



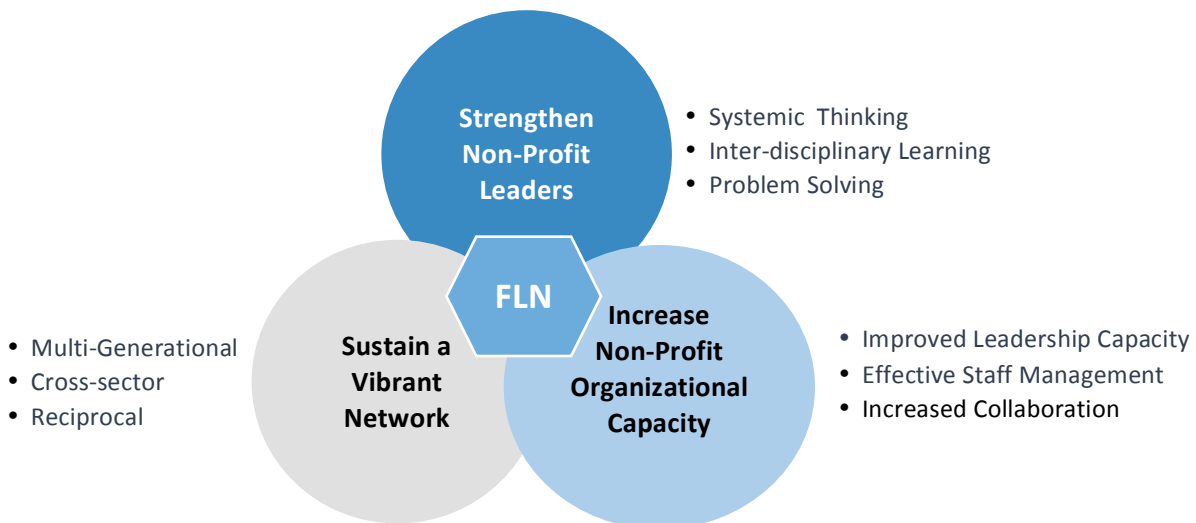
The **Fieldstone Leadership Network (FLN)** is a 501(c)(3) organization created to strengthen the nonprofit community by providing a continuum of programs that develop executive leadership, increase agency capacity, and sustain a collaborative and vibrant network of leaders and organizations that are able to continually address the challenges of today’s society successfully. By providing reciprocal learning opportunities which build, deepen and sustain personal and professional capabilities and relationships among nonprofit professionals, we know they are better able to lead, collaborate, and problem solve. FLN serves leaders in the communities of Orange and San Diego Counties in Southern California.

### Our Impact – The Fieldstone Effect

“Nonprofits can develop sound strategies and attract sufficient capital, but without strong leaders at the helm, they’re unlikely to deliver outstanding results,” (Simms, Harvard Business Review, 2010). Since, 1994 the Fieldstone Leadership Network has held this belief and has been actively engaged in leadership development for nonprofit leaders. We have seen how strategically investing in leaders transforms a leader, the organization, and ultimately, the community he or she serves. We have built a continuum of programs and networking opportunities that propels leaders to build his or her skills and relationships he or she need to become exceptional leaders. Our framework has been nationally recognized as an impactful model for nonprofit capacity building by Grantmakers for Effective Organizations. To date, we have served over **2,000 nonprofit leaders and over 650 organizations in Southern California** through our seven programs.

- 1,200 leaders have been in 118 Learning Groups
- 290 leaders have received one-on-one executive coaching from 84 trained coaches
- 89 Crossroads & Turning Point trainings have educated 2,020 leaders
- On average, 43 leaders attend each of the 38 Fieldstone@4 gatherings
- 226 leaders have been renewed and refreshed at one of the seven leadership retreats
- 15 organizations have been supported through our capacity building sabbatical program

While the above numbers are a sign of our significant reach in the nonprofit sector, the findings of an academic study of our work conducted by the Caster Center for Nonprofit and Philanthropic Research at the University of San Diego validates how we are transforming leaders and the nonprofit community in three priority areas, shown below and described on the following page.



### *Priority Area #1: Strengthen Nonprofit Leaders*

The Fieldstone Leadership Network develops leadership skills and increased confidence among participants through systemic thinking, inter-disciplinary learning, and problem solving.

#### IMPACT:

- 66% of leaders use knowledge gained from the Fieldstone Leadership Network every week and an additional 28% of leaders use the knowledge on a monthly basis.
- 94% of leaders reported an increase in their self-awareness as a leader
- 90% of leaders increased their confidence
- 86% of leaders have become problem solvers
- 75% of leaders believe they make better decisions
- 79% of leaders are more strategically agile

### *Priority Area #2: Increase Nonprofit Organizational Capacity*

The Fieldstone Leadership Network increases and builds the capacity of nonprofit organizations through peer and experiential learning that focuses on improved board governance, effective staff management, and increased collaboration.

#### IMPACT:

- 87% of leaders are better able to support staff and effectiveness
- 80% of leaders have been able to build their organizational infrastructures
- 73% of leaders are now equipped and able to develop future leaders from within their organizations.
- 73% increased their ability to have a positive impact in the communities served
- 64% of leaders have noticed an improvement in board governance

### *Priority Area #3: Sustain a Vibrant Network*

The Fieldstone Leadership Network creates an atmosphere where nonprofit leaders can develop a network of trusted colleagues and promotes interactions among participants that are multi-generational, cross-sector, and reciprocal.

#### IMPACT:

- 94% of leaders report an increase in their capacity to learn from others working in organizations different from their own
- 65% of leaders will call out to another Network leader for support
- 82% of leaders have given support to another Network leader
- 88% of leaders are better able to collaborate with other nonprofit leaders

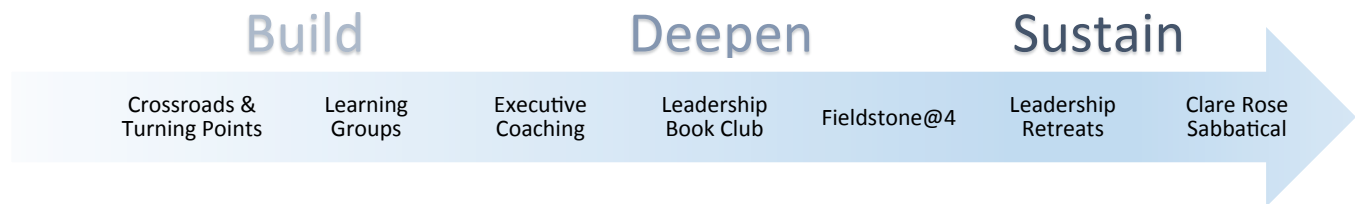
We continue to evaluate the effectiveness of our programs and commissioned the Caster Center to conduct a five-year, longitudinal evaluation of the Learning Group Program from 2013 through 2017. Overall, findings from the past five years indicate that The Fieldstone Leadership Network continues to provide critical leadership development for nonprofit sector professionals, thus fulfilling its mission and priority areas. This is clearly represented by improvements on all self-reported post-survey measures within each of the study years and for the past five years combined.

## **Our Work**

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Our strong impact on the nonprofit sector in Orange and San Diego Counties has been the result of a 25 year history. The Fieldstone Leadership Network has grown organically and in a reciprocal nature. Over time we have responded to the requests and needs of the leaders in the Network, while ensuring the integrity of our programs through academic research on leadership for the third sector. This has proven to be a successful formula in both creating and sustaining each of the programs in our Network to be relevant and impactful.

Research supports our experience that relationships are key to long-term success. Thus, our pipeline of programs are designed to build a well-connected and trusted community of nonprofit leaders while providing a consistent resource for them throughout their careers. We do not simply provide a one-time training, but become a part of the leader's on-going professional development and growth. Our trainings and learning groups serve to build the leader's tool box, their knowledge of the sector and their professional network; our executive coaching program, fellowship and book club deepen the leader's understanding of their role and relationships with others; and, our peer networking gatherings, retreats and sabbatical program are powerful tools to sustain the leader to thrive for the long haul.



### **CROSSROADS & TURNING POINTS**

An executive leadership and management workshop series designed to offer timely research on relevant issues facing our sector with expert practitioners, state-of-the-art information and tools, and experience-based collective wisdom from colleagues.

### **LEARNING GROUPS**

A facilitated six-month program to learn nonprofit management models while working through specific leadership challenges of each member. Learning Groups provide a unique and confidential environment which allows leaders to explore their personal leadership style and develop trusted relationships with fellow nonprofit leaders.

### **EXECUTIVE COACHING**

A year-long program that pairs nonprofit executives, one of whom has been trained as a consultative coach, in a confidential peer relationship. In a series of monthly meetings and conversations, coaches help to empower coachees to accomplish professional leadership goals and resolve organizational issues. A 360 assessment is included in this program.

### **LEADERSHIP BOOK CLUB**

A 10-month program designed to study leadership through literature while creating well-read nonprofit leaders. Trusted relationships are cultivated through sharing diverse personal perspectives of the members. A professional book club facilitator assists members in building personal skills to facilitate book discussions as a leadership development tool.

### **FIELDSTONE@4**

Often referred to as “community living rooms” and based on the theory of the Third Place, Fieldstone@4 is a concept that models a cooperatively-run space for social interaction and learning. Each quarterly gathering is a forum to lead discussions, join conversations, brainstorm together, or be rejuvenated, inspired and supported by peers.

### **LEADERSHIP RETREAT**

Designed as time for nonprofit leaders to renew themselves and cultivate their leadership by focusing on the relationship of the inner life to the outer work of service in the world using the *Courage to Lead* framework. Gathering with others provides the opportunity to build community and hear different perspectives about the call and challenges of leadership.

### **CLARE ROSE SABBATICAL**

As a tool for organizational capacity building, stipends are provided for executive directors to take a three month sabbatical. This allows the executive director to be rejuvenated while providing the opportunity for

senior managers to lead the organization. Training funds and a consultant are provided to assist the agency in preparing and executing a work plan.

## Our Transition & Growth

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The Fieldstone Leadership Network is at a pivotal point in our history. While originally established as a separate 501(c)3 organization to serve as a corporate foundation, the business operations of The Fieldstone Group of Companies have ceased in Southern California. Understanding the original funding stream no longer existed, The Foundation board made the bold decision to continue the leadership network and to sunset grant making operations. It is highly unusual for a corporate foundation to continue past the life of the corporate entity, however, based on the University of San Diego's findings that the Network "undergirds the critical work of nonprofits in Southern California" and that no other organization is providing leadership development in the manner that we deliver it to the nonprofit sector in Orange and San Diego counties, the board made the decision to continue the work.

Work has been underway to develop and transition to a new business model that will sustain the work of the Fieldstone Leadership Network in the years to come. FLN staff is poised to continue and grow the programs of the Fieldstone Leadership Network in order to equip and sustain our region's nonprofit leaders. It is our mission to continue in the tradition of supporting and developing our region's greatest asset – its people.

Our programs are in alignment with the top leadership needs identified by McKinsey & Co. In findings they published from a survey conducted to discern the key competencies social sector leaders indicate they will need in the next five to ten years. The top four competencies identified are:

1. Able to innovate and implement;
2. Ability to surround selves with talented teams;
3. Collaboration; and
4. Ability to manage to outcomes and commit to quality improvements.

Our core priorities for the Fieldstone Leadership Network already address all of these competencies and we are steadfast in continuing this work.

## Our Opportunity

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We believe that leadership development is critical to the immediate and long-term impact of the social sector serving our communities. Research affirms this belief and demonstrates that people or human capital are the primary asset that drives performance in the third sector, but are under-supported (The Foundation Review, 2013). McKinsey & Co. analyzed 20 years of foundation spending and found that only 1% of annual funding supports leadership development for nonprofit leaders. Historically, Fieldstone has always been financially committed to developing nonprofit leadership. And our results confirm that this has been a sound and valuable investment.

As our funding model has changed, we desire to partner with like-minded individual philanthropists or organizations, so that together we may continue providing this necessary and impactful work in the nonprofit community. Believing that cost should not be a barrier for a leader's continued growth, all of our leadership development programs have been offered at affordable rates to the nonprofits. The Fieldstone Leadership Network is committed to cover all overhead costs of the Network, therefore, all funds raised will go to direct program costs. Together we will be able to provide impactful and affordable leadership development to the nonprofit sector, thereby, increasing the capacity of the organizations doing critical work in our communities for all of us.