAP could look like, and an appreciation for the LFI engagement as a whole.

I think it's great that LEAP is taking these steps to consider its future, and I **appreciate all the transparency in the process.**

There is so **much strength and wisdom in this group of ambassadors**. I am confident that with creativity, inspiration, and inclusivity, we will design a successful future.

Perspectives on the Future

An overwhelming majority of survey respondents would like to see the LAC continue, though some are more cautious and need additional information before taking a firm stance.



Many ambassadors want to see the LAC continue and several called out the need for streamlining to ensure its sustainability...

*I would like to see the LAC continue because **I get a lot of value from it, including the connections made with other leaders in the field.** However, if we want it to sustain and fund itself, it will have to become leaner and there will need to be an acknowledgement that ambassadors have limited time to commit to initiatives.*

...others were a bit more cautious about deciding whether the LAC has a future...

*I don't think I have concrete examples of what the LAC has been able to accomplish so far, nor do I have a good idea of the LAC's North Star. Networking with like-minded people is always useful, but it's especially useful when it yields change in the sector. **The value of the LAC is still not clear to me,** and the pandemic has shown that virtual networks are challenging to sustain.*

..and some even acknowledged that they lack insight into LEAP's future due to various factors such as newness, location, or scheduling.

I haven't been a member of the LAC for long enough, nor have I been an active enough participant to have valuable insight to share on the future of the LAC. I have also noticed that not being based in the US means that some real-time initiatives are not accessible to me.

Specific Ideas about the Future

As respondents provided their high-level perspectives about the LAC's future, a few ambassadors had some feedback on potential directions LEAP could consider throughout the LFI process.

-
- + Redefine and restate **LAC's mission, purpose, and goals**
 - + Ensure that LAC's principles and practices are eventually acknowledged and utilized as **standard behavior in the social sector**
 - + Identify **one area of advocacy and shared common projects** to increase a sense of identity among ambassadors
 - + Develop, implement, and scale **promising interventions**
 - + Reinvigorate the **Performance Imperative work**
 - + **Incorporate the LAC into a new organization** rather than keeping it as a standalone group
-







Aspects of the LAC to Carry Forward

When asked to select the aspects of the LAC that should be carried forward as LEAP decides on its future, the top three choices were the online forum, connections to other ambassadors, and collaborative knowledge development.

Responses Greater than 50%

 Online forum	75.1%
 Connections to other ambassadors	65.3%
 Collaborative knowledge development	63.6%
 Community conversations	53.8%
 Gatherings	52.9%
 Micro-communities	50.7%

Responses Less than 50%

 Announcements about new actions, issues, stories, and progress	41.3%
 Communications on behalf of the LAC to the field	34.7%
 Aligned initiatives that are coordinated and created by the LST	31.6%
 1:1 calls with an LST member	16.9%
 Other (e.g., in-person connections, facilitated dialogue, Speakers' Bureau Initiative, Performance Imperative implementation, new member onboarding, etc.)	6.2%
 None	0.9%

The LFI Process

LFI Commitments for Inclusion, Equity, and Transparency

The LFI team commits to specific actions that will make sure the LFI process is inclusive, equitable, and transparent. An overwhelming majority of survey respondents agreed with these actions across the board.

Inclusion



Actions

- Conducting additional outreach to ensure that the Steering Committee and any working groups:
 - Include gender and racial/ethnic diversity
 - Are representative of the range of community participants (e.g., organizational sizes, types, and roles)
 - Include members who haven't traditionally been vocal participants
- Providing multiple ways to actively participate (e.g., attend meetings or respond by email)
- Explicitly inviting a diversity of perspectives in meetings
- Providing multiple opportunities for broad community input

Responses

94.7% of survey respondents agreed with this list

Equity



- As part of the design process, explicitly discussing and mitigating against barriers to open and authentic participation
- Actively exploring the equity implications of design criteria and equitable decision-making to mitigate against inequities
- Actively exploring the equity implications of all possible paths
- Ensuring that paths actively considered have equitable outcomes and/or mitigate against inequities

92.0% of survey respondents agreed with this list

Transparency

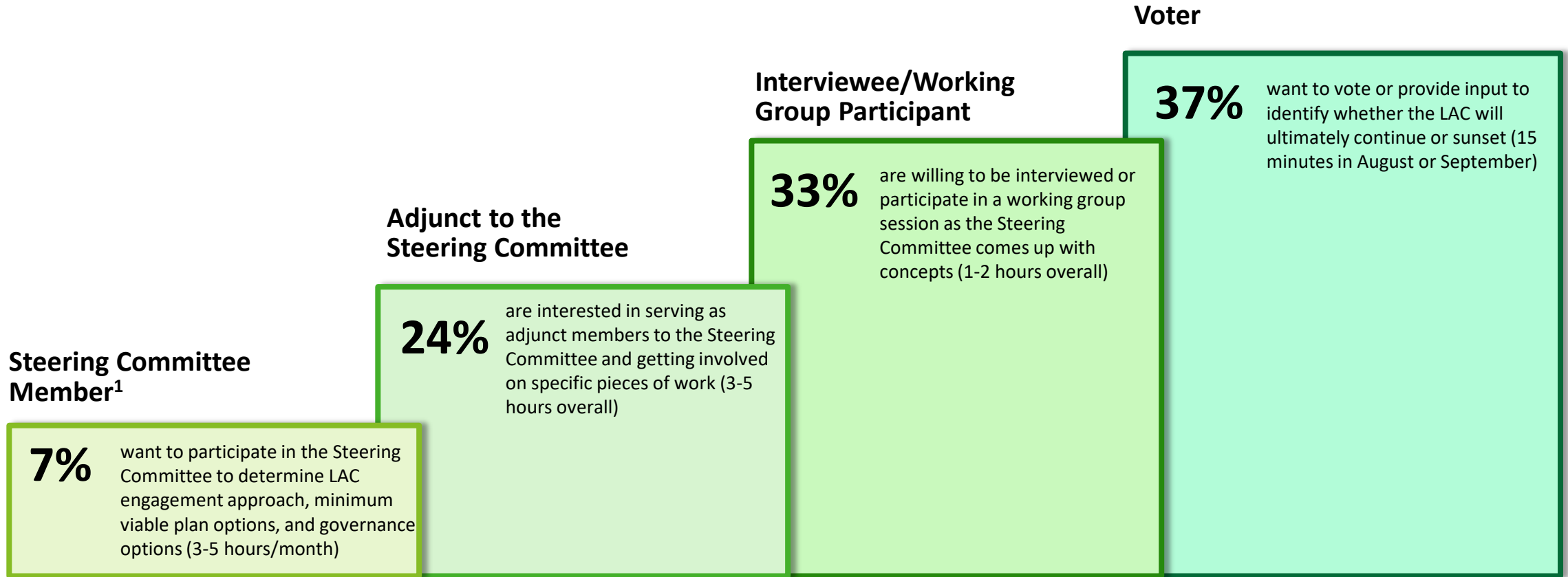


- Making process steps, decision-making criteria, and meeting notes available to community members
- Holding open Friday sessions to provide progress updates
- Providing community updates when a milestone has been reached and/or community input is needed

94.7% of survey respondents agreed with this list

How Respondents Want to Participate

In terms of participating in the LFI, 7% of respondents volunteered to participate as Steering Committee members, and most survey respondents are interested in participating primarily by voting.



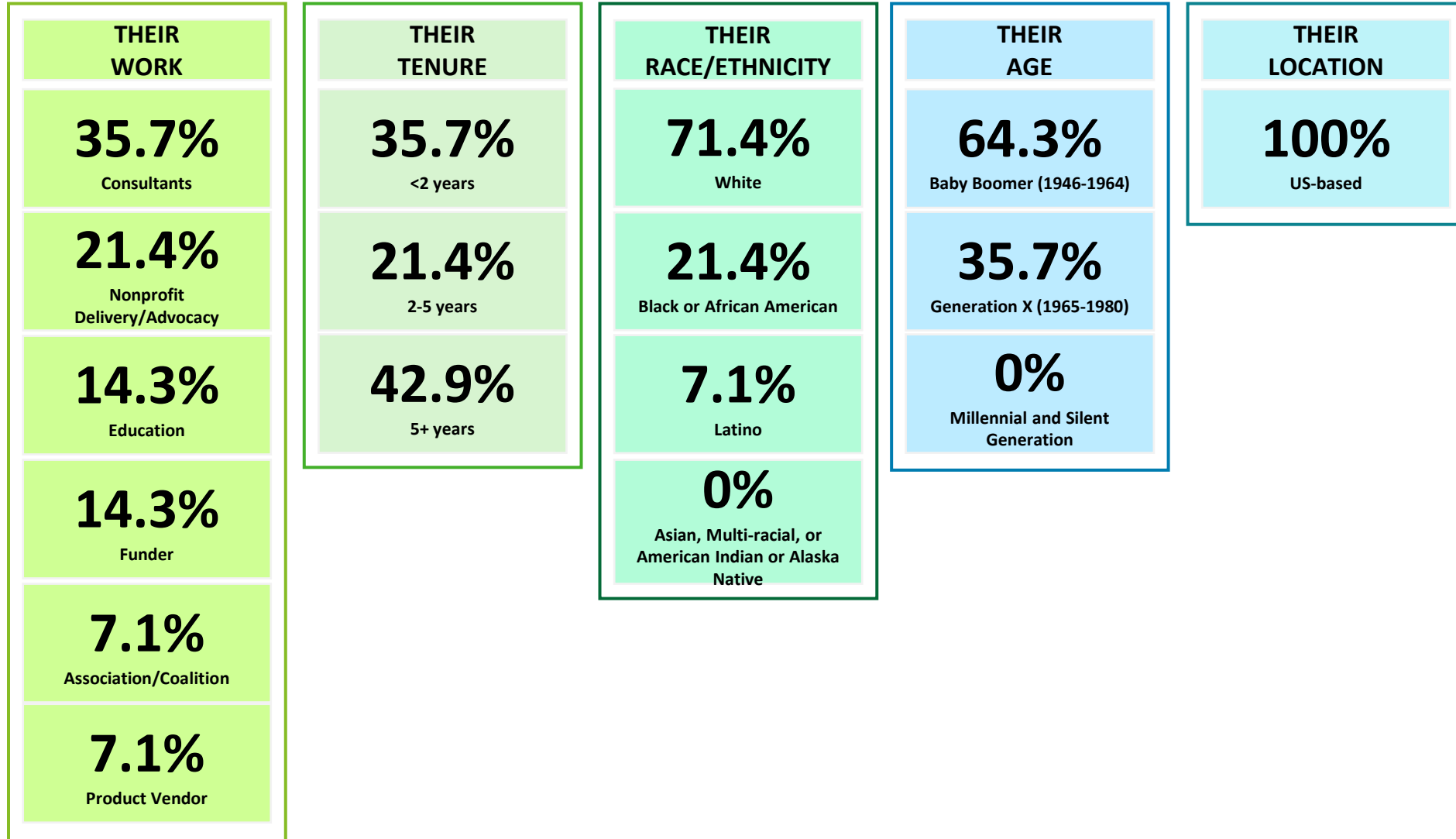
*Please note that the above data displays survey respondents' preferred method of participation in the LFI, however **all ambassadors will have the ability to participate in this process as voters at a minimum.***

¹Given their role as advisors to the LFI process, LST members who are also ambassadors decided not to participate in the Steering Committee.

Volunteers for the Steering Committee

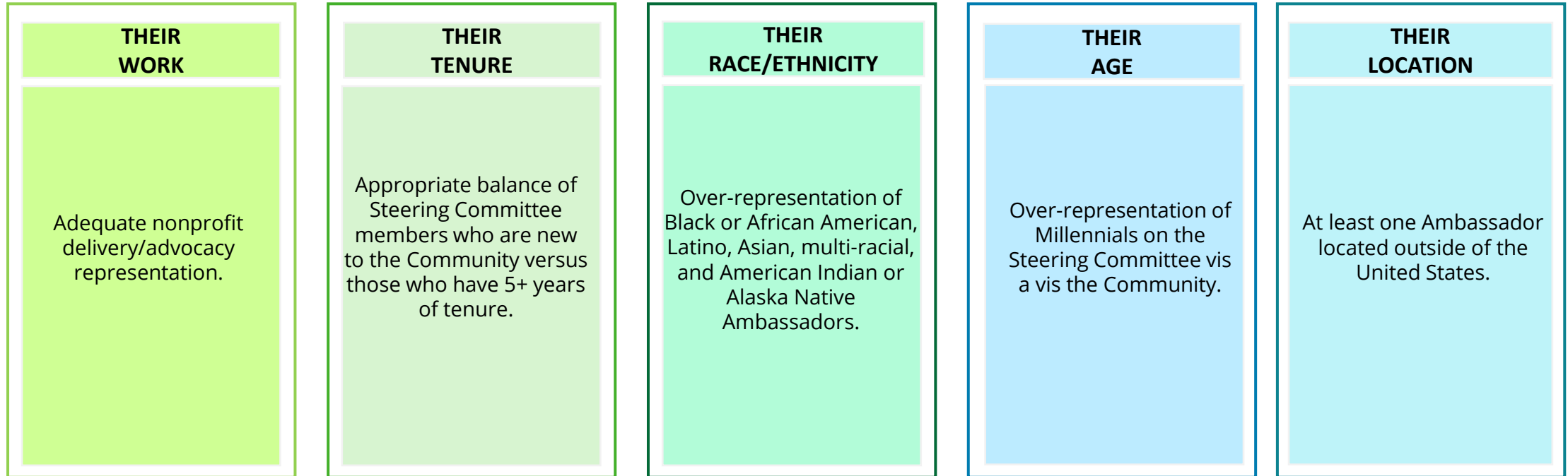
14 ambassadors raised their hand to participate in the LFI Steering Committee.

Composition



Equity, Inclusion, and Transparency Considerations for the Steering Committee

Given our commitment to equity, inclusion, and transparency in the LFI process, we encourage diversity of people, voices, and perspectives on the Steering Committee.



If you didn't volunteer to participate in the Steering Committee when responding to the survey, and you are interested in joining, please reach out to Rhonda Evans at rhevans@deloitte.com.

Inclusion, Equity, and Transparency in the LFI

Survey respondents also provided their feedback on the actions to make the LFI process more inclusive, equitable, and transparent.

1 BEING INCLUSIVE

- **The “Who” of Inclusion:** Respondents mentioned the need to explicitly **include Outcome Equity members, ambassadors located across geographies, and ambassadors from a range of organizations.** Some also mentioned the need to **define diversity beyond gender and racial and ethnic diversity** and ensure diverse perspectives in meetings, rather than just merely inviting them.
- **Specifics on Process:** Respondents suggested **containing the number of emails being sent out**, potentially **offering a small incentive** (e.g., coupon) to increase participation, **sharing feedback and findings** from the process with the entire LAC, and **actively including quieter participants.**

2 BEING EQUITABLE

- **Non-Ambassador Voices:** A couple of respondents recommended that the process look at ways to **center community and grantee voices, as well as solicit feedback from non-ambassadors.**
- **Balance of Priorities:** Ambassadors mentioned the need to **not prioritize process over outcomes**, do as much as possible to **ensure equitable decision-making**, and keep the **focus on the Performance Imperative** asking equity questions.
- **Intentionality in the Process:** Some mentioned that disagreements are expected, and that it’s important to **define equity** as applied to the LFI work, **reinforce it as a key component** of the process, and **challenge groupthink.**

3 BEING TRANSPARENT

- **Timing, Frequency, and Level of Detail:** A few respondents questioned whether Friday sessions could be flexible or if having periodic live community updates that are not every Friday would be feasible. They also mentioned a preference for **content presented in a nibble, bite, and meal dosing** so that ambassadors can choose their desired depth of content.
- **Audience:** Ambassadors recommended addressing **transparency to the field**, not just to the LAC, and making a concerted effort to **engage first-year members.**
- **Decision-Making:** Respondents requested that the process be **explicit about who will make the decisions** and **allow the LAC to weigh in on decision-making criteria.**

What does this mean for the LFI?

The Monitor Institute Team will work with the Steering Committee to determine how to best incorporate this input to the LFI process and communications design.

Key Considerations for the LFI Process

In addition to the feedback we received about inclusion, equity, and transparency in the LFI process, survey respondents provided feedback that will have implications for how the LFI process is designed and managed.

Stakeholder Engagement: *Ambassadors mentioned that the **process should include external interviews** (e.g., non-ambassadors who are a part of the audience the LAC would like to engage). These stakeholders include ambassadors who were nominated but decided not to join the LAC, or other stakeholders that could invite a diverse set of perspectives in decision-making.*

Cost-Benefit Analysis: *Some respondents mentioned the need to **assess the value that the LAC brings** and determine if the LAC results in benefits that are greater than the ongoing costs. One Ambassador even suggested that the LAC put less of a focus on increasing numbers and more of a focus on assessing the outcomes of the LAC's efforts.*

Timing: *One Ambassador suggested that **six months may not be enough time to decide the future of the LAC and complete the transition**. Another asserted that the transition would be difficult at any time, especially given the stressors affecting the environment and society today.*

The Monitor Institute team will work with the Steering Committee to incorporate these insights into the LFI process.

Our Path Forward

- Finalize the composition of the Steering Committee and develop the Steering Committee Charter
- Incorporate input from LAC via the survey into the LFI process design
- Work with the Steering Committee to develop and research different options for the future of LAC, engaging the LAC at regular intervals to provide ongoing transparency
- Conduct regular Steering Committee meetings for feedback and refinement of research approaches
- Build out Minimum Viable Plan and governance option