

BUILDING MODERN DAY LEADERSHIP THROUGH PRO BONO

A Case Study on Macquarie’s Civic Edge Program

THE OPPORTUNITY

Leadership Development in the Modern Era

Demands on corporate leaders are greater today than ever before. Companies face complex challenges characterized by increasingly collaborative contexts, numerous stakeholders, and thorny decisions. More and more, leadership development professionals at top companies are recognizing the necessity of providing their top talent with innovative, dynamic opportunities for development – particularly those that take place outside of the classroom.

At the Taproot Foundation, we know pro bono to be a powerful tool for experiential leadership development. We partner with leading companies to help them integrate pro bono into their talent development strategies. This case explores how, together with Macquarie Group Foundation and Macquarie’s Talent Development arm, Taproot worked to create Civic Edge, a program designed to provide participants with the opportunity to develop and demonstrate the competencies necessary for effective leadership today.

THE PROGRAM

Applying Leadership Training through Civic Edge

Through Civic Edge, small teams of Macquarie’s future leaders are paired with nonprofit organizations facing critical challenges. Over the course of many intensive weeks, Macquarie teams work to design solutions that address their nonprofit partners’ needs and build their capacity.

Civic Edge is intentionally designed with special features that build key leadership skills among Macquarie participants, such as setting direction, influencing others, fostering collaboration, and more. To start, pro bono consulting teams are composed of leaders across functions, which allows them to learn to collaborate and break down organizational silos. Then, as work gets underway, participants are tasked with setting the initial direction of their project, which pushes them to balance competing ideas and negotiate strategic priorities. And finally, the program concludes with the \$10K Civic Edge Challenge, a competition in which teams pitch their projects to senior-level executives in the hopes of securing funding for their nonprofit partners – thereby honing their skills in presenting to new audiences and synthesizing and distilling key findings.

Civic Edge is a critical component of the Macquarie Director Program (MDP), a yearlong leadership development initiative that engages a cohort of high-performing cross-functional leaders from across businesses at the company. Civic Edge strengthens the MDP curriculum by providing a real-world opportunity in which participants can apply the skills and frameworks they learn in the program in new and exciting contexts with nonprofit partners.



“With Civic Edge, directors can take what they are learning in our Macquarie Directors’ Program and apply it, hands-on, in the nonprofit sector. We had participants reporting this program has been one of their career highlights.”

Ange Burt, Chief Operating Officer, Americas, Macquarie Group

CIVIC EDGE LEADERSHIP DEVELOPMENT IMPACT*

91%

of Macquarie leaders would recommend this program as a professional development opportunity to other MDP participants.

100%

of Macquarie leaders found it fulfilling to apply their expertise in a new and different context.

91%

of Macquarie leaders noted that the skills they learned in MDP were applicable to their nonprofit project assignment.

*The above statistics were taken from a post-program survey of Macquarie Civic Edge participants in March 2017.

THE IMPACT

Civic Edge and the Nonprofit Sector

Not only does Civic Edge comprise a key talent development lever for Macquarie's future leaders, it also provides invaluable support for the company's nonprofit partners. The HAY Center is one such partner that recently participated in Civic Edge – their story is told below.

THE HAY CENTER

Mission: Empowering current and former foster youth to be successful, productive adults through training and mentorship in education, employment and personal achievement.

Overview: Having recently undergone significant growth—including a large increase in the volume of donations and volunteers received—the HAY Center needed assistance in establishing an efficient, simple way to manage their donor and volunteer database which had previously been manually operated, paper-based, and time-consuming. The Macquarie Civic Edge team conducted a comprehensive needs assessment and significant research, following which they were able to make a recommendation as to a provider for a data management system. They also developed and executed an implementation plan to ensure the HAY Center's success once they began using the system.

"Macquarie team members really took the time to learn about our organization and meet our needs. They were 100% invested in the success of the project. It is anticipated that we will see a 25% increase in volunteer participation with better targeting and communication with volunteers."

Mary Green, Executive Director

THE TAKEAWAY

A Model for Leadership Development through Pro Bono

Today's work environment calls for leaders who are armed with cross-sector experience, unique perspectives, and a dynamic approach to problem solving – as well as soft skills like influencing, direction-setting, and navigating ambiguity. By providing a space for emerging leaders to apply their learned leadership development skills outside of their everyday setting, the Civic Edge program enables Macquarie's Directors to develop exactly these competencies and more, building stronger leaders with the capacity to meet modern leadership demands.

Overall, Macquarie's Civic Edge helps showcase the effectiveness of leveraging pro bono as an integral tool for talent development. Through Civic Edge and other programs of its kind, we can see how companies can build unique, cross-sector leadership development opportunities for high-potential employees to emerge as next generation leaders for the modern era.



Taproot Foundation, a national nonprofit, connects nonprofits and social change organizations with skilled volunteers through pro bono service. Taproot is creating a world where organizations dedicated to social change have full access—through pro bono service—to the marketing, strategy, HR, and IT resources they need to be most effective. Since 2001, Taproot has worked with over 60 Fortune 500 and other organizations to develop best-in-class pro bono programs. Over 4,600 social change organizations have been served through 1.5 million hours of work worth over \$160 million in value. Our Advisory Services practice has partnered with over 75 leading companies across the globe to develop best-in-class, customized, in-house pro bono initiatives. Taproot is located in New York, San Francisco Bay Area, Los Angeles, and Chicago and is leading a network of global pro bono providers in over 30 countries around the world. For more information, contact

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