



## Selah Organizational Cohort

### **Purpose:**

Increase the effectiveness and sustainability of a sub-set of Jewish social justice leaders and their organizations in service to strengthening the Jewish social justice field.

### **Individual and Organizational Outcomes:**

#### **Individual**

- Increased ability to center oneself & act in a conscious, deliberate & mindful way
- Greater clarity of purpose & inspiration for their work
- Increased ability to transition from working in a crisis mentality to being more reflective & intentional about their work
- Increased ability to pace & balance professional priorities
- Increased ability to manage own feelings & reactions
- Greater relational skills, trust & rapport with others
- Increased ability to sustain oneself for a longer, healthier & more effective engagement in social justice work
- Increased ability to succeed in their role at organization
- Experience new & meaningful ways to explore the intersection between Judaism, social justice & leadership

#### **Organizational**

- Formation of a “change-team” within each organization to support increased organizational effectiveness and long-term organizational transformation
- Facilitation & modeling of improved leadership, management practices & perspectives learned through trainings, such as:
  - Strategic analysis of major organizational decisions
  - Organizational goal setting & planning
- Enhanced ability to create & sustain effective, high-performing teams using tools & perspectives learned through trainings, such as:
  - Reflective & intentional practices with staff
  - Practices that align individual & organizational values
  - Professional development opportunities
  - Peer coaching & feedback techniques
- Successful integration of leadership & management practices into organization, that help create positive behaviors, practices & culture

- Increased trust between Jewish social justice organizations participating in the cohort
- Increased organizational effectiveness resulting in a stronger Jewish social justice movement

### **Training Process:**

- 4-6 Jewish social justice organizations (3-6 staff representatives from each organization) participate in two intensive Selah Leadership Program retreats. April 19-22, 2009 and October 25-27, 2009
- Each organization applies monthly Selah homework practices within their organizations and teams in between retreats
- The organizational cohort becomes a learning community designed to build trust and create an accelerated learning environment within and between participant organizations
- The representatives from each organization become the foundation for a “change-team” within their organizations. While there is no predetermined change agenda, the change-teams will help identify and support their own organizational change processes.

### **Criteria for applicant organizations:**

- Be a Jewish social justice organization (at least 50% of organization’s resources directed at addressing the root causes of social, racial and/or economic injustice and/or work with directly impacted communities)
- Engaged in building the progressive Jewish community on a local, national or international level
- Demonstrated track record of success OR an up and coming organization with momentum and high potential for success
- Organizational commitment to bring the Executive Director and between 3-6 key staff members to all training dates
- Sincere desire and interest in implementing the Selah leadership practices into the organizational culture
- Willingness to learn and develop/renew relationships with 3-5 other Jewish social justice organizations within the cohort
- Organizational contribution of \$500 - \$1,500 depending on organizational budget to subsidize training costs. This payment covers the training, food and lodging costs for all participants during the retreats. Deposit of \$500 to be submitted with application\*\* All travel, food and lodging to and from retreats is the responsibility (financial and logistical) of the participant organizations

\*\*By submitting an application and \$500 deposit, the organization is committing to holding the dates for all listed staff members until the selection process is complete.

Organizations that are not selected will be refunded the \$500 deposit. Organizations that are accepted will use the \$500 deposit towards their full payment. Any organization that retracts their application anytime during the selection or acceptance process will lose their \$500 deposit.

### **Expectations from all participant groups:**

- Executive Director/President participates in all retreats and homework
- All participants attend all retreat dates in full. April 19-22, 2009 and October 25-27, 2009.
- All participants commit to completing homework in between retreat sessions.
- Organizations with staff members who are past Selah participants will identify a plan to include past Selah participants in completing homework assignments in between retreat sessions with the current participants.
- All participants will complete two on-line surveys, an organizational intake survey, and a 360 degree evaluation, before attending the first retreat
- All participants have an interest and commitment to personal and organizational transformation

### **Who should participate from each organization?**

The goal of the organizational cohort is to create a “change-team” within each organization to support long-term organizational sustainability and effectiveness. We are looking for the best subset of people from each organization to take the Selah practices (individually and collectively) and apply them into their organizational contexts. We recognize that organizational size, management structure, existing organizational culture, particular personalities and other factors make it difficult to prescribe who will make the strongest “change team” to participate in this process. Below are guidelines for participation - we leave the final nominating decision up to the Executive Director.

Questions to consider in making nominations:

- Who are the top performers for whom leadership and management skill-building is a priority?
- Who has the power – personal, positional, etc. – to bring back and apply the Selah principals to the organization that will lead to widespread practice?
- Who will be a strong member of a team working inside the organization to bring about greater effectiveness?
- Who has the personal appetite for reflection and on-going learning?
- Who will be staying within the organization long enough to merit this investment?
- Which combination of leaders who might create a fresh and innovative dynamic together, if given the opportunity?

When you fill out the application, please list the participants in order of priority. Until we review all applications we will not know how many slots will be available for each organization. Each organization will have a minimum of three slots.

Suggested break down for staff participation:

- Executive Director/President (mandatory)
- Senior Manager(s) who operate cross-organizationally
- Mid-level Manager(s) who has influence, strong relationships and the potential for future increased organizational responsibilities
- Optional: Board chair or influential Board member who is deeply engaged in day-to-day work of the organization

With the exception of the Executive Director, past participants of Selah are not eligible to participate in this cohort (due to limited resources and the desire to provide Selah to as many people as possible). However, past Selah participants will be engaged in the monthly homework and the trainers will provide explicit directions for integrating the past Selah participants into the on-going work.

### **Selection Process:**

The participant organizations will be selected by the Selah Advisory Board. The Advisory Board will read all completed applications and rate each applicant organization based on:

- Organizational “ripeness”: the degree to which an organization has demonstrated need for, and commitment to applying, the Selah practices and/or; the organization is in a moment of growth and would highly benefit from Selah and/or; the organization has a number of past Selah participants and this Organizational Cohort would help catalyze deeper organizational transformation
- A track record of success for both the Executive Director and the organization itself
- An appetite for reflection, on-going learning and leadership development
- The degree to which the organization contributes to a diverse and dynamic cohort (i.e. all Selah cohorts purposefully combine individuals who represent a range of organizations, issues, sectors, identities, etc. We believe this creates a rich learning environment. We will strive to create a diverse learning community for the Organizational Cohort as well)
- The clarity and thoughtfulness of the application

All organizations will be notified about their status by January 16, 2008.

### **How much does the Selah Organizational Cohort cost?**

Selah is generously subsidized through a grant from The Nathan Cummings Foundation. The cost of the Selah Leadership Program for Organizations is on a sliding scale from

\$500 - \$1500, based on your organization's budget. Please see the scale below. Cost includes room, board, materials, and all training. It does not include travel.

**Selah Leadership Program Sliding Scale Tuition**

<b>If your organization's annual budget is:</b>	<b>Selah Tuition</b>
\$0 < \$249,999	500
\$250,000 - \$499,999	700
\$500,000 - \$999,000	900
\$1,000,00 - \$4,999,999	1100
\$5,000,000 - \$9,999,999	1300
\$10,000,000 and up	1500