

# Superior Engagement Managers (SEMs) in U.S. Nonprofit Organizations

**WEBINAR HOSTED BY**

Accenture, National 4-H Council, and Nonprofit HR



# Agenda

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1) Welcome & Introductions

2) SEM Paper Introduction & Background

3) SEM Paper Walkthrough (Q&A allowed)

- Trends & Challenges
- SEM Attributes & Leadership Model
- Recruiting and Developing SEMs

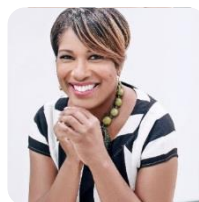
4) Key Takeaways

5) Open Q&A with the Co-Authors

# Introductions: Co-Authors & Presenters



**Michael Watson**  
Senior Vice President of Talent and Culture  
National 4-H Council



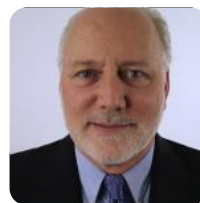
**Lisa Brown Morton**  
President & CEO  
Nonprofit HR



**Jennifer Davis**  
Vice President of Mission Advancement  
Goodwill Industries International



**Erin M. Roberts**  
Deputy Director of Strategic Development  
Public Health Solutions



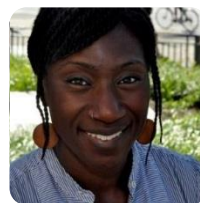
**Dr. Michael K. Conn**  
Senior Vice President, Research  
Educational Research Center of America



**Susan Ifill**  
Chief Operating Officer  
Neighborhood Housing Services of NYC



**Antoinette La Belle**  
Managing Director, Network Partnerships  
Growth Philanthropy Network



**Trish Tchume**  
Director  
Young Nonprofit Professionals Network

**Dr. Jacquie Hamp**  
HR Consultant  
Goodwill Industries International

**Sheldon Maye**  
Strategy Manager  
Accenture

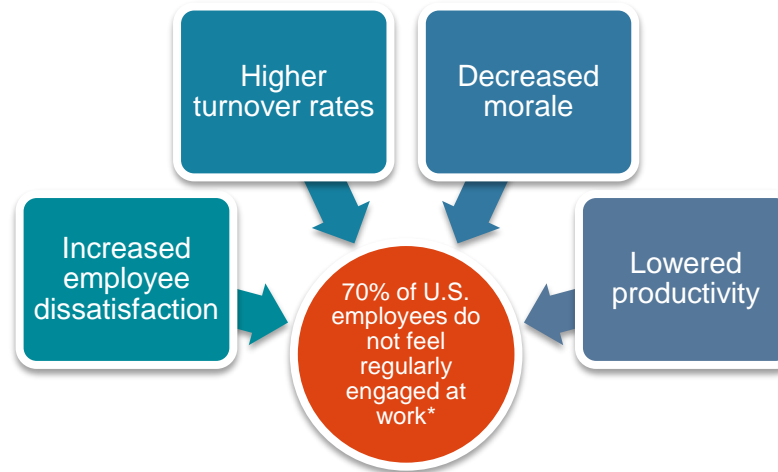


**Phyllis Wallace**  
Retired Executive  
Nonprofit Leadership Alliance

# SEM Paper Introduction & Background

## Key Question

*How can nonprofit organizations in the U.S. better engage and equip their employees (using mid-level management)? What are the key attributes of middle managers who successfully engage their employees?*



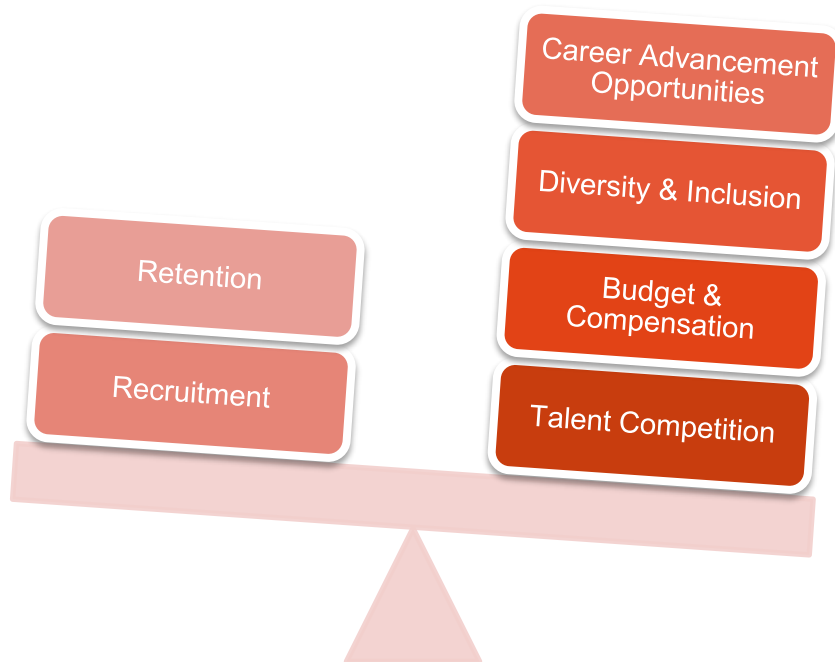
*"There are individuals who are great business operators and value creators, but if they can't develop, inspire and lead people, they are not going to make it to the very top."*

- Bill Green, former Accenture Chairman and CEO

# SEM Paper Walkthrough: Trends and Challenges

## Key Question

*What are the key challenges that are hindering nonprofits and management from keeping their employees fully engaged? What trends are most impacting recruiting and retention?*



*"[Nonprofit employees] work for meaning, so successful managers must be able to relate the meaning and purpose of nonprofit work to their employees."*

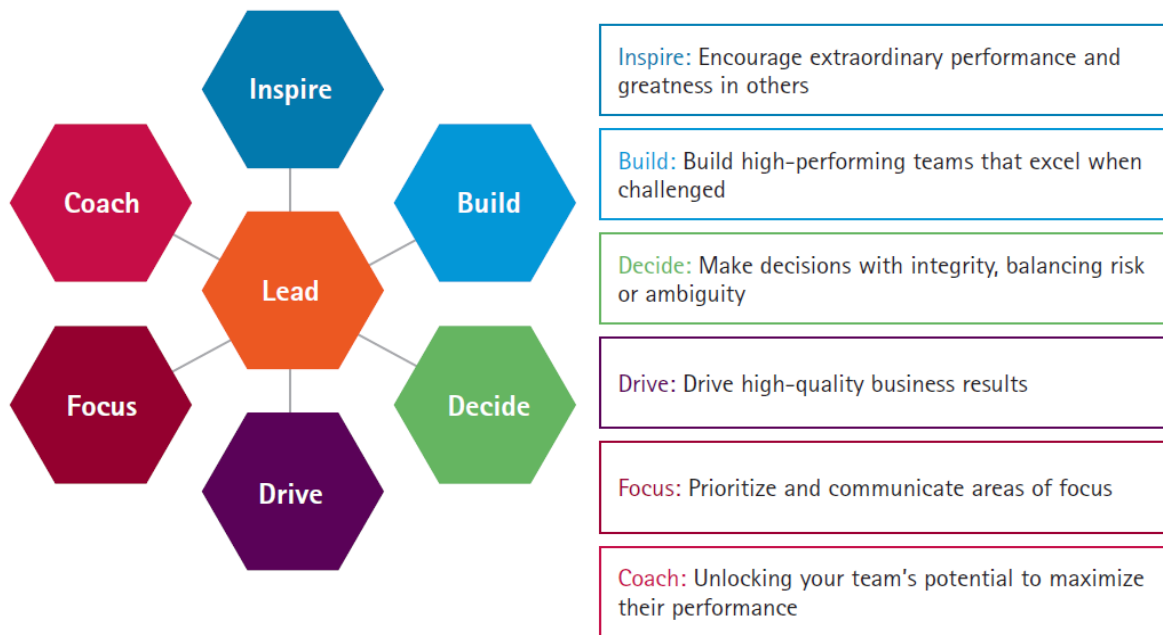
*- Michael Conn, Senior Vice President of Research,  
Educational Research Center of America*

# SEM Paper Walkthrough: Attributes and Leadership Model

## Key Question

*What are the key attributes of SEMs?*

### Accenture's Leadership Model for High Performing Managers



**SEMs**

*SEMs convert employee potential into organizational productivity*

# SEM Paper Walkthrough:

## Recruiting and Developing SEMs

### Key Question

*Are SEMs “bred or born?” How do nonprofit organizations recruit SEMs? How do they identify potential SEMs early and develop them into SEMs systematically?*

Targeted Hiring

Create an Inclusive Environment

Demonstrate Opportunity

Invest in Training & Knowledge Sharing

Avoid Over Indoctrination

Consider Future Potential

Measure & Communicate Performance

*“SEMs are those who set clear expectations and then provide employees with a roadmap to follow to achieve success.”*

*- Phyllis Wallace, the former Vice President of the Nonprofit Leadership Alliance*

# Open Q&A With the Co-Authors

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# For More Information

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Link to paper: [bit.ly/SEMpaper](http://bit.ly/SEMpaper)

Link to recording will be sent out afterwards

## **Webinar Sponsors**

- Accenture: [www.accenture.com](http://www.accenture.com)
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