



The Bridgespan Group

MIT Sloan presentation

April 27, 2005

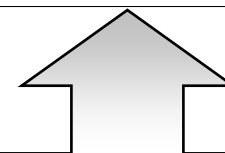
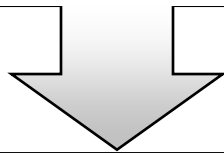
Agenda

- Bridgespan... where are we now?
- Introduction to Bridgestar
- Q&A/general discussion

The Bridgespan Group was created in January 2000 to address critical strategic challenges of the nonprofit sector

Bridgespan was created with a social mission:

We work to build a better world by strengthening the ability of nonprofit organizations to achieve breakthrough results in addressing society's most important challenges and opportunities



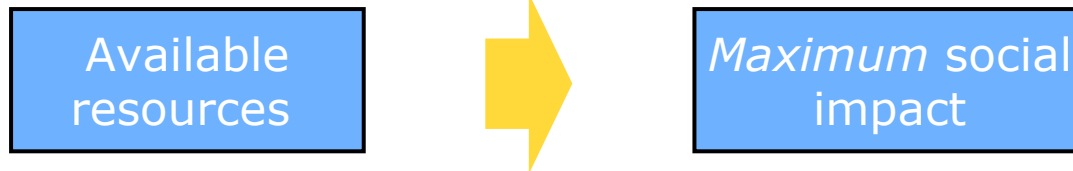
We do this by:

- Strategy consulting for clients
- Knowledge capture and dissemination
- Talent attraction and support through Bridgestar

Nonprofit strategic challenge

Challenge :

Transformation



Bad news:

- "Can't do everything"-- resources are limited while social needs seem endless

Good news:

- "Everything isn't equally worth doing"-- possible courses of action yield different levels of impact

Imperative:

- Achieve tightest fit between actions undertaken and intended impact, given key factors:
 - Magnitude and nature of need
 - Relative strengths and capabilities
 - Resource requirements, availability
 - What the organization cares about



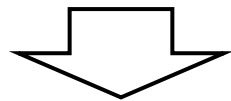
Robust, aligned strategy

Nonprofit strategy framework



Knowledge is a cornerstone of Bridgespan's mission

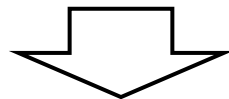
- Write and publish pieces on strategic issues and tools and frameworks in journals, newsletters and/or on the Bridgespan website
- Develop case studies
- Participate in numerous gatherings
 - Attend and teach workshops
 - Participate in speaking engagements and conferences
 - Moderate symposia
- Collaborate with educational institutions
- Develop and share knowledge internally



Our clients share and support this commitment and agree to make relevant non-proprietary content available to the sector

Questions/challenges from the case:

- What is unique/different about TBG?
- Who should we serve (large, small, domain, type)?
- How applicable is our Bain toolkit?
- Can we recruit high quality staff with the appropriate skills and experience?
- How do we manage our relationship with Bain?
- Knowledge, knowledge, knowledge?



Challenges moving forward???

An example... Changing education in America

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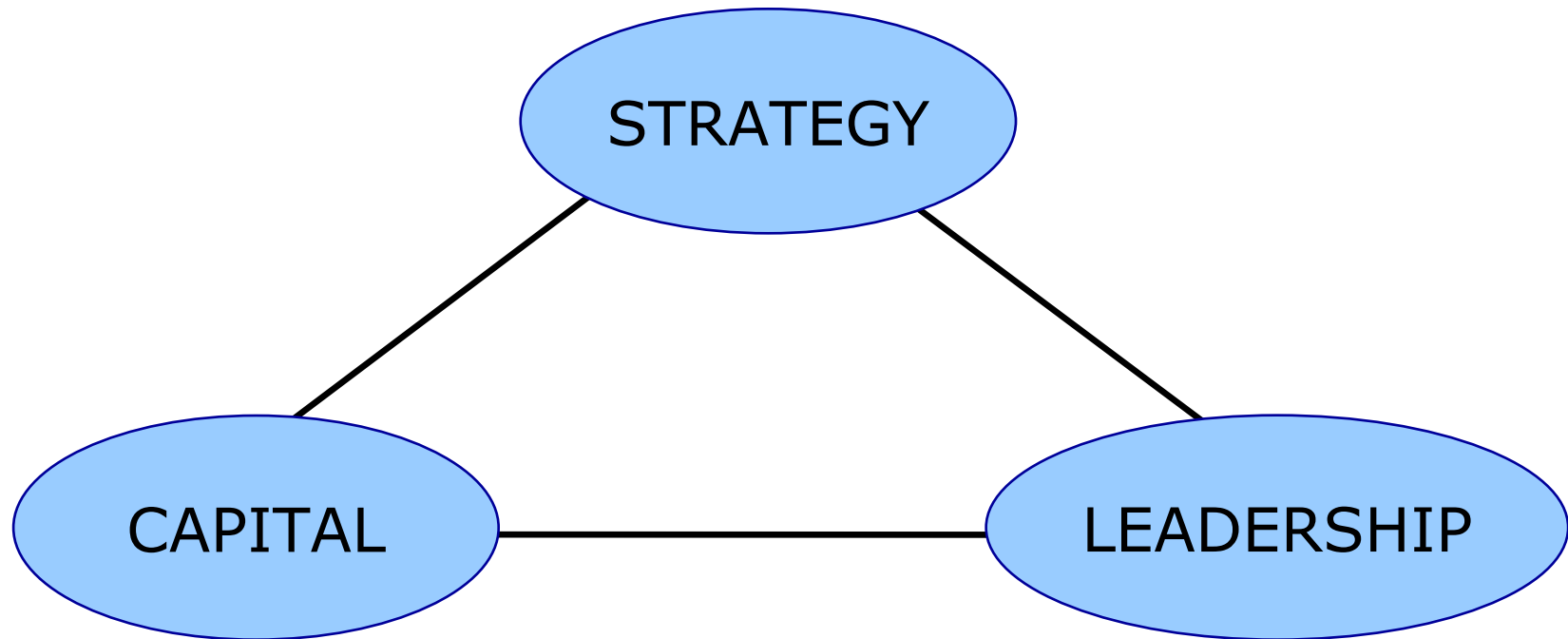
- Q&A/general discussion

Executive summary

- The nonprofit sector is growing at twice the rate of the for-profit sector, with increasing demands on it as government shifts responsibility, and pressure to achieve social results intensifies
- A major leadership shortage faces the sector, as the demand for effective leaders and management talent increases, and turnover escalates
- The existing infrastructure to support a true marketplace for leadership talent leaves the needs of many organizations and executives in the sector largely unmet
- Additional civic-minded “bridgers,” people who aim to transition from the for-profit to the nonprofit sector – and who represent a significant pool of untapped leadership talent – have even greater difficulty identifying and pursuing quality opportunities
- A nonprofit initiative of the Bridgespan Group, Bridgestar was launched in December 2003 to create a more effective talent-matching infrastructure in support of the nonprofit executive labor market

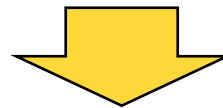
We've learned that three elements drive nonprofit results

**Well-conceived plans
and robust organizations
to implement and execute**



**Sufficient funding,
structured in ways
that support the strategies**

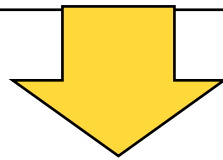
**Appropriate mix of skills
and knowledge required
to lead and manage**



SOCIAL IMPACT

Bridgestar mission and strategy

To support and strengthen nonprofit organizations by enhancing the flow and effectiveness of passionate and highly skilled leaders into and within the nonprofit sector

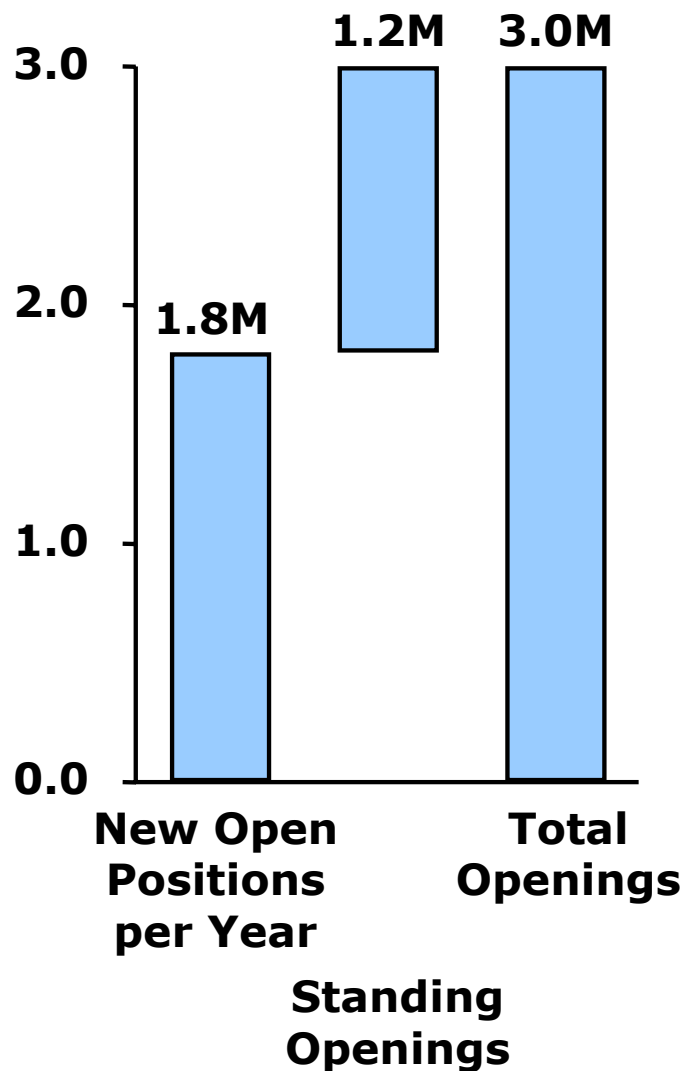


We pursue this mission by:

- Providing a talent-matching infrastructure that effectively links quality organizations and talented individuals (management and board)
- Tapping into key networks to build awareness among individuals – particularly bridgers – about the opportunities that exist in the sector
- Creating and disseminating knowledge and tools that strengthen the capacities of nonprofits and individuals to make effective matches while developing impactful organizations and careers
- Advocating for the crucial role of leadership in building strong organizations to achieve social outcomes

Nonprofit board recruitment and development challenges are similarly intense, and will be augmented when Sarbanes-Oxley type legislation is extended to the nonprofit sector

Board of Director Positions



With as many as three million board positions open in the U.S., nonprofit leaders, their staffs and constituents (clients, donors, volunteers) lack the invaluable resources that provide guidance and support around organizations' most critical issues

Anticipated Sarbanes-Oxley type legislation (and its implications for boards around accountability and liability) is likely to serve as a disincentive for potential leaders seeking board service opportunities, just as it has in the for-profit sector – which will only worsen the current situation

In summary: Various structural barriers impede the flow of leadership talent into and within the sector

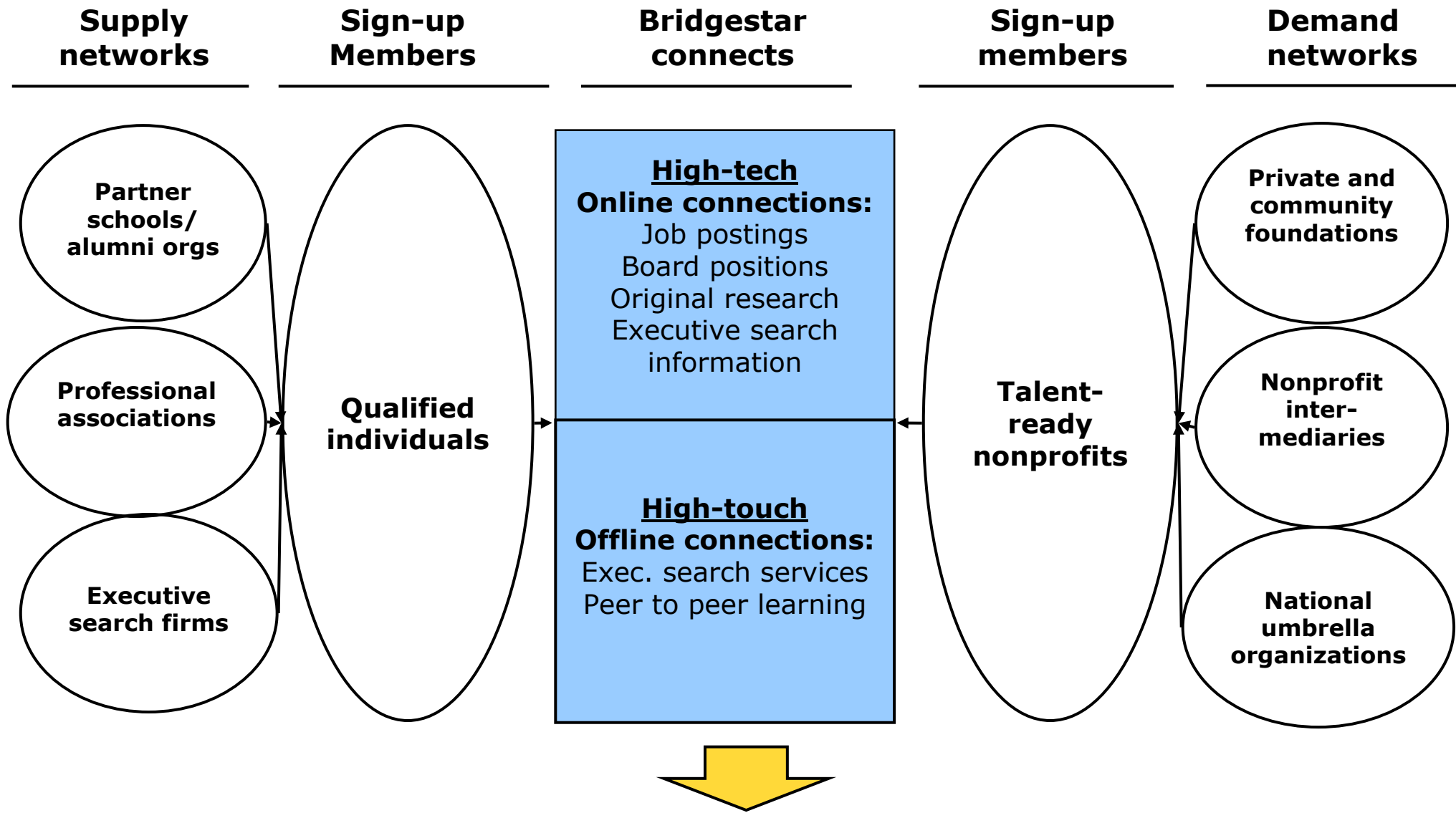
Barriers for Nonprofits

- Fragmentation and diversity
- Cost to identify and recruit individuals
- Regulatory and financial constraints to investing in capacity-building
- Lack of best practices around human resources
- Inconsistent capability within boards of directors' hiring practices
- Risk-averse recruiting approaches

Barriers for Individuals

- Lack of infrastructure to link qualified individuals to nonprofits
- Shortage of networking opportunities
- Absence of information and guidance; lack of transparency
- Limited mobility within the sector
- Limited development tools
- Ambiguity and perceived risks associated with nonprofit careers

Bridgestar has designed the infrastructure to support both the supply and demand sides of the leadership market



Right person, right job, right organization

Alliances are critical to building awareness and to developing pools of high-quality organizations and candidates

- boardnetUSA
- BostonCares
- Business Strengthening America
- Civic Ventures
- The Commonwealth Institute
- ebay
- The Fuqua School of Business, Duke University
- Graduate School of Business, Stanford University
- Harvard Business School, Harvard University
- Kellogg School of Management, Northwestern University



- Kennedy School of Government, Harvard University
- NetImpact
- New Schools Venture Fund
- The Partnership, Inc.
- Social Venture Partners
- Teach for America
- Terry Sanford Institute of Public Policy, Duke University
- Tuck School of Business at Dartmouth
- Wharton School of Business, University of Pennsylvania
- Woodrow Wilson School of Public Policy and International Policy
- Yale School of Management, Yale University



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