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## **Building a Pipeline of Emerging Leaders – A Resource Guide**

### **Short Term Steps (0-3 months)**

- Regularly meet one-on-one with younger staff
- Identify professional development goals for each staff member
- Communicate career opportunities and growth potential to your employees honestly and openly
- Create leadership opportunities for younger staff, and provide support
- Seek intergenerational dialogue on key strategic issues
- Identify the most promising talent in your office

### **Mid Term Steps (4-8 months)**

- Develop a runway for younger talent – challenge them to stretch
- Study generational differences between Gen X & Y and Boomers
  - Understanding what motivates and inspires younger generations is critical to retention and maximizing performance
  - Appreciating inherent differences among generations can eliminate unfair judgments
  - Discovering a primary need to be respected regardless of age
- Determine if organizational policies, procedures and culture support development of young leaders
- Audit current board membership and structure to determine engagement of leaders under 40
- Create professional development plans with younger staff and incorporate professional development into their performance review
- Analyze your decision making model – does staff have autonomy and freedom to creatively accomplish certain jobs?

### **Longer Term Steps (Within the next year)**

- Establish or grow an internship program
- Commit to mentorship of younger staff – encourage internal, external, and reverse mentoring
- Adopt policies and procedures that are conducive to intergenerational leadership (and adjust culture if necessary)
- Develop a plan to grow younger leadership on your board
- Implement rewards and recognition for high achieving rising leaders
- Developing succession plans, going beyond the ED position

### **Tips for a successful internship program**

- Assign interns meaningful project work
- Schedule staff meetings so that interns can attend
- Include interns in external meetings
- Create an employment contract or letter of agreement
- Pay for parking and provide other small perks
- Provide a flex schedule to accommodate school needs
- Make business cards for the intern
- Conduct performance reviews
- Challenge them!
- ...in other words, INVEST in your interns!

### **Readings & Web Resources**

Collins, Jim & Porras, Jerry. (1994). *Built to Last*. New York: HarperCollins Publishers Inc.

Tulgan, Bruce. (2002). *Winning the Talent Wars*. New York: W.W. Norton & Company.

Welch, Jack. (2001). *Straight From the Gut*. New York: Warner Business Books.

Rainmaker Thinking, Inc. [www.rainmakertalking.com](http://www.rainmakertalking.com)

Rebecca Ryan & Next Generation [www.nextgenerationcompany.com](http://www.nextgenerationcompany.com)

Up Next: Generation Change and the Leadership of Nonprofit Organizations

[http://www.aecf.org/publications/data/up\\_next.pdf](http://www.aecf.org/publications/data/up_next.pdf)

### **Leadership & Professional Development**

Cleveland Bridge Builders [www.clevelandbridgebuilders.org](http://www.clevelandbridgebuilders.org)

(i)Cleveland [www.icleveland.org](http://www.icleveland.org)

EI Concepts [www.eiconceptsllc.com](http://www.eiconceptsllc.com)

Young Professional Organizations [www.cleveland.com/youngprofessionals](http://www.cleveland.com/youngprofessionals)

Business Volunteers Unlimited [www.businessvolunteers.org](http://www.businessvolunteers.org)

Cleveland State University Forums [www.urban.csuohio.edu/forum/](http://www.urban.csuohio.edu/forum/)

Corporate College [www.corporatecollege.com](http://www.corporatecollege.com)

YWCA [www.ywca.org/cleveland](http://www.ywca.org/cleveland)

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