



DASRA SOCIAL IMPACT LEADERSHIP PROGRAM

(2017 - 2018)



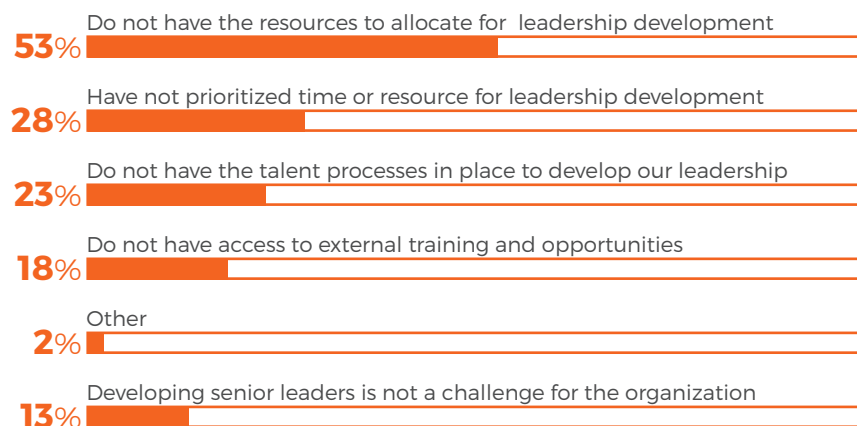
Stronger leaders drive results and effect greater impact

A recent study titled **'Building the Bench at Indian NGOs: Investing to fill the leadership development gap'**¹ highlighted how investment in leadership development can lead to better focus and results.

While allocation of resources to leadership development programs remains a challenge, "The primary reason NGOs do not frequently assess leadership needs is that they do not know the value of doing so. Talent development activities can be perceived as time-consuming and/or expensive. Also, given that NGO leaders often fight multiple fires, organizational needs assessment gets de-prioritized," says Pritha Venkatachalam (Partner, Bridgespan).

Common Challenges in Developing Leaders

Leaders were asked to select reasons for difficulty in grooming leadership



// Investment in social sector leadership is critical for producing transformative results. For this, there is a clear need for a training programs aimed at CXOs in the social sector that immerses them in structured learning. There is huge potential to train them to build their Organizations to be more effective. They should also be in a position to measure impact properly and showcase it to the world so as to garner greater support for the cause. //

- AMIT CHANDRA, Managing Director, Bain Capital

Bridging the gap to build non-profit leadership in India

The **Dasra Social Impact Leadership Program** (DSI LP) is Dasra's flagship leadership development program for social sector leaders in India. Crafted to meet the needs of founders, executive directors and senior management; this program delivers the insights, vision and skills needed to help them expand their potential and impact of their social enterprise. The program, developed in partnership with Harvard University, uses the case study and peer learning methodology to engage with participants and address challenges they face while taking their organization to scale. The objective of the program is to help leaders understand their management style, reflect on their vision for the organization, share their personal journey and build a community of leaders that can work together to address larger societal challenges.



// The eco-system for NGOs and social entrepreneurs is rapidly changing. New levels of philanthropy and corporate social responsibility, new approaches to giving, new technologies, and role definitions of civil society actors in multi-sector governance demand new skills, new institutional set-ups and new ways of communications from grantees. We at Robert Bosch Stiftung believe that professionalizing social sector leadership not only helps to deal with these changes, but also contributes to strengthening civil society in a time of shrinking spaces. That is why we have teamed up with Dasra to support their Social Impact Leadership Program. It not only offers a great opportunity for networking with likeminded individuals and organizations as well as for leveraging resources for the participating CSO's projects and programs, but also aims to convey entrepreneurial and business techniques to be applied to CSO's leadership and organizational growth. This seems to be the need of the hour. //

- DR. CLEMENS SPIESS,
Senior Project Manager - International
Relations America and Asia, Robert
Bosch Stiftung GmbH

¹ Report by philanthropy advisory Bridgespan Group India, supported by Omidyar Network

Managing self lies at the core of strengthening leadership

Since 2013, Dasra has trained over 180 leaders through the DSI LP, influencing over 120 organizations. The program content revolves around the theme of 'Manage Yourself', which puts the spotlight on the leader and their leadership style. The program is conducted over 16 days and comprises four modules, spread over 9 months. This provides a continuous learning environment to leaders, and the time in between modules helps them reflect and implement the learning.



Over the years, DSI LP has added significant value to participants and their organizations in terms of building their organization leadership capability. Our impact study for Cohort III (2016-17) shows -

- The program's cross functional curriculum helped participants start their journey of self-learning, and build a learning culture in their organization; encouraging their teams to invest in their growth and development. 30% of the participants in cohort IV of DSI LP are from organizations that have participated in previous cohorts of the program
- Participants are more aware of their role as leaders of scaling organizations. The self-reflection and assessment tools introduced during the program helped participants increase their awareness and understanding of their leadership behavior, thereby enabling them to be more effective. Leaders also appreciated the need to build a second line of leadership for sustainability
- Peer learning has been hugely beneficial, with two-thirds of the cohort acknowledging that they learnt from and were able to contribute to the experiences of their peers. Participants were able to identify synergies and areas for co-creation during the program, and partnerships have started to emerge gradually

Taking it back to the organization: Leaders speak



// "What the program has done, has been contagious for my organization". Post the Program, I curated a two and a half weeks Leadership Retreat, on the lines of the program, and rendezvoused 26 members of my team in one location (Ajmer). At the end of the retreat, each person created an individual roadmap that was aligned with mission of Barefoot College. //

- **MEAGAN FALLONE,**
CEO, Barefoot College



// A significant leadership lesson I learnt in the program is taking ownership and responsibility for me. The program helped me set and manage expectations with the team and the Board. Through various interactions at the program, I have put into practice into ideas and thoughts that have further defined my role and enabled me to find a place with the team. I have initiated decentralization of decision making by laying out the relevant processes and systems needed to empower the team members. We also got additional head count approved by the Board and hired two people for Administration and Fundraising, respectively. //

- **MEDHAVINEE NAMJOSHI,**
Executive Director, Vacha Trust

Meagan came to the Leadership Program having conducted her own due diligence process into what areas she could most takeaway from the program. She wanted the program to be an opportunity for her to ask questions, learn new ideas, and unlearn what she believed before. Additionally, she found the platform a great opportunity to convert learning into action along with a few others in the cohort who shared a similar thought process. She understood the work of other organizations, learnt how they approached things, saw where synergies might come from; and is in the process of implementing four partnerships within the cohort.

Vacha has a small team and Medhavinee stepped into her role at a particularly critical time when the Founder of the organization had decided to transition. While the organization staff had to warm up to a new leader, Medhavinee, herself, had to get acquainted with and manage the organization's vision, strategy, program execution, fundraising, communications, project management, and M&E - all the while trying to ensure that her employees were motivated and able to trust her. The program has given her the time and space to look at the bigger picture, and put in place mechanisms for effective and efficient functioning of the organization.

Why Dasra?

Dasra, which means 'enlightened giving', uses a research-led process providing strategic funding and institutional management capacity building to social enterprises in India. Over the past 18 years Dasra has been privileged to work with some of India's leading non-profit organizations to help them grow and scale their impact. In order to build a non-profit's institutional capacity and support its scaling journey, Dasra has designed and delivered various capacity building programs. Dasra has influenced and directed over USD 60 million, engaged over 600 philanthropists, foundations and impact investors, evaluated over 1,000 organizations and helped over 200 organizations strengthen their growth plans.



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