

# Learning and Development Pathways

How a Holistic Approach to Staff Development Can Transform  
Your Organization

# Nonprofit**HR**

## About Nonprofit HR

### Our vision:

We are the leading source of innovative talent management, talent acquisition services and knowledge for the social impact sector.

- Total lifecycle solutions for talent management.
- 20+ years serving the social sector as a trusted advisor and thought partner.
- Thousands of missions served.
- Woman and Minority-owned.
- National footprint.
- Award-winning and highly credentialed staff.

*“Nonprofit HR’s experts listen, articulate people-centric solutions and understand the correlation between having high-performing, engaged staff and us being able to support our members’ needs. Their team has elevated the importance of and visibility around innovative HR practices. Nonprofit HR is an invaluable strategic partner.”*

**Cathy Gibney, CPA**  
Chief Financial Officer  
National Hospice and Palliative Care Organization





Our Practices:  
Nonprofit HR's  
suite of solutions  
are centered  
around five core  
service areas

## STRATEGY & ADVISORY

- HR Audits & Assessment
- Workforce Planning
- Performance Management
- Workplace Culture & Employee Engagement
- Learning & Development

## OUTSOURCING

- Interim Outsourcing
- Comprehensive General Outsourcing
- Specialty Outsourcing (i.e. strategy, recruitment, benefits)

## DIVERSITY EQUITY & INCLUSION

- Equity Assessments & Implementation Support
- DEI Training
- Cultural Transformation
- Leadership Development
- Interim Chief Equity Officer

## TOTAL REWARDS

- Compensation Benchmarking & Program Design
- Pay Equity Analysis
- Benefits Assessments & Administration
- Cost Containment Strategy Design
- HR Technology



## SEARCH

- Executive Search
- Direct Hire
- Recruitment Outsourcing
- Temp-to-Hire
- Temporary on Demand



## SOCIAL ENTERPRISE

We also partner with nonprofit and for-profit social enterprises to help strengthen their people management practices.

## CONVERSATION HOST



**Alexandra Taylor**

Consultant  
Strategy & Advisory and DEI  
Nonprofit HR

# Our Conversation Today

## PANELISTS



**Leonard Nelson**  
Assistant Director  
Learning & Development  
BakerRipley



**Leslie Wang**  
Associate Director  
The Center for Philanthropy  
and Nonprofit Leadership  
Rice University



**Gigi Woodruff**  
Founder  
Gigi Woodruff &  
Associates, LLC



**“Leadership is not about titles or the corner office. It’s about the willingness to step up, put yourself out there, and lean into courage. The world is desperate for braver leaders. It’s time for all of us to step up.”**

**Brené Brown**

# The Key To Developing Your Leaders? Creating the Pathway

Why is the need for  
management and leadership  
development particularly  
critical right now?





How do organizations address the challenges of a hybrid work environment and limited resources in developing their L&D strategy?



# What are the essential elements of a robust learning and development program within an organization?



The degree to which an organization's leaders are effective critically affects all aspects of the business. Leaders are also key to maintaining the health of the business and are inextricably linked to its financial and operational sustainability now and in the future.

## SHRM Research Overview: Leadership Development

**A question for the audience:** What are three critical ways that developing leaders within organizations can contribute to business success?



# What do organizations risk by not investing in their leaders' development?



Leadership development in the future will be about identifying and developing potential, which, in turn, translates into being ready and able to handle whatever the future throws at us.

Ian Ziskin, president, EXec EXcel Group LLC

**A question for the audience: What are your thoughts?**



The **Center for Creative Leadership**, a research and education company, has identified four trends for future leadership development programs:

**1. Vertical development.** The traditional focus, known as horizontal development, is on reinforcing the fundamental skills and competencies needed to perform well at one's current level. While that will still be important, the uncertainty of the emerging world of work will require a stronger emphasis on building employees' leadership capacity in more complex roles.

**2. Individual ownership.** Established models rely on organizational structures, including human resources, to sponsor and coordinate leadership development initiatives. But the strongest benefits are realized when workers are able to determine their own training agenda.

**3. Collective leadership.** Less hierarchy and more fluidity in the workplace will require leadership skills to be more widely distributed across the workforce.

**4. Innovation.** Greater agility and more experimentation are needed to meet the demands of the new environment.

What other trends/patterns do we see coming for leadership development/learning in the future?



**THANK YOU** to each of our panelists for their contributions today!

**Now let's jump into Q&A!**



# Nonprofit**HR**

For more information on Nonprofit HR's comprehensive approach to learning and development, which includes:

- Organizational Assessment
- Development of Learning & Development Strategy
- Leadership Competency Development
- Learning & Development Tracks for Managers and Leaders
- Advisory on Demand
- 360 Assessments
- Ongoing Manager and Leader Coaching

Please contact Alexandra Taylor at [ataylor@nonprofithr.com](mailto:ataylor@nonprofithr.com)



# CONTACT US

**Alexandra Taylor**

Consultant

Strategy & Advisory and DEI  
Nonprofit HR

[ataylor@nonprofithr.com](mailto:ataylor@nonprofithr.com)

**Leonard Nelson**

Assistant Director

Learning & Development  
BakerRipley

[len23nel@gmail.com](mailto:len23nel@gmail.com)

**Leslie Wang**

Associate Director

The Center for Philanthropy and  
Nonprofit Leadership

Rice University

[lesliecwang@rice.edu](mailto:lesliecwang@rice.edu)

**Gigi Woodruff**

Founder

Gigi Woodruff & Associates, LLC

[gigiwoodruff21@gmail.com](mailto:gigiwoodruff21@gmail.com)