



ExecuServe

PUBLICATION OF EXECUTIVE SERVICE CORPS

STRENGTHENING NONPROFITS THROUGH COACHING, CONSULTING AND CAPACITY-BUILDING

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New ESC Service Provides Low-Cost, Fast Results

“The consultants chosen to help the Literacy Network have the exact background we needed... We are now able to make some critical decisions based on their guidance.”

ESC further helps nonprofits through the economic crisis with the new Rapid Response Assessment & Action Plan program, offered at a substantially reduced fee

In these tough economic times, mounting challenges require the right solutions now. ESC’s new Rapid Response Assessment & Action Plan (RRAAP) program is helping nonprofits by providing fast, specific and actionable recommendations with implementation support—near-term solutions customized for the organization’s unique needs and circumstances. Because the program was created to help agencies through the economic crisis, it is offered at an even lower cost than ESC’s already economical consulting services.

As the name suggests, the key to the RRAAP program is the fast turnaround. Within two days of contacting ESC, your lead consultant will contact you to discuss your project, and your assessment and

solutions will soon follow. Another essential factor is the customization of each Rapid Response Team to meet the client’s specified issues and concerns. Each team consists of two to four consultants, chosen from ESC’s vast pool of experienced executives, who represent virtually every functional area in the for-profit and nonprofit sectors.

“The consultants from ESC bring a different perspective to the discussion,” said Barbara Bushnell, President of Literacy Network of Greater Los Angeles, who also engaged in a RRAAP project. “The consultants chosen to help the Literacy Network have the exact background we needed. Incorporating business expertise tempered with nonprofit experience, our ESC consultants were able to help us view our situation from all angles. We are now able to make some critical decisions based on their guidance.”

For every RRAAP project, the identified team gathers background information then meets with key leaders in the organization for an extended yet highly-focused session to get to the root of the problem. This is not a brainstorming session—rather, it is a concentrated effort that will help team members create a plan consisting of specific, actionable steps. Following this meeting, the team members further analyze all the information and give the organization’s leaders their written recommendations within one week. This is followed by one or more meetings to assist the client with implementation.

“I found the program to be very positive and stimulating, and many excellent, clear recommendations came from the meeting,” said Chris Floyd, Executive Director of Los Angeles OIC. “The ideas that we have implemented from the RRAAP team have brought a fresh new approach to our strategic plan.”

RRAAP teams are prepared to assist on a

Continued back page

ESC’s Continuous Consultant Training Adds Value to Nonprofits

Fundraising, board development, crisis management, contingency planning...these are but a few of the critical areas in which nonprofit leaders face challenges on a daily basis.

They are also recent topics from ESC’s extensive consultant training program, which is designed to ensure that our services meet the community’s needs.

Building on Experience

ESC consultants join our corps as experienced executives with expertise in a variety of areas in the for-profit and nonprofit sectors. But the real secret to matching their vast knowledge to the specific needs of

our nonprofit clients is the specialized ESC training they receive, leading to a powerful combination of experience and current practice.

“ESC’s systems and tools complement my years of experience and keep me updated,” says ESC Consultant Roxie Esterle, a former high-level executive in the field of education. “Working collaboratively with other consultants in the training sessions enables each of us to be more effective and to enjoy our work immensely. I wish I had had the privilege of attending ESC trainings when I was in management.”

The consultant training is not only

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17 Experienced Executive Directors, Energized with New Tools, Graduate from Wells Fargo Executive Directors Leadership Institute

“This is my seventh leadership training, and I have to say this is the best one I’ve ever been through,” said Hilary Crahan, president and CEO of the Boys & Girls Club of Pasadena, as she accepted her certificate of graduation from the 2008-2009 Wells Fargo Executive Directors Leadership Institute of ESC.

Held August 6 in downtown Los Angeles, the celebratory luncheon marked the culmination of this year-long leadership development program for seasoned executive directors. The Institute supports talented and experienced executive directors by making an investment in the ongoing development of their leadership capacity and addressing the unique challenges faced by nonprofit executives well into their tenure.

“It came at a time in my life where I was frustrated and felt I had nothing to give and nowhere to go,” said Valley Oasis CEO Carol Crabson. “Because of this Institute, I now feel confident and secure. I know where this agency’s going, not just this year but in the next five years.”

Led by its co-developers Institute Director Aileen Preonas and Lead Instructor Jeffrey Wilcox, the Institute includes an essential element that distinguishes it from other leadership programs—a one-on-one ESC coach to support and guide the participant throughout the program.

“Thank you to my ESC consultant for being there and coaching

me in very difficult times, especially with this economy,” said Cesar Calderon, executive director of Soledad Enrichment Action. “Everything about this training was done in excellence.”

The executive coaching element is not only a favorite of participants, but a critical factor in their success. A recent CompassPoint study showed that executive coaching boosts training impact by 88% compared to 28% improvement from training alone.

Another essential component to the Institute is the opportunity to build a supportive network of fellow nonprofit chief executives.

“The training and my coach have been extraordinary,” said Earl Evans, executive vice president of YDP of Greater Los Angeles. “But to share this experience with all of the CEOs and executive directors has helped me learn a tremendous amount. To be in the same boat and share similar experiences was inspirational to me, and I look forward to what lies ahead of us.”

The graduation was hosted by ESC Board Member David Zuercher, executive vice president and group head of International, Correspondent Banking and Insurance Services Group, Wells Fargo & Company. Keynote speaker Jonathan Weedman, regional vice president of Wells Fargo Foundation, acknowledged everyone’s hard work and accomplishments, as well as the importance of the Institute to Wells Fargo’s philanthropic community-building agenda. In addition to the substantial underwriting by Wells Fargo, the Institute was funded by The Capital Group Companies Charitable Foundation.



“This is my seventh leadership training and I have to say this is the best one I’ve ever been through.”



Front row, from left: Earl Evans, Cesar Calderon, Timothy Ryder, Jeffrey Wilcox, Adam Somers, Aileen Preonas, Jonathan Weedman, Toni Reinis. Back row, from left: Sharon Spira-Cushnir, Sara Berdine, Constance Anderson, Carol

Crabson, Mary Romero, Pattie Tellez, Hilary Crahan, Soralla Marquez. Not Pictured: Lula Ballton, Jacqueline Castillo, Harriet Edwards, Jamie Edwards-Acton, Claudia Finkel, Charletta Johnson



Congratulations to this year's graduates:

Constance Anderson

Pacific Coast Regional Small Business Development Corporation

Lula B. Ballton

West Angeles Community Development Corp.

Sara J. Berdine

Haven Hills, Inc.

Cesar Calderon

Soledad Enrichment Action

Jacqueline Castillo

Legacy Ladies, Inc.

Carol Crabson

Valley Oasis

Hilary Crahan

Boys & Girls Club of Pasadena

Harriet Edwards

Southern California Renal Disease Council

Jamie Edwards-Acton

Jubilee Consortium

Earl Evans

YDP of Greater Los Angeles

Claudia Finkel

Jewish Vocational Service

Charletta Johnson

Community Harvest Foundation

Toni Reinis

New Directions, Inc.

Mary Romero

Hispanic Outreach Taskforce

Pattie Tellez

Volunteer Center of San Gabriel Valley

Consultant Training (Continued from front page)

seen as a benefit by consultants, but by ESC clients as well. In a recent third-party study of ESC's effectiveness and client satisfaction, a common theme was clients' beliefs that their ESC consultants used appropriate and effective techniques in their work and were focused on meeting the clients' needs.

It Begins with Core Strength

Training begins the moment a consultant joins ESC. A day-long orientation introduces them to the ESC mission, programs and services. But most importantly, it gives new consultants an overview of the ESC approach to consulting for the nonprofit sector, which is built on evidence-based best practices in the field of capacity-building. They also receive the first of many reference books.

ESC then provides basic training in four core service areas: executive and management coaching, strategic planning, board coaching and fund development. Only upon completion of basic training in one of these areas are consultants ready for assignment with clients in need of assistance in that subject matter. To allow for a learning curve, a new consultant is paired with an experienced one on their first few assignments.

In addition to basic training, two additional classes are held annually in each core service area to update all consultants on practical techniques and leading practices. Plus, at least two other all-consultant training sessions are held each year to cover ongoing critical issues or emerging hot topics common to virtually all client assignments. Recent and upcoming topics include overcoming founder's syndrome, new thinking in sustainability, leading change and the new nonprofit governance requirements. Most consultants attend several of the two dozen training sessions held each year and often cite them as highlights of their ESC experience.

The ESC Approach

The ESC training program is guided by two in-house experts in management training, Program Director Aileen Preonas and Training Manager Nancy Hoisman. Preonas is former director of the Kellogg Training Center of the United Way of Greater Los Angeles, as well as former vice president for volunteer management for that organization, and is a certified executive coach. Hoisman has more than 25 years of corporate business experience in training, employee development, program design and internal consulting, including serving as manager of employee and organization development for Raytheon/Hughes Aircraft.

"We continually gather data from consultants and clients to determine what additional training is needed to provide the appropriate support and development to our consultants in the field," says Hoisman. In planning and leading the training sessions, she often brings in leading outside experts to ensure that all consultants have the knowledge and tools they need in order to provide the best service to ESC clients.

Another key ingredient of ESC training is the copious reference material—specialized "toolkits" for each core area to ensure relevancy to our clients while maintaining consistency in ESC services. The toolkits include details on the ESC approach, reference information and forms that consultants can customize for each of their clients. ESC consultants frequently comment with pride about their ESC bookshelf (or rather, bookshelves), which they turn to on virtually every assignment. These essential reference materials are developed by Preonas and Hoisman, with input from seasoned consultants.

"ESC is dedicated to ensuring a nonprofit's success through developing its leadership capacity, and our consultants demonstrate that same passion for self-improvement," says ESC CEO Sharon Spira-Cushnir. "By continually refining their own skills, they can make a significant impact on every nonprofit with which they work."

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Next Institute for Experienced Executive Directors Begins October 1, 2009
For more information call ESC at (213) 381-2891
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ExecuServe is a publication of the Executive Service Corps of Southern California, a nonprofit organization devoted to strengthening nonprofits through coaching, consulting and capacity-building provided by experienced executives who volunteer their services.

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New ESC Service *(Continued from front page)*

variety of issues, whether they are large-scale ongoing challenges or smaller-scope, emergent issues. Recent RRAAP projects have addressed finance, fundraising, merger opportunities, board development, marketing and general management.

“While the RRAAP program is ideal for an agency in crisis, it is also useful for stable agencies,” said ESC Associate Director Jesus Romero. “It’s been beneficial for both those who need help pinpointing what exactly may be causing their challenges, and those who have identified the issues but need help with solutions. The RRAAP program not only provides nonprofits realistic recommendations and clear direction to keep them moving forward and serving the community, the consultants on the teams also provide hands-on implementation support.”

The cost for this expert assistance is only \$500, reduced from \$2,000, thanks to the generous support of our funders and ESC’s commitment to get nonprofits the help they need. The ESC Consultants’ Scholarship Fund, created through donations from individual ESC consultants, generously financed the pilot phase of the RRAAP program.

“I sincerely appreciate the time, energy and expertise of the team members,” said Carol Henault, executive director of Reading Is Fundamental of Southern California. “We will incorporate several of their suggestions as we move forward.”

For more information on the RRAAP program or to determine if it might be right for you, please contact ESC Associate Director Jesus Romero at (213) 381-2891 or jromero@escsc.org.

What’s New at Executive Service Corps

ESC Welcomes Three New Pro Bono Consultants

The following consultants joined ESC since our last publication. As their most recent professional affiliations attest, their wealth of experience in various fields will be of tremendous benefit to ESC’s clients. We thank them for giving their time and expertise to the work of ESC.

Robert Marx

Owner/CEO
Gilda Marx Industries

Lorenzo Mota

Human Resources Manager
Maruchan, Inc.

Susan Rosenfield

Vice President
Bank of America



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- **ESC Consultant Training Adds Value to Nonprofits**
- **Executive Directors Leadership Institute Graduation**



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