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

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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
5. Discussion
6. Closing

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Table Introductions

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

Image: Alanyadk on Pixabay.

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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.

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Ecosystem

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

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

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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

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Ecosystems Evolve Around Roles

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

Consumer   Job Seeker   Architect
                          Manager
        Buyer   Builder
                  Developer
Sponsor   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   Notification
                          Equipment
        Donation
                  Advice   Training
Idea   Grant   Flyer

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Depicting Roles and Deliverables

ROLE → Deliverable → ROLE

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

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A Simple Example

How do we learn and grow as professionals?

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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?

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Instructions

1. Start with two roles: Job Seeker, Hiring Organization.
2. 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?*
5. 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?*

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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.

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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

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