

# What Five Oaks Consulting offers

## Outcomes you may expect

As an NGO/nonprofit or philanthropic leader who wishes to drive dramatic and useful change, you may expect the following outcomes (depending on what service you buy)

1

You will know how to turbo charge your ability to have impact as a leader, where to look for skills and personalities within your team (s) to complement your own strengths. Your team will be more motivated and will be better supported by you

2

You will know how to practically shape your organization's culture so that it aligns with new strategies, supports your organization's expressed values and takes account of changes in the external environment

3

You will have more self-awareness about what strengths you bring to the work; what your areas for development are; and your blind spots, assumptions, and belief systems that may be due for a rethink

4

Your governance structure and mechanism will be better fit for purpose. This will provide your organization with not just fiduciary oversight and strategic insight, but also legitimacy as well as credibility -- while at the same time allowing for sufficient agility. You will feel that you derive value from your governance mechanism(s), in return for what you and the organization invest in it

5

Your important strategy and planning meetings will be effectively facilitated, resulting in better alignment and actionable outcomes that help the organization pivot when the external environment changes (once again!)

# WHAT FIVE OAKS CONSULTING OFFERS

## YOUR PATHWAYS TO CHANGE

Our small team plus a broader group of collaborators and I will help you get you there via one (or more) of four pathways to change:

### LEADERSHIP DEVELOPMENT AND COACHING SERVICES



- Team coaching
- Individual coaching
- Leadership training
- Strengthening of in-house management and leadership capabilities



### CHANGE MANAGEMENT ADVISE AND SUPPORT

- Change management advisory and accompaniment services
- Change management training and mastermind group facilitation
- Sharing of change management lessons learned by peer NGOs and other relevant organizations

### GOVERNANCE AND ORGANIZATIONAL EFFECTIVENESS REVIEWS



- Review of extent to which your organization's governance arrangements are fit for purpose
- Review of overall organizational effectiveness in the eyes of core constituencies and stakeholders



### FACILITATION, TRAINING, MENTORING AND SPONSORING

- Planning and strategy facilitation support
- Meeting/workshop facilitation support
- Speaking services, to 'bring the outside inside' (boards, governing councils, executive teams etc.)
- Mentoring and sponsoring of young and mid-career professionals as well as young consultants

# 1A. LEADERSHIP DEVELOPMENT AND COACHING SERVICES

## HOW YOU WILL RECEIVE SUPPORT

### Modules

- Team coaching: diagnostic; real-time, *in situ* team coaching
- Individual coaching
- Presentations
- Short readings, podcast episodes, videos
- Research-backed individual leadership assessments
- Individual or group assignments/cases/simulations
- Individual worksheets and learning journals
- Facilitated discussions (individual or cohort-based)
- Curated resources for further immersion (as desired)

### Topics

- Leading versus managing
- Emotional intelligence skills
- Team leadership; interpersonal communication skills; team building; the leader as team coach and mentor; holding difficult conversations
- Virtual team leadership skills
- Collaborative leadership skills
- Strategic planning
- Leading and managing organizational change
- Leading organizational culture change
- Innovation and leadership
- How to manage politics and power within your organization while staying mission-focused
- Governance and executive leadership
- Gender and leadership
- Feminist leadership
- Introduction to NGO lessons learned on Mergers and Acquisitions

## **Individual leadership assessments**

(We use research-backed assessments that have been validated across sectors and cultures; for additional types of assessments, please inquire)

- 'Four Frames' assessment (enabling you to choose your leadership lens strategically, depending on the context)
- Emotional Intelligence assessment
- Communications-at-Work style inventory
- Conflict Management Style instrument
- Motivation in the Workplace assessment
- Transformational Leadership Inventory
- Task versus relationship assessment
- Inclusive leadership reflection survey
- Adaptive Leadership Questionnaire
- Gender-Leader Bias instrument
- Leadership Trait Questionnaire
- Team Excellence and Collaborative Leadership questionnaire
- Meyers Briggs personality assessment (MBTI)
- Predictive Index assessment

## **Timeline**

- One-off basis (1-6 days); or in a modular, blended format, via a 6-18 months trajectory with synchronous and asynchronous components
- Face-to-face, blended or virtual
- Delivered either individually or in groups/cohorts

# 1B. LEADERSHIP DEVELOPMENT AND COACHING SERVICES

## HOW YOU WILL RECEIVE SUPPORT

- Either accompanied by individual leadership development training and/or individual assessments (if desired – see above), or stand alone
- Includes an initial introduction to coaching (the ‘what’ and ‘how’ of coaching) and mutual expectations
- Minimum of 6 one-hour sessions (evidence-based practice indicates that most leaders need a minimum of 9-12 sessions to have a meaningful impact). Coaching sessions can also be delivered in shorter (15-30 min) formats, offered with greater frequency, as desired
- Coaching sessions can be accompanied by short readings, podcast episodes or videos (further curated resources upon request)

## Timeline

- Start time is flexible, as the schedules of coachee and coach allow for.

# 1C. LEADERSHIP DEVELOPMENT AND COACHING SERVICES

## HOW YOU WILL RECEIVE SUPPORT

### Virtual Team Leadership skill building

- Course offering: **Basic tier**: weekly narrated slides; readings/podcasts; worksheets
- **Intermediate tier**: all of the above plus six (6) hours of group peer coaching and drop-in/open office hours/Q&A meetings, plus instant chatting for peer and coach support, as desired
- **Highest tier**: all of the above plus individual, customized support by coach
- Six weeks duration

### Timeline

- Cohort-based with a minimum of 10 participants and a maximum of 25-30
- Open enrollment basis with pre-announced dates, twice a year *if and when the waiting list is of sufficient size*
- Customized basis at a time suitable to clients, if and when the client purchases a minimum number of bulk seats.
- *Shorter, tailored individual sessions based on client needs, timeline, and budget also available*

# 2. CHANGE MANAGEMENT ADVISE AND SUPPORT

## HOW YOU WILL RECEIVE SUPPORT

### **Option A**

Coaching support during organizational change processes, with integral consideration of organizational culture dimensions – delivered preferably via a retainer-style coaching or consulting contract, typically with a minimum of 6 months, and based on agreed maximum number of hours per month

### **Option B**

Speaking engagements with senior leadership or boards to share change leadership lessons of peer NGOs and other relevant organizations. Alternatively, document these peer experiences in writing or via delivery of a customized video recording

## **Options A and B are delivered through**

- Diagnostic phase, with initial document review, followed by project scoping
- Data collection through interviews, focus groups discussions, surveys (as needed), interviews or facilitated 'hackathons' with peer organization specialists
- Documentation of options generated, followed by facilitated deliberation and choice-making sessions
- Delivery of final report, accompanied by After Action Review or Debrief session with client

### **Timeline**

Typically, 4-12 months duration

## **Option C**

Design and facilitation of change choice-making strategy sessions

## **Option D**

Culture assessment and support of culture change initiative:

- Customized assessment of organizational culture, based on research-based culture assessment instrument (under development).
- Advice to senior leaders on how to best design, lead and manage culture change initiatives and mobilize 'culture ambassadors' throughout the organization

### **Timeline**

Typically, 6-12 months engagement

# **3. GOVERNANCE AND ORGANIZATIONAL EFFECTIVENESS REVIEWS**

## **HOW YOU WILL RECEIVE SUPPORT**

- Governance and organizational effectiveness reviews, with integral consideration of organizational culture dimensions

### **Delivery mechanisms**

Similar to Service 2 (diagnostic, data collection, delivery of final report, presentation and after-action review)



# 4. FACILITATION

## HOW YOU WILL RECEIVE SUPPORT

Facilitation of important organizational strategy, planning or review sessions - whether face to face, blended or virtual.

### **What you will receive**

- Customized design of session(s)
- Preparatory content materials (slides, exercises, supportive readings/podcast episodes, videos, worksheets, learning journals)
- Delivery of session(s)
- Debrief with client to discuss consultant's observations on dynamics, issues, tensions, victories; identification of next actions for client; potential pain points in the future

### **Timeline**

customized

## LET'S TALK!

THE FEE/RETAINER LEVELS DEPEND ON YOUR SPECIFIC NEEDS AND PROFILE

### **Tosca's email**

tosca@5oaksconsulting.org

### **Phone**

+1 (315) 720 2135

### **Book a slot in my calendar**

<https://tosca5oaks.youcanbook.me>