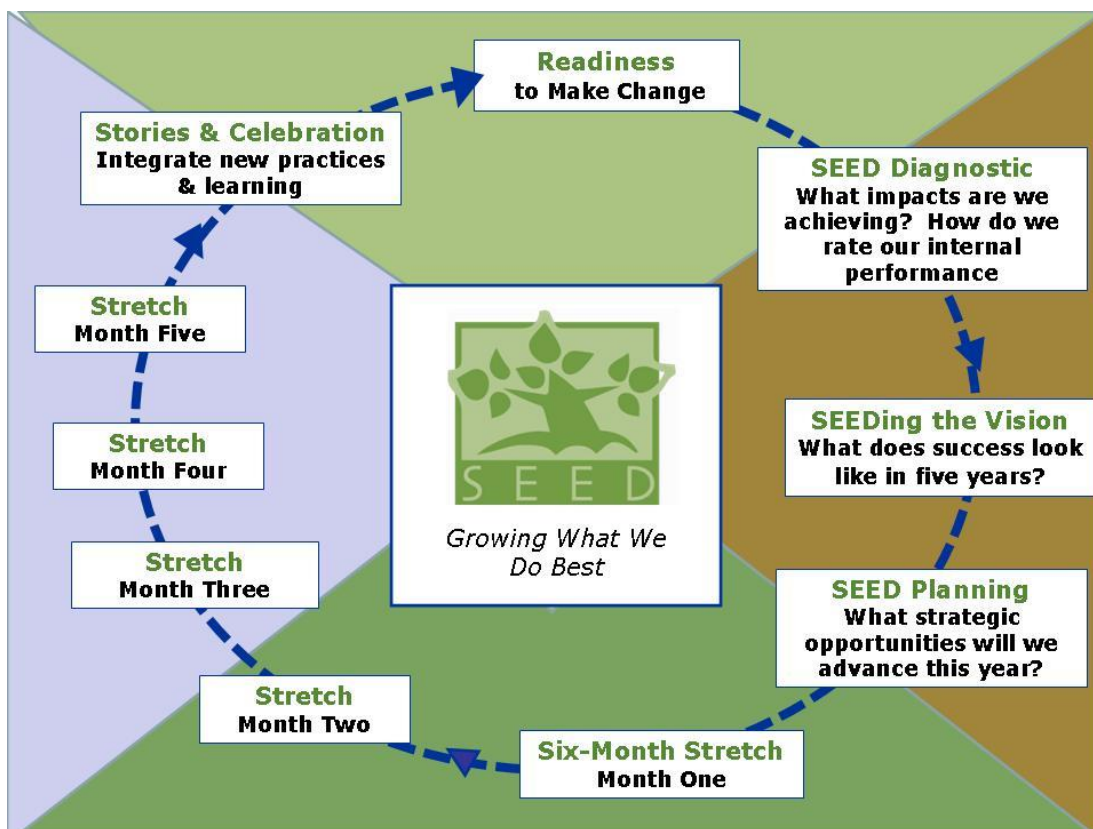




The SEED Approach to Leadership Development

SEED's serves as a catalyst for organizations, coalitions and networks to dream bigger, plan smarter, perform better as a team, and report social impact. Using a strength-based approach, SEED works with leadership teams to maximize existing resources and realize possibilities that had previously eluded them.

Strategic Planning and More: How It Works. Over a one-year period, a SEED personal trainer will offer a series of capacity-building activities and coach your leadership team to **assess, vision, innovate, plan and coordinate action together** in ways that measurably improve organizational performance. Below is an overview of the steps and timeline one year:

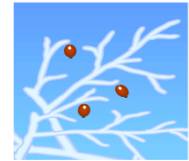


Results. This guided process for visioning, strategic planning, leadership development and shared reflection brings out the best in community-serving leadership teams. At the outset we identify and coach emerging leaders, so that an ever-broader bench of co-leaders becomes engaged to clarify vision and strategic priorities. Participants are guided to streamline internal communications and improve coordinated action. Teams readily perform at a higher level with greater trust and accountability. Over time, your leaders will increasingly inspire and learn to coach other community leaders to grow their impacts.

Grow what you do best with SEED!

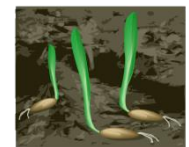
The Year-Long SEED Model: A Closer Look

Activity One—SEEDing Sustainability: We start with a quick, simple yet **comprehensive self-assessment** of your organization, or a particular initiative you want to develop. Your leaders will engage in two survey diagnostics, at their convenience, using PC or handheld devices.



SUSTAINABILITY ASSESSMENT	WHO DOES IT	WHAT TAKES PLACE	RESULTS
1. Quick Quiz <i>Takes less than 5 minutes via handheld</i>	Staff and board, as appropriate	8 essential elements of your internal operations are ranked from hi to low, as perceived by each participant	Clarity about strengths and areas most in need of attention, with more people aware and focused on capacity-building goals
2. Deeper Dive <i>15 minutes via handheld</i>	Same or smaller core team who carry a birds-eye view of your organization	40 best practices associated with high performance and sustainability are rated from 1-5	Fine-tuned baseline data against which to measure and report your increased capacity over time.
3. Post Diagnostic Consultation <i>60-90 minutes by conference call</i>	Same team, scheduled after SEED's written analysis is provided	Findings are discussed and opportunities identified where creative attention can be focused to achieve greater results more efficiently	Shared agreement about strategic priorities for growth and capacity-building over the next year

Activity Two—SEEDing the Vision. Next, you will be encouraged to **stretch your views of what is possible**, and you will articulate a **5-year vision of future success**. Based on what your diagnostic revealed, this may be a two-hour workshop or a half-day session that incorporates training in new practices for team-building, stakeholder analysis, partner cultivation, dialogue facilitation, making effective offers and requests, developing mutually beneficial agreements, managing commitments or building trust.



SEEDING THE VISION	WHO DOES IT	WHAT TAKES PLACE	RESULTS
2-hour or ½-day visioning workshop with team-building exercises (customized according to diagnostic findings)	Core leaders (staff or board). Three weeks in advance of workshop, participants submit written reflections	See bulleted list below	A higher-functioning team with shared clarity about what success looks like in five years

- Elements that make the vision most appealing are recognized
- Deep, common imagery is discovered that triggers the collective imagination
- Common language to speak about the vision with others is explored
- Post workshop follow up yields clarity for how the vision will emerge, stage-by-stage
- Key elements of the vision are featured in an assessment tool that the team will use to monitor alignment of daily work with long-term vision on a quarterly basis through the year
- New team practices yield greater capacity to communicate and coordinate action effectively.

Activity Three—SEED Planning. The team will be guided to develop a **one-year work plan**, as a blueprint for advancing what is most essential to move towards your 5-year vision. **Success markers** will be defined, against which the team can track progress toward growth targets.



SEED PLANNING	WHO DOES IT	WHAT TAKES PLACE	RESULTS
2-hour or ½-day workshop with additional training to deepen team-building practices	Same leadership team	A work plan is generated, specifying measurable, attainable one-year success measures	See bulleted list below

- Short-term intentions re-aligned with longer-term vision and values
- Plans tied to specific, time-linked results—updated monthly to remain current and strategic
- Shifts in personal perspective sparked by imaginative team thinking

Activity Four—Six-Month Stretch: As your team makes its **work plan operational** amidst the demands of ongoing work flow, you will come together each month for a **90-minute “stretch meeting”** to re-ignite excitement, **document progress** and explore new opportunities. Your leadership team selects one or two representatives to work with a SEED trainer. These individuals should be strong at group facilitation and/or want to excel in this role. Working with a SEED trainer, they will be equipped to lead your stretch meetings, and support **higher performance** across the organization.



SIX-MONTH STRETCH	WHO DOES IT	WHAT TAKES PLACE	RESULTS
Monthly 90-minute “stretch meetings”	Same leadership team, led by 1-2 participants in training with SEED	The team develops an ongoing practice for capturing progress, re-aligning plans with new opportunities and challenges, and clarifying next-month priorities	See bulleted list below

- Increased focus and accountability as a team
- Regularly scheduled practices for tracking monthly progress against clearly defined, measurable, attainable success markers
- Promising new options for action integrated within continuous planning cycles
- A year-end session focused on taking stock and celebration.

Summary. Tangible gains at the end of the year:

- a deeper bench of leaders promoting greater shared leadership;
- shared agreement about vision, values, program strengths, and strategic priorities for improving performance and impacts;
- basic ability to produce annual work plans with prioritized action items for moving forward with clarity and passion, including success markers against which to benchmark monthly progress;
- versatility and greater ease in organizing work flow to accommodate creative change;
- narrative and quantitative evidence of progress, via (1) a comprehensive assessment of current outcome performance, and (2) clear analysis of strengths that can be enhanced and performance gaps that are preventing deeper impacts;
- structure and team practices that support improved relationships, communication, collaboration, and innovation;
- greater intentionality and accountability in working together;
- expanded perspective and awareness of options for future action; and
- successful re-alignment as a high-functioning, high-impact team.



SEED's COMMITMENT

This approach to capacity-building is a proven catalyst to unleash more of the talents, wisdom and potential that already exist in your environment. SEED has assisted more than 250 leadership teams to improve their planning, performance and impacts:

<http://www.seedimpact.org/seed-clients.shtml>.

We delight in working one-on-one with select leaders who want to stretch their personal performance and/or deepen specific competencies related to founding or growing a sustainable initiative, or taking more of a lead to manage specific programs.

Through repeated annual practice of this approach (assessment, visioning, innovation, team-building and project-monitoring), your organization will become more sustainable and realize considerably more of its vitality and impact. Your leaders will be positioned to extend SEED practices across the networks and relationships that are crucial to your mission, well into the future.

We look forward to assisting your leaders to become agents of capacity-building.

QUESTIONS?

Please direct any questions to Melinda Lackey, SEED Co-Founder and Executive Director: mklackey@seedimpact.org or (718) 793-6509.