

2022

FIELDSTONE LEADERSHIP NETWORK SD PROGRAM

REPORT



Table of Contents

01

Introduction

02

Vision, Mission
and Strategy

03

Strategy Specifics

04

Crossroads and
Turning Points

05

Executive
Learning Group

06

Nonprofit
Learning Groups

07

Coaching

08

Leadership
Reading Group

09

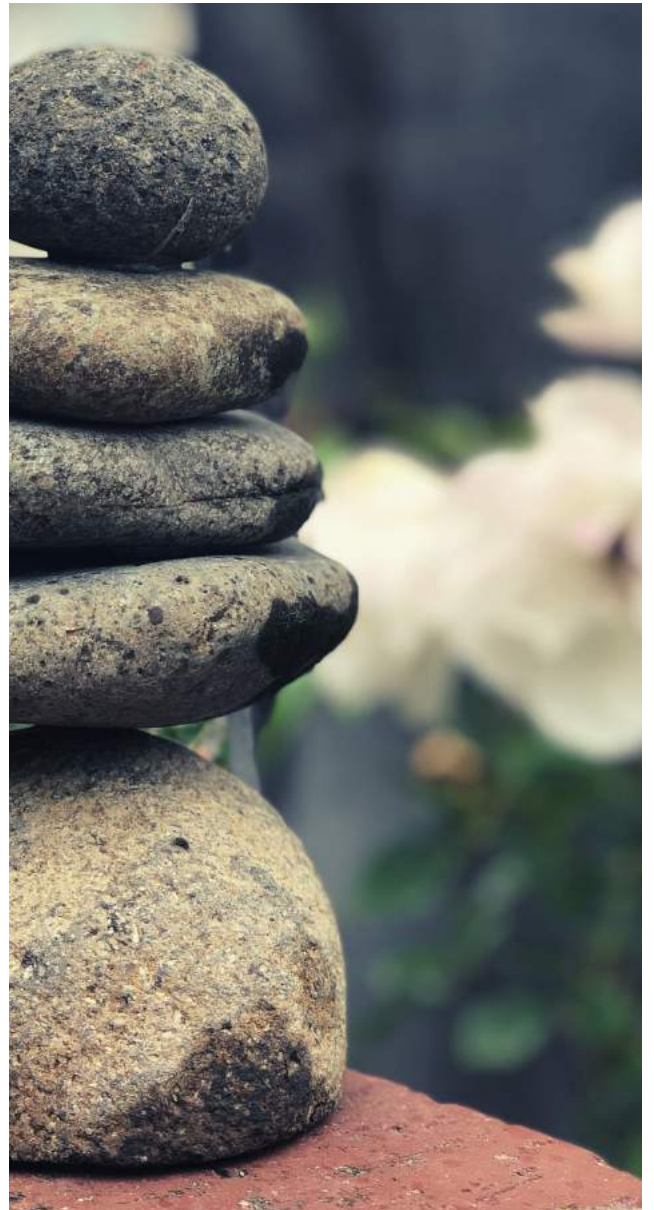
Clare Rose
Sabbatical

10

360 Reviews &
Creative
Encounters

11

Conclusion and
Gratitude



Introduction

While FLNSD has always been a learning organization, in 2022, we made a significant change to how we evaluate our programs by designing new survey instruments and aligning the elements we evaluate to our organizational strategy across all program offerings.



This may seem like a minor effort, however, it provided a critical framework for evaluating our work and gathering data to analyze our effectiveness in meeting our mission. Gladly, we found that we are achieving success!

Survey data gave us one lens to view our work, while other happenings gave us a different lens, which provided similar conclusions. The work of the Network and specifically, the Clare Rose Sabbatical were featured in Ryan Ginard's book Future Philanthropy. In October, leading nonprofit voice and blogger, Vu Le, featured Fieldstone and Clare Rose Foundation in an article about the Clare Rose Sabbatical program and our commitment to the health and wellbeing of nonprofit leaders. In November, Janine was featured on the podcast, Gap Minders, which will air in the near future. Maybe most importantly, Fieldstone Leadership Network San Diego was awarded the GreatNonprofit distinction for the third straight year after receiving five star reviews from participants of various Network programs.

In 2022 we expanded our work by continuing our partnership with Nonprofit Leadership Alliance. Using their online platform, Leaderosity, we crafted additional leadership gatherings (both in person and online) for people participating in The Equity Journey series and Coaching as a Leadership Tool. We also continued our partnership with North County Philanthropy Council to present Equity Journey to their members. We joined a national effort called All We Can Save to host a Learning Circle focused on climate change and environmental justice. All of these programs have allowed us to be timely and relevant while expanding our presence and growing the number of nonprofit professionals we serve annually.

As the world continues to evolve and recover from COVID, environmental stress, economic uncertainty and social justice challenges into a new normal, Fieldstone is committed to accompany nonprofit leaders on their journey to respond effectively and creatively and with an eye toward wellness and equality for all.

Janine Mason

Vision, Mission and Strategy



Our mission to provide reciprocal learning opportunities which build, deepen and sustain personal and professional capabilities and relationships among nonprofit professionals so they are better able to lead, collaborate, and problem solve. We believe this will lead to our vision of a well-developed, highly effective and deeply connected nonprofit sector.

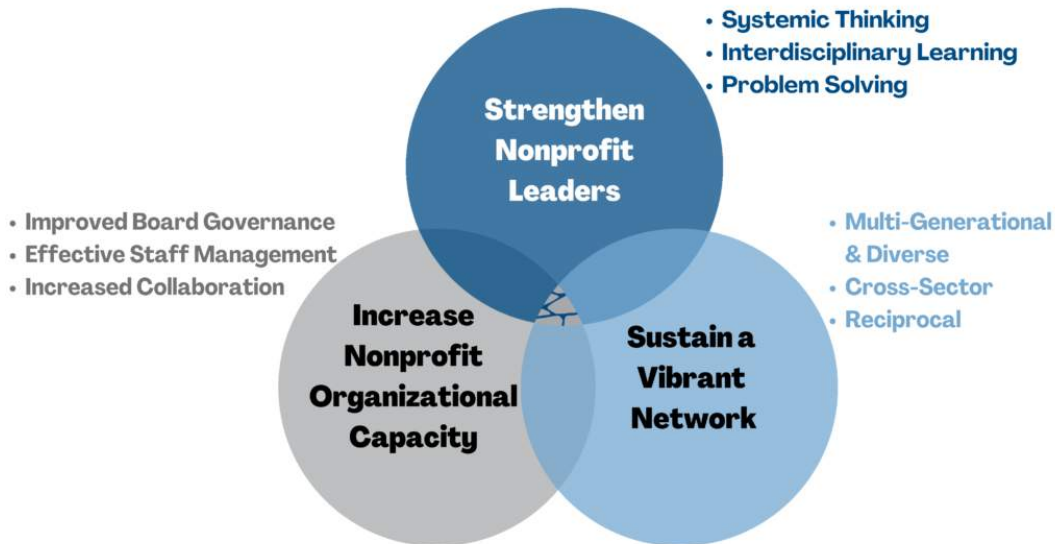
Since its inception in 1994, the Fieldstone Leadership Network SD has evolved into an innovative continuum of leadership programs to support nonprofit professionals throughout their careers. Over the years we have learned much about what is required of the leadership in the social sector. Some of these key learnings are:

- The leadership capacity of a nonprofit executive plays a critical role in the organization's overall ability to fulfill its mission.
- Nonprofit leaders require a trusted cohort of fellow professionals to be a resource and ally in their work.
- Nonprofit leaders need diverse, multi-generational and cross-sector learning opportunities to expand their perspectives and manage staff effectively.

Our strategy is 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.**

Strategy Specifics

In alignment with our learnings, this model identifies the specific goals and targets our Network is prioritizing in our program design, and cultivating in our membership.



Strengthen Nonprofit Leaders

Developing the individual leadership capacity of nonprofit professionals is essential to the success of the organization and the sector. We focus on increasing problem solving skills, opportunities for inter-disciplinary peer learning, and fostering systemic thinking



Grow Organizational Capacity

As the skill and competencies of our nonprofit leaders are strengthened, the capacity of their organization increases. Our goal is to improve board governance, increase the effectiveness of management activities, and encourage collaborations to address challenges and support clients.



Sustain a Vibrant Network

We believe trusted relationships are the key to the natural collaborations and partnerships required to address the needs of our community. We aim to cultivate and nourish our members with opportunities to expand their networks multi-generationally and culturally, across nonprofit sub-sectors, and with a spirit of reciprocity.



Based on participant feedback, FLNSD earned this recognition for the third straight year



Crossroads and Turning Points

- The Equity Journey 2.0 and 3.0
- Coaching as a Leadership Tool

Crossroads and Turning points is a program designed to offer nonprofit leaders timely, cutting-edge research, and informative tools on relevant issues facing the social sector. Since the spring of 2020, this program has focused on offerings designed to support leaders in developing competencies in the areas of diversity, equity and inclusion. Starting in 2020, we initiated a partnership with the Nonprofit Leadership Alliance to offer **The Equity Journey**, a three-part series of courses comprised of an online asynchronous curriculum on the Leaderosity platform with group discussions facilitated by Fieldstone. In 2022, we offered Equity 2.0 and 3.0.

In the fall of 2022, we began a new program with the NLA, **Coaching as a Leadership Tool**, which is also based on an online asynchronous curriculum. This new offering features in-person group trainings, called Coaching Conversations, to deepen the learnings, provide valuable practice, and build relationships with other learners in the local sector. Coaching as a Leadership Tool will be offered again in the spring and fall of 2023.

Equity Journey

100%

Would recommend this program to others

96%

Increased their ability to incorporate systemic thinking into their work

96%

Have changed they way or will change the way they work

84%

Shared information or resources with others in their organization or network

52%

Anticipate advancement of their organization's overall mission

“This program is transformational. Wherever you are in your DEI journey have no fear. It is a safe place to ask questions and really dig in with resources. You will learn about yourself personally and professionally and how you can use this course as a springboard to help make the change we want to see.”

Julie Schardin, Fleet Science Center

This program was presented as part of Project Stone Catcher



Coaching as a Leadership Tool

100%

Would recommend this program to others

100%

Developed strategies to manage my staff more effectively

100%

Reported the Coaching Conversations provided new insights for them

100%

Learned to apply leadership skills more effectively.

5*

Facilitator Rating

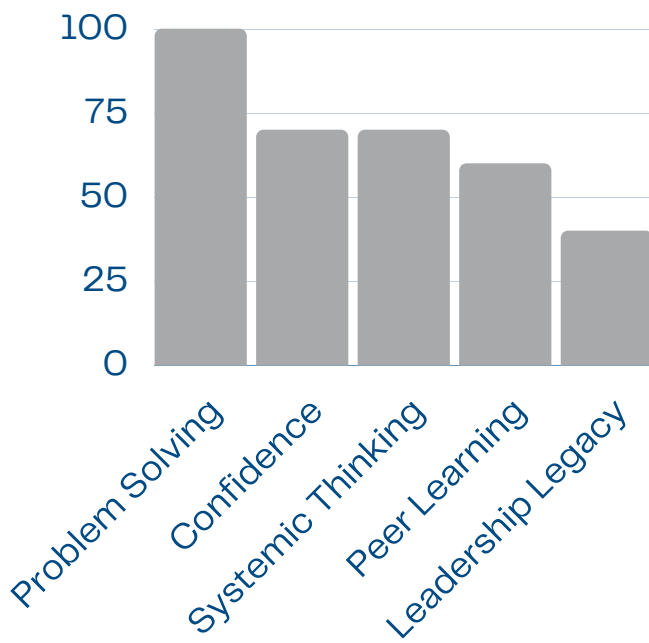


Executive Learning Group

The cornerstone of our Network, Learning Groups are offered for both CEOs and Senior Leadership Team members of nonprofit organizations. The six-month program is led by a facilitator with experience running a nonprofit organization. The curriculum focuses on the six key competencies needed for personal and organizational success. In 2022, FLNSD hosted one Executive Learning Group (ELG) for Executive Directors/CEOs.

How Leadership Developed

After participating in an ELG, members reported increase skills in these areas



Capacity Building

100% of participants reported that the Learning Group experience helped them or will help them increase the capacity/effectiveness of their organization.

80% made progress on an organizational challenge.

80% brought new resources, ideas and/or wisdom to their organizations through connections to others in the group.

Sustaining a Vibrant Network

100% of participants saw impacts to their professional network from the Learning Group experience.

90% grew their professional network

90% offered and/or received resources from other nonprofit leaders

90% gained valuable insights from leaders outside their organization's nonprofit subsector

80% created relationships with trusted colleagues that they can consult in the future

"Fieldstone's Learning Group enhanced my skills and confidence to lead our organization as I developed an invaluable network of peers."

Suzanne Husby, CEO, Make A Wish San Diego

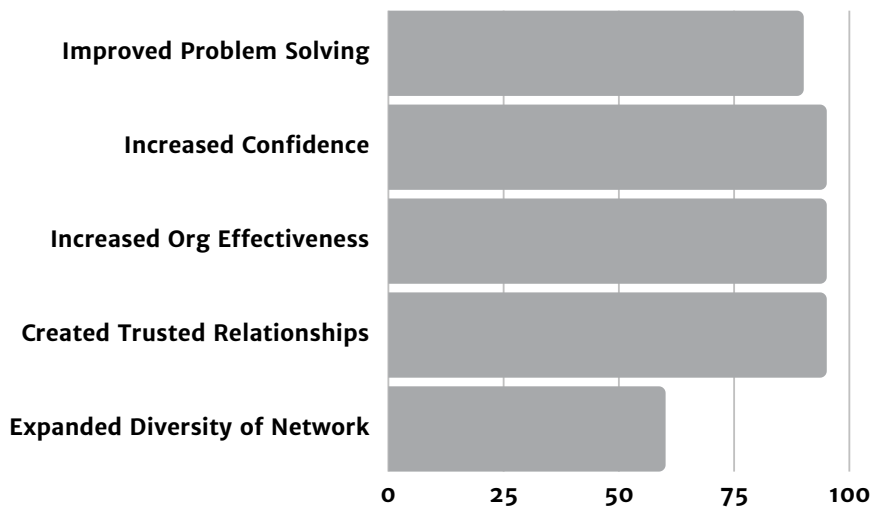


Nonprofit Leaders Learning Group

To support the development of leadership throughout an organization, we offer the Nonprofit Leaders Learning Group (NLLG) for senior leadership team members. The NLLG, like the ELG, is a six-month program that is professionally facilitated by a leader with executive experience in the sector. The curriculum for this group focuses on the six key competencies needed for personal and organizational success but with the lens of supporting leaders at the leadership team level. In 2022, FLNSD hosted two NLLGs.

And the Survey Says...

Key indicators of success in Strengthening Leaders, Increasing Organizational Capacity and Sustaining a Vibrant Network from our 2022 Exit Surveys



100%

would recommend program to their peers

100%

rate the relationships they built through the program as very or extremely valuable

85%

Gained clarity on their leadership legacy/what they want it to be/how they want to work as a result of their participation in the NLLG



The Learning Group far exceeded my expectations and significantly enhanced my leadership skills and tool kit. It provided coaching and networking unlike any other opportunity in San Diego”

Jenna Novotny, Mama’s Kitchen



Coaching

A 12-month program that matches nonprofit professionals with trained Fieldstone Peer Coaches that are also leaders or former leader in the sector. The program includes a 360-Degree Assessment and review of the results with a certified facilitator. In 2022, 11 nonprofit leaders were coached through FLNSD.

In 2022, we also welcomed 10 new Fieldstone Coaches -- the first to experience our redesigned Coach Training Program, which was updated this year. The updated program features a "Coaching Field Guide", which was given to new coaches in November and current coaches in September. Fieldstone now has over 25 leaders serving as peer coaches. 2022 marks a transition year for this program as some of the original coaches are retiring. As part of our 40th anniversary in 2023, a special gift was commissioned for all coaches and program facilitators. We will begin gifting these in December to kickoff our anniversary year.

Strengthening Leaders

90% learned what their strengths and weaknesses are as a leader and how to address them

70% gained clarity on their mission or purpose as a nonprofit leader

60% developed or further developed systemic thinking in their leadership practice

Increasing Organizational Capacity

90% addressed a significant organizational problem or challenge

90% gained clarity on their vision of what they want for themselves and their organization

70% learned better strategies to manage or lead staff

60% created better Board relationships/governance

Sustaining a Vibrant Network

100% developed a relationship with a trusted leader in the sector

70% increased appreciation of and willingness to share resources within a trusted network

70% gained valuable insights from leaders outside their organization's nonprofit subsector

Feedback from the Field

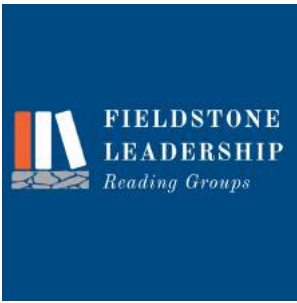
"Only problem is that this program ends! My coach has been so helpful- having someone to talk to, share best practices and experiences. I can't express how grateful I am for Fieldstone and for my coach."

- 2022 Coachee

"Great experience that came at the right time for me. I started this process feeling pretty burnt out and unsure if I wanted to continue on in a leadership role. I am ending feeling more confident in my abilities and skillset, more energized around the work to be done within my organization, and with a clearer sense of my career goals."

- 2021 Coachee

*Due to the timing of the program, data is only available for 2021 participants

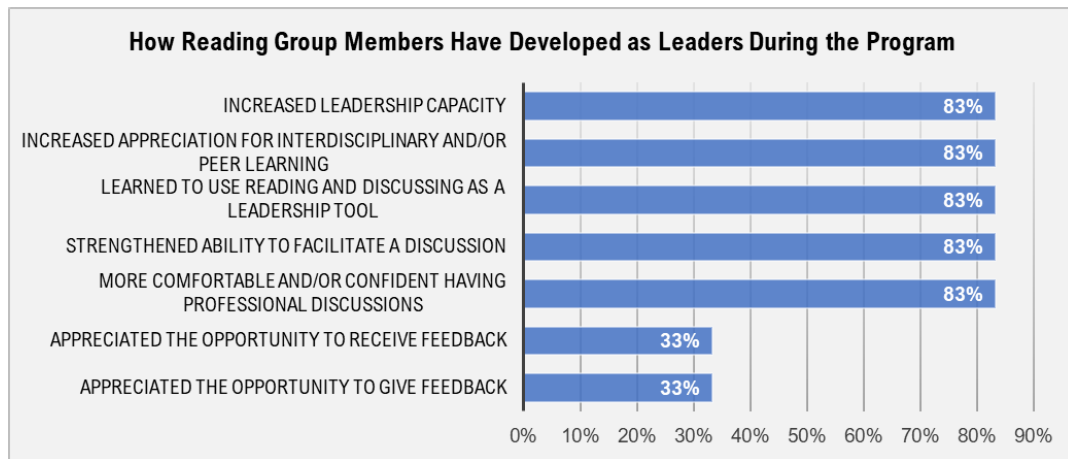


Leadership Reading Group

A 10 month program using literature as a vehicle to study leadership. Reading groups are made up of 12 nonprofit leaders and the group is facilitated by a professional in the literary field. The program is designed to build disciplined readers who are able to facilitate learning opportunities for their team using literature. The program has a curated book list featuring fiction, nonfiction and trade books. In 2022, the sixth Leadership Reading Group (LRG6) came to a close in June and the seventh reading group began with 12 members in September.

One goal of our Leadership Reading Group is to train nonprofit leaders to be able to facilitate using literature. This year we reached a new milestone when we started a new reading program, the All We Can Save Learning Circle, facilitated by LRG 3 member Mary Jo Schumann, PhD. The Learning Circle is also presented as part of Project Stone Catcher.

Strengthening Leaders



Growing Capacity

100% of members took something from the group that helped them address a challenge at their organization.

Sustaining a Vibrant Network

- **83%** of group members said the relationships built during the Reading Group were very or extremely valuable.
- **83%** of members report they:
 - Expanded the overall diversity of their professional networks including multi-generationally
 - Created relationships with trusted colleagues to consult in the future

Feedback from the Field

"Fieldstone's reading group helped me connect with so many San Diego nonprofit professionals! Not only did I widen my community, but I was able to have thoughtful, hard, and joyous conversations around books I never thought would be as impactful to my leadership development as they were."

Hannah Tacket, ElderHelp - LRG6



Clare Rose Sabbatical

A capacity building effort that provides financial and planning resources to a nonprofit organization in San Diego County, which allows its CEO to take a three-month sabbatical for rest and rejuvenation to sustain them in the sector while providing other leaders in the organization the capacity-building opportunity to lead in ways that are only available in the absence of the CEO.

In October, we were included in a national blog post by Vu Le, NonprofitAF, as a funder working to strengthen leaders through our sabbatical program. The CRS was also featured in Ryan Ginard's book Future Philanthropy.

In 2022, four nonprofit organizations took a Clare Rose Sabbatical. Reports from their experiences reflect success in our three main priority areas.

[Access Youth Academy](#) [Casa de Amistad](#) [Kids Included Together](#) [Promises2Kids](#)



"I will be forever be changed by this experience. The time I spent in nature, by myself and with my family, has shifted something deep inside of me. My renewed focus is on the triple bottom line- People, Planet, Profit."

**Nicole Mione-Green,
Casa de Amistad**

"I personally took so much out of it and it will stay with me forever. I believe the team also learned and grew a lot. The experience inspired so many others to understand what a sabbatical does, how it can be done professionally and that it elevates an entire organization."

Renato Paiva, Access Youth Academy

"I couldn't possible share everything about this experience in the report or the impacts it had on me and the organization, but it was transformative. I understand the commitment to this program and why it is so critical for the organization and the CEO. THANK YOU for this incredible investment. I am honored and grateful for the opportunity."

Tonya Torosian, Promises2Kids

"Taking a sabbatical was one of the most challenging things I've done as a leader, but likely the most valuable. It's been a delight to see how our team members have grown in their confidence. They no longer feel the need to run everything by me. Our senior leaders have expressed excitement about taking on additional responsibilities in the future, and I don't feel worried about future leadership transitions. We have a deeper leadership bench than we had a year ago."

Torrie Dunlap, Kids Included Together (KIT)

360 Degree Reviews & Creative Encounters

New Personalized Offerings

360 Degree Reviews

After years of including 360 Degree Reviews as part of our coaching program, we are now able to offer these professional assessments for individuals and teams of nonprofit leaders as a stand alone program offering. We use tools developed by the Center for Creative Leadership, which has certified Janine Mason as a facilitator of their suite of assessments.

While 360 Degree Reviews illuminate **leadership strengths** and development areas for individual leaders, when done as a group, individual results can be combined with other team members' assessments to create a team profile. This profile allows the leadership team to get a wholistic view of their strengths and opportunities for growth. This is key to increasing the **organizational capacity** of a nonprofit agency and its leadership team.

In 2022, we facilitated 360 reviews for the leadership teams at Accessity (4) and Casa Familiar (8).

Creative Encounters by Fieldstone

Creative Encounters by Fieldstone is a customizable leadership development experience for an organization that will provide personal and professional insight for all staff members. Team building exercises are a dynamic form of experiential learning and are proven to be highly effective in developing team and individual skills. After 27 years of providing this experiential learning as part of our executive learning group program, we now offer this program as a stand alone offering for nonprofit teams, including board members, staffs, departments and whole organizations.

As part of our commitment to **strengthening leaders**, we identified members of our Network and trained them to work with Janine as a program facilitator. We currently have six Members who are able to facilitate this program.

In 2022, we worked with Walden Family Services and facilitated a Creative Encounters experience as part of an annual retreat for its board and staff.



Conclusion

Individual evaluations and other feedback of each of the Fieldstone programs show we are meeting our objectives across the continuum of learning and leadership offerings. Below we highlight the combined survey results.

Strengthening Nonprofit Leaders



100% of program participants say they developed as a leader through our programs

77% developed/further developed systemic thinking in their leadership practice

78% increased their appreciation for interdisciplinary/peer learning

98% addressed a significant problem or challenge

Increasing Organizational Capacity



99% of participants reported increased capacity/effectiveness of their organization

63% developed strategies to manage staff more effectively

55% strengthened relationships with board / improved board governance

53% increased their organizations' collaboration with other leaders/organizations

Sustaining Vibrant Networks




94% of participants reported impacts to their professional network

66% increased the overall diversity of their networks, **58%** increased multi-generationally

85% gained valuable insights from leaders outside their organizations' subsector

78% offered and/or received resources from other nonprofit leaders

We are the Fieldstone Leadership Network San Diego. A community of leaders united in the spirit of reciprocity and committed to continuous learning. We create spaces for brave conversations and cultivate environments of hospitality and belonging for people of diverse backgrounds, experiences, and cultures to nourish each other and grow together. Trust and confidentiality are the cornerstones of our work. We lead by example and cultivate care for ourselves and each other to sustain our passion for our work. We believe in the transformational power of leadership.©



At it's core, Fieldstone is a community. And in the spirit of community, we are most grateful for those who have joined us in our mission to hold space for those who are committed to developing their leadership and to doing the essential work of leading a nonprofit organization. Thank you to all who help us fund, design and facilitate our programs with an spirit of service and reciprocity.

Clare Rose Foundation
Anne Vincent
Joe Beuhrle
Valin Brown
Michael Carr
Sue Carter Kahl, PhD
Shirley Cole
Matt D'Arrigo
Torrie Dunlap
Tom Hall
Sharon Lawrence
Kathryn Lembo
John Malashock
Barbara Mannino

Renato Paiva
Deborah Salzer
Sue Schaffner
Carol Schultz
Michelle Schneider
Stefanie Shiff
Mary Jo Shumann, PhD
Laura Spiegel
Don Stump
Karen Terra
Don Wells
North County Philanthropy Council
Nonprofit Leadership Alliance

We thank you for your continued support of our efforts to carry out our mission and achieve our vision.



Contact

Janine Mason, Founder

Fieldstone Leadership Network San Diego

5060 Shoreham Place Suite 350

San Diego, CA 92122

858-2523-876

@fieldstoneleaderspsd 

www.Fieldstoneleaderspsd.org 

Info@Fieldstoneleaderspsd.org 