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Emily Sterling is the one you call when you see too much opportunity and you're overwhelmed by it. She is our go-to when we have a very complex situation or uncharted territory that we're heading into and we need somebody who can zoom all the way out to help us figure it out, and then also get into weeds, guide us or actually lead us, to the place that we need to go.

Executive at \$500m Foundation, 2018

Cohort Capacity Building

Customized, high-impact, cost-effective support for foundation portfolios and national nonprofits with affiliates/chapters

Olive Grove Collective has deep experience working with foundations to support a cohort of their grantees, and national organizations to support their affiliates or chapters.

Olive Grove helps foundations and national networks support their portfolios in ways that are cost-effective, while being customized and highly relevant to each entity. We enable collective understanding and shared resources, while recognizing the unique needs and context of each participant.

We don't tell participants what to do, but rather we teach them new ways to think about issues — approaches they can apply to numerous other situations to increase their impact and resilience. We also help mitigate risks and protect investments.

The most frequent challenges and quandaries we hear from our clients with grantee portfolios and affiliate/chapter relationships include:

- ❖ I want to improve the effectiveness of all my grantees, but I can't invest in high quality capacity building for every one of them individually
- ❖ I know that my grantees face many similar risks, and yet they are all approaching the issues differently and in silos so it is expensive and lacks collaborative leverage
- ❖ All my chapters need strategic planning, but the approaches and quality are all over the place
- ❖ We see a wave of CEO transitions, particularly founder transitions coming, and my grantees are in no way prepared
- ❖ Our portfolio doesn't have a shared framework or approach to adapting to constant change — individually or collectively
- ❖ My affiliates are struggling due to big funding or economic shifts, and I want to shore them up to protect their mission and our investment
- ❖ Traditional cohort training is too "cookie cutter" to be relevant to a group with unique situations and constituents
- ❖ We don't have a cadre of qualified consultants locally to support our portfolio; or, our grantees are geographically dispersed and we can't gather them in person for workshops

“Wicked smart strategists who inspire confidence in situations of uncertainty.”

Foundation Senior Leader, 2018

The most common program is comprised of 6 virtual workshops over 6 months (2.5 hours each), engagement between sessions, and a monthly check-in with the sponsoring foundation/organization. Fees for a cohort of up to 10 participants are \$100,000. Fees for a maximum of 20 participants are \$180,000.

It is possible to run multiple cohorts simultaneously to engage more grantees/affiliates on the same or different topics. We can completely customize a cohort program by addressing additional topics, adjusting the number and timing of workshops, adding one-on-one coaching, incorporating guest speakers, and other options.

Some of the most sought-after topics include:

- ❖ Strategy development/strategic thinking
- ❖ ED/CEO transitions - particularly complex, long-term leader, and founder transitions
- ❖ Successfully navigating complexity, change, or challenges
- ❖ Mission-driven, high-integrity options and decision making in times of crisis
- ❖ Fruitful collaborations
- ❖ Navigating stages of development and growth
- ❖ The foundations of increasing organizational capacity and competency
- ❖ Defining and implementing high-impact governance
- ❖ Hospice for nonprofits - responsible and conscious sunsetting
- ❖ Group coaching for powerful, resilient leadership

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To have somebody who has that deep history and knowledge of trends and current thinking in the industry - that is very helpful.

Foundation Senior Leader, 2018

Foundations and Nonprofits face many challenges and opportunities as they execute on their mission.

Are you ready to give your grantees, affiliates, and chapters the support and know-how they need to help propel their mission and your investment forward with clarity and impact?

Email us at info@theolivegrove.com.