This workshop was held at the 2017 Equal Justice Conference in Pittsburgh, Pennsylvania

Title:
Seeding the Field: Developing and Training Public Interest Leaders

Presenters:
Sterling Morriss, Equal Justice Works, Washington, DC
Kristen Uhler-McKeown, Equal Justice Works, Washington, DC
Julia Wilson, OneJustice, San Francisco, CA

The future of our profession depends on the leadership of many who are not yet in management. And yet, facing a shortage of resources, many legal aid organizations struggle with the important task of developing their employees into leaders. This session will create an open dialogue about leadership development in the field of public interest law by learning about recent research into the career paths of legal services professionals, identifying common skills gaps faced by many organizations, and sharing best practices for overcoming them and empowering future leaders.
In September 2014, Stanford Law School’s Levin Center on Public Service and Public Interest Law sent an online survey to former and current participants in the post-graduate fellowship programs of Equal Justice Works, Skadden Foundation, and Soros/Open Society Foundation as well as a small group of law school funded fellows.

The Center received 498 responses –approximately a 30% response rate.
14% of respondents were the first in their family to graduate from college.
How many years has it been since your graduation from law school?
Role at Current Employer

- Fellow or other limited term position: 36
- Staff Attorney or Associate: 141
- Senior Staff Attorney or Project Director: 116
- Managing Attorney, Legal Director, or Partner: 22
- Executive Director: 68
- Other: 98
- Total: 361
Overview – Linear Progression

- Fellow
- Staff Attorney
- Senior Staff Attorney
- Managing Attorney
- Executive Director

- 0-2 Years
- 3-5 Years
- 6-10 Years
- 11-15 Years
- 16+ Years
“What I hear from most of my peers...is they would like better mentorship and training. Often they feel that the leadership...will simply replace them with another fellow...and has no investment in their professional development or growth.”

“...there are very few opportunities for mid-level staff to address how they can help shape the organizations in which they work...”

“There is a crisis for our generation of public interest lawyers: no jobs in spite of the huge need...seasoned folks who are in the best position to mentor young attorneys are instead the only ones left standing after layoffs, and there is no pipeline of professionals being brought along to fill their shoes.”

“Greater racial and ethnic diversity is critical to recruit and retain staff...this should be stressed within management.”
What kind of non-legal professional development programs or training have you taken since law school?

- Informal training on concrete skills: 62%
- Formal training on concrete skills: 50%
- Informal peer discussions on conceptual issues: 55%
- Formal training on conceptual issues: 22%
- Executive Coaching: 9%
- None of the above: 21%
- Other: 6%
At what stage would you have most benefited from non-legal professional development?

- Fellow: 36%
- Staff Attorney: 63%
- Senior Staff Attorney: 37%
- Managing Attorney: 19%
- Executive Director: 11%
- Other: 5%
What factors would be most influential in helping you to advance your career and remain in the public interest sector?

- Establishing a supportive network of peers and mentors: 66%
- Acquiring specific non-legal skills: 48%
- Gaining a better understanding of the career path available to public interest lawyers: 31%
- Other: 20%
What factors might influence your willingness to take on a senior leadership role in your organization?

- Enjoyment of broader organization role: 58%
- Ability to influence organizational priorities: 66%
- Opportunity to advance your career: 58%
- Opportunity to tackle new challenges: 61%
- Concerns about work-life balance: 67%
- Concerns about lack of relevant skills: 30%
- Concerns about moving away from substantive legal work: 47%
- Concerns about the demanding and stressful nature of the role: 42%
- Other: 7%
Are there any additional supports you would need in order to focus on a leadership program?

- Sabbatical: 32%
- Reallocation of existing workload: 61%
- Stipend to defray costs associated with the program: 62%
- Additional mentoring and coaching: 52%
- Other: 3%
**What type of skills and training are needed?** *(Compiled from interviews and survey responses)*

<table>
<thead>
<tr>
<th>Developed skills and training</th>
<th>Needed skills and training</th>
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<tbody>
<tr>
<td>Developing a personal leadership style</td>
<td>Fundraising (government, foundation, events, individual donors)</td>
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<td>Storytelling/public speaking/messaging effectively to different audiences</td>
<td>Coalition building</td>
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<tr>
<td>Strategic planning</td>
<td>Implicit bias</td>
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<td>Organizational, big picture thinking</td>
<td>Supervision/Management/HR/Governance</td>
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<tr>
<td>Meeting facilitation</td>
<td>Financial Management/Budgeting/Compliance</td>
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<td>Theory of Change</td>
<td>Using and managing use of technology</td>
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<td>Board management</td>
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<td>Project development and management</td>
<td>Time management</td>
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<tr>
<td>Meeting facilitation</td>
<td>Team building</td>
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Resources for Developing Leaders at Your Organization

1. Legal Services Specific Non-Profit Management

Legal Services Corporation’s Organizational Resource Development Site

- Information Available at: http://www.lsc.gov/topics/organizational-resource-development
- Resources Include: Sample documents and informational materials regarding supervision guidelines, strategic planning, how to set up a Loan Repayment Assistance Program, priority setting, and more.
- Cost: Free

Management Information Exchange for Legal Aid

- Information Available at: http://mielegalaid.org
- Resources Include: Entire resource library of sample materials, webinars, and more, seeking to promote excellence in management to ensure high quality advocacy on behalf of low-income people.
- Cost: Subscription for your organization, between $200 - $725 annually, depending on budget size.

2. General Non-Profit Management

Management Assistance Group

- Information Available at: http://www.managementassistance.org/
- Resources Include: Consulting and coaching services, designing networks and cross-sector systems change initiatives, research on critical issues, and more, all with an aim to strengthen individuals, organizations, and networks to bring about transformative change. Their mission is to co-create the conditions in the social change sector that are necessary to make this change possible.
- Cost: Depends on the service, but since they are a nonprofit, it is reasonable for consulting services.

Nonprofits are Messy by Joan Garry

- Information Available at http://www.joangarry.com
- Resources Include: website, blog, and podcasts about various nonprofit management topics.
- Cost: Most resources are free, though there are books for sale and you can be coached directly by Joan Garry.

National Council of Nonprofits

- Information Available at: https://www.councilofnonprofits.org/tools-resources
- Resources Include: A very large library of free tools, resources, and sample documents for nonprofits.
- Cost: Free

Foundation Center

- Information Available at www.foundationcenter.org
- Resources Include: Research database of grant-making foundations, a variety of courses in three areas: fundraising, organizational sustainability, and leadership and management.
- Cost: Many webinars and tools are free or under $100; some in-person seminars are multi-day and are in the $300-600 range.
Resources for Developing Leaders at Your Organization

BoardSource
- Information Available at: https://boardsource.org/
- Resources Include: A wide-range of programming to strengthen nonprofit leadership and board performance, including free best practices documents and various supportive programs.
- Cost: Some free materials; program subscriptions vary by support offered.

3. Other Resources (Emotional Intelligence / Leadership Coaching / Team Development)

The Management Center
- Information Available at: www.managementcenter.org
- Resources Include: Coaching and training for leaders (and employees) of social change organizations; website includes some free tools for download. Seminars occur in Boston, Chicago, Denver, Los Angeles, New York, Portland, San Francisco, and DC.
- Cost: Downloadable tools are free; seminars are between $395 – 625 for multi-day courses.

Leadership Coaching and Team Development by Katie Gage
- Information Available at: www.katiegage.com
- Resources Include: Personalized leadership coaching utilizing emotional intelligence tools to develop authentic and aligned leaders who lead confidently with a sense of purpose and self awareness. These programs activate leadership capacity by enabling leaders to identify their natural strengths, unearth their unique sense of purpose and articulate their core values and mission. They help leaders navigate challenging dynamics and build better relationships. Group workshops and one-on-one programs are available.
- Cost: $175/hr for individualized coaching; workshop pricing varies by group size and length.

Headspace Get Some / Give Some
- Information Available at https://www.headspace.com/getsome-givesome
- Resources Include: Free subscriptions to the Headspace wellness and meditation app for nonprofits.
- Cost: Free.

The Coaching Fellowship
- Information Available at: https://tcfs.org
- Resources Include: Three months of professional coaching for women leaders (application required).
- Cost: Suggested donation of $300 to cover the coaching (value: $2000 - 3000).

4. Additional Resources Identified at Session

Coaching Skills for Nonprofit Managers and Leaders by Judith Wilson & Michelle Gislason
- Information Available at: https://www.compasspoint.org/coachingbook
Resources for Developing Leaders at Your Organization

OneJustice’s Executive Fellows Program
- Information Available at: [www.one-justice.org](http://www.one-justice.org)
- Ten-month intensive course for executive directors and emerging leaders of legal services organizations. “mini-MBA”

Executive Service Corps of Southern California
- Information Available at: [www.escsc.org](http://www.escsc.org)
- Leadership consulting and an Executive Directors Leadership Institute, a 12-month leadership coaching program.

Third Sector New England
- Information Available at: [www.tsne.org](http://www.tsne.org)
- Boston-based nonprofit management consulting firm with a wide range of services.

Managing to Change the World by Alison Green and Jerry Hauser
- Information Available at: [www.managementcenter.org/our-book/](http://www.managementcenter.org/our-book/)
- Book on all sorts of management topics for nonprofits, including project management and supervision.

Rockwood Leadership Institute
- Information Available at: [www.rockwoodleadership.org](http://www.rockwoodleadership.org)
- Various Leadership Development Fellowships

Practising Law Institute
- Information Available at [www.pli.edu](http://www.pli.edu)
- Annual membership fee for access to seminars, on-demand learning, webcasts, and more.

United Way Sponsored Leadership Group
- in Western NY the local United Way sponsored a group of local nonprofit leaders to gather monthly & network.

10% Happier
- Information Available at: [www.10percenthappier.com](http://www.10percenthappier.com)
- App on meditation with video lessons, guided audio meditations and a coach. Also a book/podcast. Topics include: effective communication, listening, conflict resolution, difficult conversations

Thank You for the Feedback by Douglas Stone and Sheila Heen
- Book on evaluations, advice, criticisms, and coaching.
Resources for Developing Leaders at Your Organization

Greater Pittsburgh Nonprofit Partnership

- Information Available at: www.forbesfund.org/gpn
- A growing coalition of more than 420 nonprofit orgs in PA, offering an array of services like public policy analysis, education, advocacy, and discounts on nonprofit management products.

Non-Profit Management Certificate Programs

- UPenn and Duke were listed as high-quality.

Financial Leadership for Nonprofit Executives by Jeanne Bell & Elizabeth Schaffer

- Great book on teaching nonprofit finances

CompassPoint

- Information Available at: www.compasspoint.org
- Nonprofit think tank in California with a variety of resources.

Shriver Center’s Course on Supervising for Quality and Impact

- Information Available at: www.povertylaw.org

Possibilities Seminars

- Information Available at: www.allpossible.co
- Three-day emotional intelligence experiential workshops. The same company also does extremely effective professional coaching via their other site: possible.co

5. Additional Ideas from Session

- Virtual Book Club on Management Ideas.
- The idea that small organizations have limited growth pathways so they need to focus more on non-positional leadership.
- Importance to not cut professional development/leadership development budget even in time of scarcity.
- Recognition that being effective will require leadership development to serve clients best.
- Managing Up skills development is critical.
- Strategic Planning – bring in outside consultants. Some will want to do pro bono consulting, like maybe local business school professors. Think creatively about asking experts.
- Retired Executive Directors Group meeting monthly in a local community.
- Bring in experts for specific one-session meetings with your staff.
- Issues of transparency around budgets versus risk of showing staff.
- Look into local university continuing education courses, on topics like Nonprofit Finance Management.