



Cambridge Leadership Associates LLC

Request for Applications

ADAPT New York

Ensuring vibrant and sustainable New York City nonprofits

Request for Applications

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Introduction

Across New York City, the Nation, and the World, the focus for the last eight months has been on the economic crisis at hand. Questions without answers have permeated the atmosphere and left all of us feeling uncertain about how to proceed.

While reimagining the road ahead is difficult for us all, New York City's 20,000 non-profits will play a huge role in the coming months to help ground and sustain our neighborhoods. Non-profits help to provide New Yorkers with countless services that are needed now more than ever before – we need their support to persevere. Each non-profit faces their own unique issues but, universally, balancing a decrease in funding with an increase in service needs will be a major challenge. This crisis, however, can also provide an opportunity for courageous choices and new ideas to flourish.

Comprised of individuals with a strong history of involvement within the social sector, Cambridge Leadership Associates (CLA) is excited to introduce the **ADAPT New York** initiative for NYC non-profit organizations. Through **ADAPT New York**, CLA will identify one non-profit to work with for a year-long engagement offering pro-bono consulting support co-designed and customized with the organization selected.

The information outlined in this Request for Applications (RFA) announces the **ADAPT New York** program and details the application process.



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Who We Are

Cambridge Leadership Associates (CLA) is a leadership development practice and the home of Adaptive Leadership™. For over 25 years, we have helped individuals and organizations deal with rapid change, new realities and uncertain futures.

Adaptive Leadership is a practical framework to help organizations accomplish deep change and develop the adaptability necessary to survive through the turbulent times. The strategies behind Adaptive Leadership were developed and refined over the years through the work of Harvard faculty and co-founders of Cambridge Leadership Associates, Ronald Heifetz and Marty Linsky.

Drawing on our experience with over 100 non-profit, philanthropic and educational organizations over the last 25 years (see last page for partial client list), CLA embraces the opportunity to work within New York City's nonprofit sector to make a lasting difference.

Support Offered

We have seen how a sustained intervention can generate deep change in an organization's values, practices and culture. Through the **ADAPT New York** initiative, we are excited to provide a selected nonprofit one year of customized and strategic combination of diagnostics, coaching and capacity-building services designed to help address your organization's most critical business issues.

We will work with your organization to co-design the offerings accordingly. Please see the list below for what a year-long program might include.

CONSULTING:

- Individual coaching for senior or key executives
- Creating highly adaptive executive teams
- Organizational strategy and practical problem solving retreat

DIAGNOSTICS:

- Self or 360° leadership capacity assessments
- Team assessments to help inform resource allocation and investment decisions

CAPACITY BUILDING:

- Initial Adaptive Leadership Foundation Workshop for all levels within the organization as well as critical external stakeholders
- Full Leadership Immersion Program for key managers
- Application Program for high potential employees on real-time business issues



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Is Your Organization Adaptable?

The following questions can help you determine whether or not **ADAPT New York** might be an important opportunity for your organization.

1. Can you continue with business as usual in this current economic crisis?
2. Has the status quo become the norm or even a benchmark for your organization?
3. Do you solve new complex problems with a quick stopgap rather than getting at what is really behind the issues?
4. Is your organization progressing in a creative and courageous manner? Do you run smart experiments to determine what works and what can be taken to scale?
5. Are the acts of leadership and management often confused within your organization?

The Impact

Through **ADAPT New York**, CLA will help your organization make progress on the critical issues you are currently facing and adapt to new realities. Working with CLA to co-design the programmatic support to your team, you will develop ways to:

- Prioritize work that is mission critical; make tough decisions around what is essential and what is expendable in order to stay alive and thrive in the future;
- Navigate a culture that is working through disequilibrium (post lay-offs or program cuts) while building trust and renewing collaboration across the organization;
- Develop shared language and tools to help facilitate innovation around alternative ways to deliver on your mission;
- Support changing leadership roles and responsibilities by championing the distinctions between leadership and management and engaging your team on how to adapt into their expanding roles.

Pricing

We are very pleased to offer the **ADAPT New York** as a **pro-bono** initiative to the selected non-profit. Our commitment to your organization's progress and ability to adapt and meet the unknown realities that lie ahead will be relentless.



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Intent to Apply

If you are interested in applying for **ADAPT New York**, please send an email to Kathleen Quirk (kquirk@cambridge-leadership.com). This email is simply to enable Cambridge Leadership Associates to gauge interest and provide appropriate support to organizations applying for **ADAPT New York**.

Your Intent to Apply email should contain the name of your organization, contact information, and state that your Executive Director is aware of and has approved the application submission in the coming weeks.

Application

Applications will be accepted on a rolling basis until **(NEW EXTENDED DEADLINE) June 12, 2009**. Applications should be 2-3 pages in length and address the following topics: introduction to your organization, mission, history, and strategic vision; a quick summary of the current leadership (mid to high level) and governance (board or otherwise) roles; current challenges that are facing your organization (both the adaptive challenges and technical problems); and what you hope to gain/achieve through this process with CLA.

Please also see the **ADAPT** New York initiative profiled on the [JustMeans](#) site. The top three organizations that receive the highest votes for responding to the question, “What is unique about your organization and what do you hope to get out of the partnership with Cambridge Leadership Associates?” will be interviewed as a finalist. Please [click here](#) to see the contest page and to invite your colleagues to vote for your organization’s proposal.

For further information or to speak with someone at CLA about your organization’s application please call (617) 576-5766 x806.

Critical Dates

ACTION	DATE
Intent to Apply	---
2 -3 Page Application Deadline by Close of Business (please note new date)	6/12/09
ADAPT New York partner selected	6/19/09
CLA Support Services and co-design begins	7/1/09



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What is Adaptive Leadership™?

Adaptive Leadership is a practical leadership framework that helps individuals and organizations adapt and thrive in challenging environments. It is being able, both individually and collectively, to take on the gradual but meaningful process of adaptation. It is about diagnosing the essential from the expendable and bringing about a real challenge to the status quo.

When you realize that your organization's aspirations—the innovations and progress you want to see—demand responses outside the current capacities, Adaptive Leadership is the framework you need to effectively close the gap and make your aspirations reality. Adaptive Leadership provides a disciplined approach to do more for what you care most about.

Adaptive Leadership is purposeful evolution in real time.

CLA History

Cambridge Leadership Associates (CLA) grew out of the work of Ron Heifetz and Marty Linsky, who have spent more than 25 years examining the practice of leadership at Harvard University's Kennedy School of Government.

Today, CLA comprises a team of consultants sharing their skills and experience in the practical application of Adaptive Leadership around the globe. CLA works with communities, organizations, teams and individuals to identify their most significant challenges, generate new solutions, and exercise the leadership required to bring them to scale.

Partial Client List

YMCA of the USA	HealthCare without Harm
Boston Public Schools	Care International
Google	Parsons School of Design
Federal Reserve Bank	Best Buy
Dubai School of Government	Watson Wyatt Worldwide
Irish Public Administration	US National Park Service
Microsoft	McKinsey
Proskauer Rose LLC	New York Center for Charter School Excellence
Harvard University	Museum of Television and Radio
Pfizer	United Jewish Communities
Louisiana State Dept. of Education	Rodel Foundation
Neighborhood Reinvestment Corporation	Parent to Parent

**For further information, client cases & referrals, and the complete CLA publications list (recent articles and Harvard Business Press Books) please see our website.*