Finding the Talent You Need: Lessons from the Nonprofit Talent Ecosystem

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Meet Your Presenters



Cassie Scarano

Commongood Careers

- CGC helps high-impact nonprofits find the best talent
- Passionate about being near, on, or in the ocean
- Fun Fact: Knows all the words to the musical *Hair*



Maya Townsend

Partnering Resources

- Partnering Resources helps individuals, teams, and organizations thrive in our networked world
- Passionate about helping people find their collective voice
- Fun Fact: Leads chocolate tastings in her spare time



Goals

- Engage in a holistic and systems-oriented conversation about talent recruitment within the nonprofit sector.
- Provide participants with a tool that they can use to visualize complex systems and identify hidden levers for change.
- Explore the forces impacting talent recruitment in the nonprofit sector through an experiential, real-time ecosystem mapping activity.
- Provide participants with insights and perspectives that they can use to shape talent recruitment initiatives for their organizations.

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Agenda

- 1. Introductions
- 2. The Talent Challenge
- 3. Introduction to Ecosystem Thinking
- 4. Your Turn: Mapping Talent Recruitment in the Social Sector
- Discussion
- 6. Closing



Table Introductions

What is the biggest talent-related challenge you face today?





Image: Alanyadk on Pixabay



The Talent Challenge

Talent is the key component for organizational effectiveness **BUT**

- Competition for talent is tougher than ever.
- Candidates have more choices, are more discriminating, and are staying for shorter periods.
- More sophisticated organizations require more sophisticated skill sets.
- · Pressure to diversify teams is stronger than ever.



Ecosystem



A system formed by the interactions between entities in a community with their environment.



Definition adapted from the Free Dictionary. Image: Arkive.org (D.R. Schrichte).



Ecosystem Mapping Technique

- Based on methodology created by Verna Allee.
- Technique focuses on value:
 - ► What activities create value in the ecosystem?
- We are <u>not</u> going to map:
 - Motivations
 - Assets
 - ▶ Emotions





Ecosystems Evolve Around Roles

Roles are the actual parts that entities play within the ecosystem.

Consumer Job Seeker Manager Buyler

Sponsor Developer Coder Architect

Coder

If you go to a pizzeria, what roles might you see?

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Ecosystems Run on Activities

Activities transmit **deliverables** between roles.

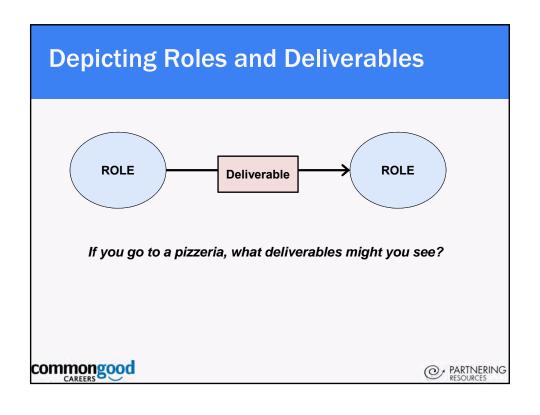
Report Resume Equipment

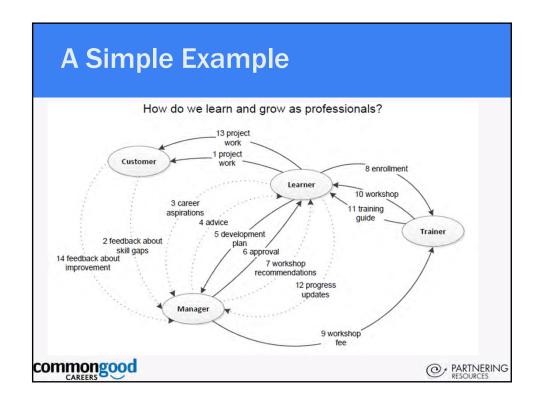
Donation Advice Idea Grant Flyer

Notification

Flyer







Your Turn: Ecosystem Mapping 101

- Goal: Give you an experience with ecosystem mapping while learning about the state of talent in the sector.
- Guidelines:
 - ► Focus on recruitment and hiring, not the full talent lifecycle.
 - ▶ Don't expect completion—we have limited time!

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Your Scenario

Your organization is seeking to hire a new Development Director. Since the population you serve consists of many first-generation American Latinos, you'd prefer a candidate with Spanish fluency and familiarity with Latino communities in Massachusetts.

How do you go about finding and recruiting candidates for this role?



Instructions

- 1. Start with two roles: Job Seeker, Hiring Organization.
- Use star sticky notes for additional roles.



- 3. Use **square** sticky notes for deliverables.
- 4. Ask: What activities are performed by whom and for whom?
- Map!
 - Add roles as needed.
 - ▶ Write the deliverable on the sticky note (3 words or fewer).
 - ▶ Use arrows to show direction of deliverable (one way only).

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Map Analysis

At your table, analyze your map:

- What do you notice when you look at your map?
- What story does this tell about finding and recruiting candidates in the social sector?



Discussion

- What came up during your conversations?
- What did you learn from this short experience with social sector talent ecosystem mapping?
- What themes do we see?
- What solutions might exist?

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CGC Orientations

- Always consider the candidate experience.
- · Be flexible in scoping the role.
- Be honest about the opportunities and challenges of the role.
- Understand the balance of culture fit with skill fit.
- Ensure that interview process is effective and efficient, consistent and legal.
- Developing diverse pools is the first step in building diverse teams.



For More Information

- On talent:
 - ► Report: "The Voice of Nonprofit Talent"
 - ▶ Web: commongoodcareers.org
- On ecosystems:
 - Article: "Illuminating the Invisible: Mapping Austin's Adolescent Health System Using Value Network Analysis," Nonprofit Quarterly
 - ▶ Web: partneringresources.com





