

# THE HAAS LEADERSHIP INITIATIVE

## OVERVIEW

At the Evelyn and Walter Haas, Jr. Fund, we believe that the vision and skills of talented and committed leaders are the driving force behind the organizations and the movements we support. Whether they are advancing policies that welcome immigrants, fighting for marriage equality, or reducing the achievement gap for students from low-income communities, organizations need strong and capable leaders on both the staff and board to achieve their goals for social change.

Motivated by this belief, the Haas, Jr. Fund launched the Haas Leadership Initiative in 2005. **The initiative's goal is to advance solutions that enable leaders to get better results for their organizations and movements.** Through the end of 2012, the Fund has made grants totaling \$21.6 million in this program area.

The Haas Leadership Initiative includes the following core elements:

### THE FLEXIBLE LEADERSHIP AWARDS

The Flexible Leadership Awards (FLA) program has provided substantial leadership development support to enable more than 45 Haas, Jr. Fund grantees to spend three to five years implementing solutions to the leadership challenges and opportunities they face.

Organizations participating in the program are playing a critical role in advancing rights and creating opportunities in the Fund's priority areas of immigrant rights, gay and lesbian equality, and education equity. While participating in the FLA, they all continue to receive separate program or general operating support grants from the Fund to sustain and grow their core programs and operations.

Activities supported by the Fund's FLA investments—including executive coaching, board development, and training for executives and senior teams—have led to documented gains in effectiveness and impact for these organizations. An independent five-year evaluation of the first cohort of FLA organizations found that 13 of 14 met or surpassed the leadership and mission goals they set at the start of the program. In addition, 13 of the 14 organizations grew their budgets an average of 64 percent between 2005 and 2010, for a total \$19 million portfolio-wide increase, despite the economic downturn in 2008-09.



**Mei-ying Williams,**  
Operations Director, Asian Pacific  
Environmental Network

evelyn & walter  
**HAAS JR. fund**

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## WHAT DO WE MEAN BY “LEADERSHIP”?

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The simplest definition of leadership is *mobilizing others to take action*. This means helping leaders develop core skills in a number of areas that include:

- Discovering opportunities in the external environment;
- Cultivating a shared sense of purpose and engaging the hearts and minds of staff, board and constituents;
- Communicating a compelling vision of the future;
- Developing clear goals and strategic priorities, and a system to track them;
- Building the fundraising capacity to raise necessary financial resources;
- Ensuring there are strong board and staff teams in place; and
- Learning and adapting to change along the way.

The Haas Jr. Fund believes strong leadership is essential at all levels in nonprofit organizations. We define leadership to include not just executive directors but also board leaders and senior teams.

## ADDITIONAL LEADERSHIP INVESTMENTS

In addition to deep, multiyear investments in the organizations participating in the FLA program, the Haas, Jr. Fund helps address leadership challenges at broader field or movement levels. For example, the Fund has helped to establish two signature fellowships that address critical leadership challenges in the immigrant and gay and lesbian rights movements:

- The Pipeline Project’s *21st Century Fellowship* targets up-and-coming leaders of color in gay and lesbian rights organizations nationally.
- The Rockwood Leadership Institute’s *Fellowship for a New California* is creating networks of strong leaders of immigrant advocacy organizations across the state.



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21st Century Fellows

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## ADVANCING THE FIELD OF NONPROFIT LEADERSHIP

The Haas, Jr. Fund is committed to exploring and advancing effective approaches to strengthening leadership in the fields and movements in which we work. The Fund’s FLA program has created a “learning lab” for identifying gaps and highlighting promising approaches. For example, we helped pioneer and develop best practices around executive coaching in the nonprofit sector.

As part of the Haas Leadership Initiative, we are committed to “learning out loud”—reflecting on challenges, asking hard questions and sharing promising practices through articles, conferences, blogs, and other engagement activities. One of our current priorities is to identify how foundations can better support grantee leaders with chronic fundraising challenges. **Our ultimate goal is to increase investment in strengthening leadership across the social-change sector so that organizations and movements have the leadership they need to advance rights and create opportunities for all people.**

# FLEXIBLE LEADERSHIP AWARDS

## THE HAAS LEADERSHIP INITIATIVE

The Evelyn and Walter Haas, Jr. Fund launched the Flexible Leadership Awards (FLA) program in 2005. **The program's goal is to support leaders so they can more effectively advance the goals of their organizations and the movements in which they work.**

The FLA program is an expression of the Fund's profound respect and support for the nonprofit leaders who are doing the hard work that is vital to creating a more just and caring society. The program also reflects our conviction that investments in leadership lead not only to improved performance for organizations, but also to stronger movements and accelerated social-change.

Currently, the Flexible Leadership Awards serve 45 grantees from the Fund's primary program areas: gay and lesbian rights, immigrant rights and education equity. The awards give these local, state and national organizations targeted support to focus on strengthening their leadership. (FLA grantees continue to receive separate program or operating support grants from the Fund.)

## RESULTS

While the prevalent approach to assessing leadership development programs relies on exit surveys, the FLA program took a much more intensive approach to evaluating impact. Backed by hard evidence, an independent, five-year evaluation showed that the FLA program was highly successful in helping leaders get better results for their organizations and their movements. Almost all (13 of the 14) FLA grantees in the first cohort not only met their leadership development goals but, more importantly, achieved the strategic goals they had set for their organizations. In addition, 13 of 14 dramatically grew their budgets, by an average of 64%, despite the economic recession; and seven organizations completed successful executive transitions between 2005 and 2010.



"Because I participated in the FLA program over several years, through different stages of my organization's development, the organization benefited in a much deeper way. The emphasis on my individual leadership was integrated into what was good for the organization overall."

**NTanya Lee**, former Executive Director, Coleman Advocates for Children and Youth



FLA grantees attending a peer learning convening

## HOW IT WORKS

The FLA program starts with a simple question: **Where does your organization want to go and what kind of leadership does it need to get there?** It engages executive directors, senior staff and board members to think strategically about their goals and the skills, teams and organizational systems needed to carry out their work.

A Flexible Leadership Award consists of three key elements:

- **GRANT FUNDING.** The initial FLA award is a one-year grant to selected Fund grantees to help them tackle short-term leadership development goals. From among this group, we then identify a smaller group for multi-year funding. These are organizations whose work is most central to the Fund's grantmaking priorities and whose leaders have demonstrated interest and readiness to take on deeper, transformational change.

Organizations selected for multi-year funding receive \$35,000-\$50,000 per year for at least three years that they can use to pay for coaching, training and specialized consulting on specific issues like senior team development, strategic planning and board development.

- **AN ADVISOR.** Each organization works with a "plan consultant" who helps its leaders create a leadership development plan and determine what resources they need to implement it. The plan consultant becomes an expert ally to help the organization make informed and strategic choices about how to select consultants and how to sequence and sustain the leadership development work.
- **PEER LEARNING.** The Haas, Jr. Fund convenes FLA grantees regularly to provide opportunities for peer learning and mutual support.

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## EXAMPLES OF HOW ORGANIZATIONS USE FLA SUPPORT

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**STEPPING UP TO NEW LEADERSHIP ROLES.** Almost all of the executive directors tackle variations of the same fundamental question: What does my organization demand of my leadership and how do I step up to provide it? For some, this means mastering the skills and mindset needed to be effective in their external roles as movement leaders, fundraisers or advocates. In order to improve its advocacy in federal policy-making circles, one ED worked on both ‘soft’ (e.g., gaining confidence) and ‘hard’ (e.g., networking strategies) aspects of his leadership. For others, it means improving their internal leadership. This might mean shifting from being the ‘most senior program expert’ to a leader who develops and supports the organization’s program experts.

**DEEPENING THE LEADERSHIP BENCH.** Organizations have used their FLA support to invest not only in the executive director but also in senior management teams. Among the outcomes of this work is a shift from operating in silos to shared leadership of the organization as a whole among senior teams.

**STRENGTHENING BOARD LEADERSHIP.** FLA grantees have sought to address challenges relating to board engagement that are common in the nonprofit sector. Priorities have included: engaging board members more effectively as stewards, strategic thinkers and fundraisers; diversifying the membership of boards; and mobilizing board members to become more effective advocates in their communities.

**MANAGING INTERNAL AND EXTERNAL LEADERSHIP ROLES.** The tension between internal and external duties is a challenge for many leaders of social-change organizations. Internally, they must be skilled managers and motivators, while they also have to play a strong external role raising funds and advocating for social-change. Through coaching and other support, the FLA program helps executive directors redistribute leadership responsibilities and move beyond an unsustainable “heroic leader” model.

**FACILITATING EXECUTIVE TRANSITIONS.** Quite a few organizations have gone through an executive transition while participating in the FLA program. FLA support has enabled these organizations to manage the transition successfully through coaching for departing and incoming executives, support for boards as they initiate and manage a search, and onboarding support for new executives.

## GUIDING PRINCIPLES

The FLA program is shaped by the following principles:

- 1. It tightly links organizational and leadership goals.** To define their leadership priorities, organizations participating in the FLA program start by identifying or clarifying the overarching impact or social-change goals they aim to achieve. This in turn shapes the leadership development agenda. The work revolves around the core question:  
*Where does an organization want to go in three to five years and what kind of leadership does it need to get there?*
- 2. It is tailored to grantee priorities and needs.** By providing organizations with expert guidance, real-time support, and dedicated leadership resources, the FLA program is based on an understanding that one-size-fits-all approaches to leadership development do not work.
- 3. It is selective.** Organizations eligible for the FLA program are Haas, Jr. Fund grantees that play a strategic role in the foundation's core program areas. The program does not cherry-pick high-potential leaders, nor does it target organizations that are struggling. Rather, the program provides highly focused support to grantee organizations that are ready and committed to take their leadership to the next level.
- 4. It provides multi-year support.** Personal and organizational growth takes time. The FLA program recognizes that it takes at least three years of support to help an organization significantly strengthen its leadership. This does not mean that leadership development requires huge investments; rather, the Fund's experience shows that modest, reliable grants of \$35,000-\$50,000 can yield impressive results.
- 5. It reaches beyond the executive director.** The FLA program is about more than developing executive directors alone. The Haas, Jr. Fund knows that leadership development is most effective when it is focused on the entire leadership team of an organization, including the executive director, the board and senior staff.
- 6. It is focused on deep transformational change.** Rather than just helping organizations respond to an immediate crisis or tackle a discrete leadership challenge, the FLA program helps organizations carry out deep, long-term work that can transform the way they operate and significantly increase their success in advancing social-change.



## FELLOWSHIPS

## THE HAAS LEADERSHIP INITIATIVE

The focus of the Haas Leadership Initiative is on supporting individual organizations and their leaders to become more effective in achieving their social-change goals. At the same time, the Haas, Jr. Fund recognizes that there are urgent leadership gaps in the movements we support that require broader, fieldwide solutions. That's why we are supporting efforts to identify and develop new leaders for these movements.

In recent years, the Haas, Jr. Fund helped design and provide seed funding to fellowship programs that address critical leadership challenges in two movements: the Fellowships for a New California in the immigrant rights movement, and the 21st Century Fellows Program in the gay and lesbian rights movement.



“The fellowship has helped us strengthen the California immigrant rights movement, find new ways of working together and see new possibilities.”

**Rev. Deborah Lee**, Project Director,  
Interfaith Coalition for Immigrant Rights-CLUE-CA

## FELLOWSHIP FOR A NEW CALIFORNIA

California is home to a higher proportion of immigrants than any other state. To build a powerful voice for change at the state and national levels, California's immigrant rights movement needs a strong network of leaders who are able to work well together.

In 2010, the Haas Leadership Initiative partnered with the Rockwood Leadership Institute to launch a training program for a group of 22 senior leaders from immigrant rights organizations from across California. The 10-month intensive program is designed to develop core individual leadership skills while fostering stronger relationships and networks across organizations. The program includes residential retreats, professional and peer coaching sessions, and additional leadership support.

Based on the success of the first cohort, the Rockwood Institute is launching a second and third cohort with additional funding support of the California Wellness Foundation, the James Irvine Foundation and the Weingart Foundation.



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“The Pipeline fellowship allowed me the opportunity to reflect on my personal leadership, values and vision for the work I want to contribute to the LGBT movement. Mil gracias.”

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**Laura Valdez,**  
Deputy Director, Gay-Straight  
Alliance Network

## THE 21ST CENTURY FELLOWS PROGRAM

People of color are greatly underrepresented in the executive leadership of lesbian, gay, bisexual and transgender (LGBT) organizations. This lack of diversity in leadership positions can be an obstacle to advancing the rights of the LGBT community.

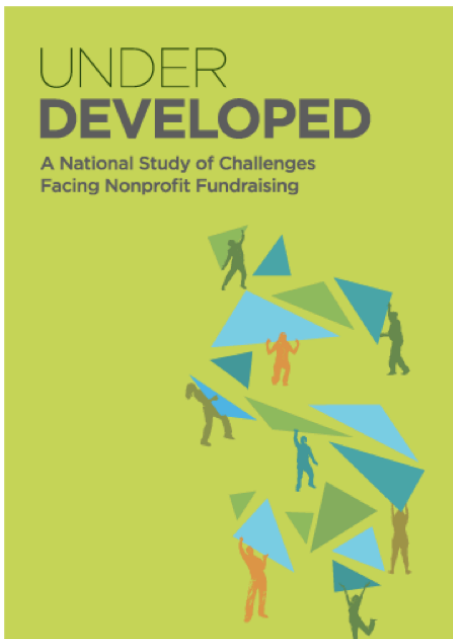
Seeking to bring more diversity to the leadership of the movement, the Haas, Jr. Fund partnered with the Pipeline Project to launch a new initiative designed to provide intensive support to emerging leaders of color at LGBT organizations.

The Pipeline Project’s 21st Century Fellows Program, established in 2009 with additional support from the Arcus Foundation and the Gill Foundation, enrolls 15-20 people each year in a yearlong program of leadership retreats, skills training and peer learning opportunities. Among the goals of the program are: to support and retain those managers who have committed themselves to careers in the LGBT movement; to provide them with the assistance they need to advance as leaders; and to foster lasting professional peer networks among people of color within LGBT organizations.

In addition to participating in retreats and other training, fellows receive a \$3,500 stipend and work with a “plan consultant” who helps them design and implement individual leadership development plans. The plans include specific leadership goals and activities to reach those goals (e.g. coaching, trainings, conferences).

A 2011 evaluation found that almost half (45%) of the fellows had assumed a more senior leadership position in their organizations since participating in the program, and many reported taking on greater responsibilities in their current positions.





The private sector has invested heavily over many years in developing a strong body of knowledge and practice to support effective leadership. Business interests have created numerous institutions devoted solely to leadership topics, while executives, researchers and other authors have published countless volumes on the subject.

In contrast, it can be a challenge to find solid, reliable information about how to develop nonprofit leaders and strengthen leadership for social-change organizations and movements. The Haas, Jr. Fund is working with a range of partners to remedy this. Our goal is to advance the field of nonprofit leadership development. We want to broaden understanding among foundations and nonprofits about how leadership development can strengthen organizations and about the most effective types of leadership support.

Through our five-year evaluation of the Flexible Leadership Awards program, we identified lessons about how funders and practitioners can best support leadership development. In addition, we have partnered with other experts in the field to develop new resources on a range of leadership development topics that includes:

- **How to use coaching to strengthen nonprofit leadership.**

We have created a variety of resources to help advance the field's understanding of coaching as a strategy for building effective nonprofits.

- **How to build leadership for social movements.**

The Haas, Jr. Fund is working with the Management Assistance Group to pilot and share promising strategies for how to help social-justice leaders grapple with the challenges of running their organizations while also providing leadership within a coalition or movement.

- **How to make fundraising a core leadership function for nonprofits.**

The Haas, Jr. Fund worked with CompassPoint on a nationwide survey that has sparked a fieldwide conversation about the challenges of nonprofit fundraising and possible solutions.



■ **How best to support next-generation nonprofit leaders.**

We supported in-depth analysis and research on the needs and characteristics of new nonprofit leaders who are called upon to carry the torch for social-change.

■ **How to address the governance challenges of small and mid-sized nonprofit boards.**

The Haas, Jr. Fund has become a strong supporter of efforts to help foundations and nonprofits explore strategies for creating stronger nonprofit boards.

■ **How to ensure more successful and smoother executive director transitions.**

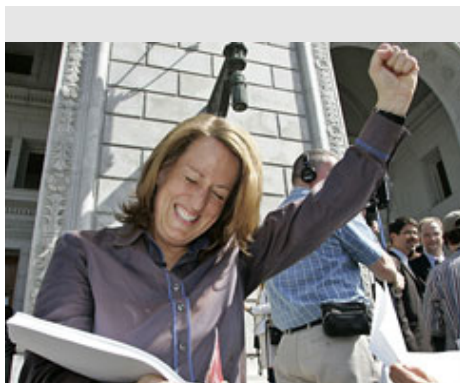
The Haas, Jr. Fund teamed up with the Annie E. Casey Foundation, CompassPoint and others to develop an array of resources addressing transitions and succession planning.

■ **How to make nonprofit strategic planning better and faster.**

The Haas, Jr. Fund supported research and a pilot effort to develop quicker, less costly, more effective alternatives to traditional strategic planning. One result was a book on the topic.

■ **How sabbaticals can sustain seasoned leaders and build organizational capacity.**

The Haas, Jr. Fund helped publish a study that highlighted how sabbaticals can support the retention of seasoned leaders while strengthening board governance and senior staff capacity at their organizations.



**Kate Kendell,**  
Executive Director, NCLR  
FLA grantee



### How the National Center for Lesbian Rights used FLA support to fortify their marriage equality work

The National Center for Lesbian Rights has been a Haas, Jr. Fund grantee since 1999. Over the years, NCLR has received nearly \$2 million from the Fund, including leadership support. The Fund has always viewed NCLR as a crucial organization in the movement for gay and lesbian rights—and its stature and role in the movement were growing when NCLR was invited to participate in the Flexible Leadership Awards program in 2005. At the time, NCLR was experiencing significant growth, with both its budget and staff expanding by a factor of five in just five years.

To meet the challenges presented by growth and its higher profile in the movement, NCLR was experiencing a need to strengthen its management and operations. One of the most urgent needs was broadening its leadership from the two-person team of Executive Director Kate Kendell and Legal Director Shannon Minter. At the same time that they were trying to manage the organization's rapid growth, Kate and Shannon also were playing an increasingly important role as national leaders in the marriage equality movement. They were overstretched, and the leadership support from the Haas, Jr. Fund was an opportunity to help NCLR figure out how to ease the burden on Kate and Shannon while making the organization stronger and more effective.

Like a lot of other organizations in the Flexible Leadership Awards program, NCLR had a laundry list of areas they could have focused on as they tried to figure out how best to strengthen their leadership. But, in the end, they decided on three priorities that were most critical to their advocacy goals. The first was to support Kate and Shannon to bring on, and share leadership with, other senior staff members. Second, with everything going on in the movement for LGBT equality these last few years, they wanted to be more thoughtful and strategic in their decision-making and priority-setting. And third, they wanted to strengthen their fund-raising and communications so their staff could be more effective supporting the organization's growth and its expanded policy work.

Between 2005 and 2010, NCLR received \$260,000 in leadership support from the Haas, Jr. Fund. This amounted to about \$50,000 per year that they spent on consulting, coaching, training and other activities to build and strengthen their leadership. As an example, the funds supported an experienced executive coach, Gail Ginder, who has worked closely with Kate and Shannon and the rest of the senior staff for more than five years. Gail facilitated team meetings and helped them think through a range of challenges and issues. That included everything from how to grow the staff and what to look for in new hires to what responsibilities should fall on whose shoulders. Gail also was someone they could call on to help the team reach consensus and respond effectively in times of crisis. Most importantly, this coaching has helped each of the staff leaders figure out how needed to shift their leadership styles

and behaviors to work together more effectively as a team.



**Shannon Minter,**  
Legal Director, NCLR

Another example of how they used this support is in communications and fundraising. In their first year in the Flexible Leadership Awards program, NCLR conducted a communications audit to find out more about how the organization and its work were perceived among its key audiences. They also brought in an expert communications consultant who helped them use social media more

effectively. And, with the coaching and consulting supported by the award, NCLR has been working to integrate their communications and fundraising with their programs and advocacy work so that the organization is sending a consistent and strong message in everything it does.

The most important result of this work is that NCLR now has a strong senior staff team, including the Directors of Communications, Development and Policy, that works collaboratively to set strategy for the organization and to share the responsibilities of

“When you don’t know, what you don’t know, you’re going to fall over yourself and make mistakes, and that’s what we were doing. There’s now a team that shares a whole range of responsibilities with me that I had not utilized before or even recognized the utility of before.”

**Kate Kendell,**  
Executive Director, NCLR

managing its programming and growth. This has allowed Kate and Shannon to play more high-profile roles in the LGBT movement.

NCLR also has successfully ramped up its communications activities and is now a go-to organization for news and commentary on key developments in the marriage equality debate. And NCLR has strengthened its fund development capacity and systems with the result that the organization was able not only to maintain, but dramatically grow, its funding base during an economic downturn that proved challenging for nonprofits across the country.

Nonprofit organizations and social change movements need strong leadership to succeed. Yet, in stark contrast to the business world, investing in leadership is not common practice in the nonprofit sector. It's often seen as nonessential—nice to have but not closely connected to the organization's success in achieving its goals.

The Evelyn and Walter Haas, Jr. Fund set out to advance understanding of how leadership development makes a difference—and what works—with a five-year evaluation of its Flexible Leadership Awards (FLA) program. The Fund's evaluation, conducted by Bill Ryan of Harvard University's Hauser Center for Nonprofit Organizations, took a detailed look at the 14 organizations in the first cohort participating in the FLA from 2005-2010. The study goes beyond the typical "self-report" surveys that inform most evaluations of leadership development programs, to take an intensive, multi-year approach to evaluating results and connecting the dots between investments in leadership and the impact on the work itself.

### ASSESSING RESULTS

In the FLA program, organizations define two sets of goals: a set of strategic organizational goals looking out 3-5 years and a related set of leadership development goals, as the examples in the chart below illustrate.

### SAMPLE FLA GOALS

	STRATEGIC GOAL	LEADERSHIP GOAL
Org A	Provide national leadership on marriage equality through litigation and advocacy in California and file briefs in six other states.	Build a stronger senior team so that the executive director and legal director can spend more time externally on advocacy.
Org B	Increase the community loan portfolio from \$8 million to \$18 million over five years.	Build the board's governance capacity to support and guide the expansion.



“I feel like more funders need to understand that the work flows from the leadership, and so investing in leadership **is** investing in the work.”

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**Erika Katske,**  
Director, San Francisco  
Organization Project

## CLEAR LEADERSHIP AND MISSION GAINS

Using multiple data sources and at least three outside assessments, the evaluator analyzed each organization’s success in meeting their goals. The upshot is that the FLA organizations were strikingly successful on both fronts: 13 of the 14 grantees met or surpassed their strategic organizational goals, and 12 of the 14 met or surpassed their leadership development goals. The evaluation shows that most of the organizations that surpassed their goals started with significant leadership challenges, made marked progress, and credit the FLA program as a turning point. Moreover, the evaluator found compelling examples of how the leadership work directly supported the organizational impacts.

Ryan’s interviews with executive directors underscored the connection between the investments in leadership and the impact of the FLA support on the overall work of these organizations. Said Erika Katske, director of the San Francisco Organizing Project: “I feel like more funders need to understand that the work flows from the leadership, and so investing in leadership is investing in the work.”

In addition, the evaluation identified other noteworthy indications of the FLA’s impact:

**STRIKING BUDGET GROWTH.** On average, the 14 organizations grew their budgets by 64 percent, for a total \$19 million portfolio-wide increase between 2005 and 2010. Only one organization saw its budget decline during this time period, despite widespread retrenching in the nonprofit sector due to the economic recession.

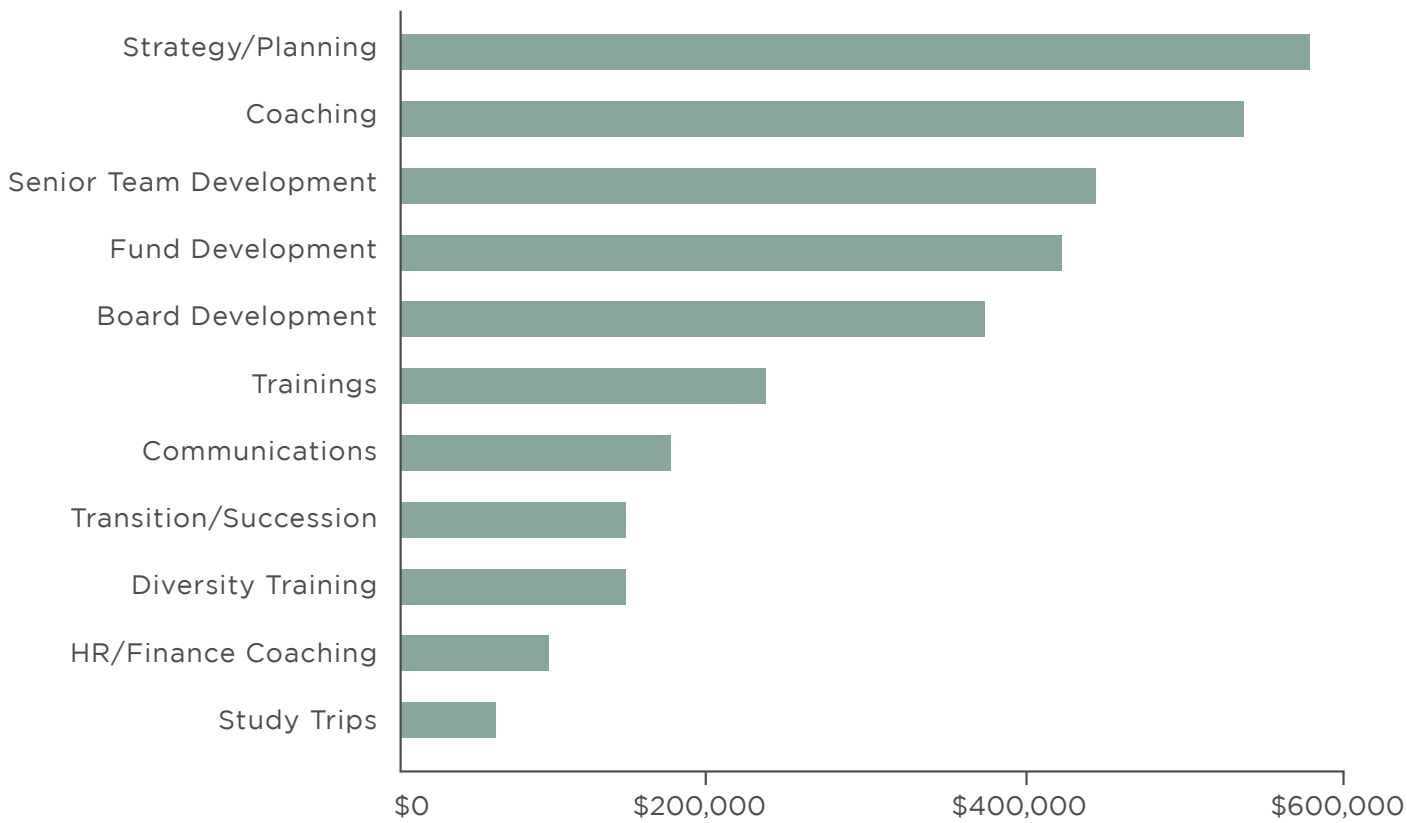
**SUCCESSFUL EXECUTIVE TRANSITIONS.** While the FLA program was not designed explicitly to support executive transitions, seven of the 14 organizations in the first FLA group negotiated successful transitions over the five years. In many of these cases, FLA resources helped the organizations navigate the tricky transition in leadership between a founding director and a new executive director, emerging from the process stronger and refocused.

HOW ORGANIZATIONS USED THEIR AWARDS

The Flexible Leadership Awards give organizations the freedom to select from a wide menu of possible leadership investments. Their choices shine a light on the types of leadership support that organizations believe can deliver the highest impact.

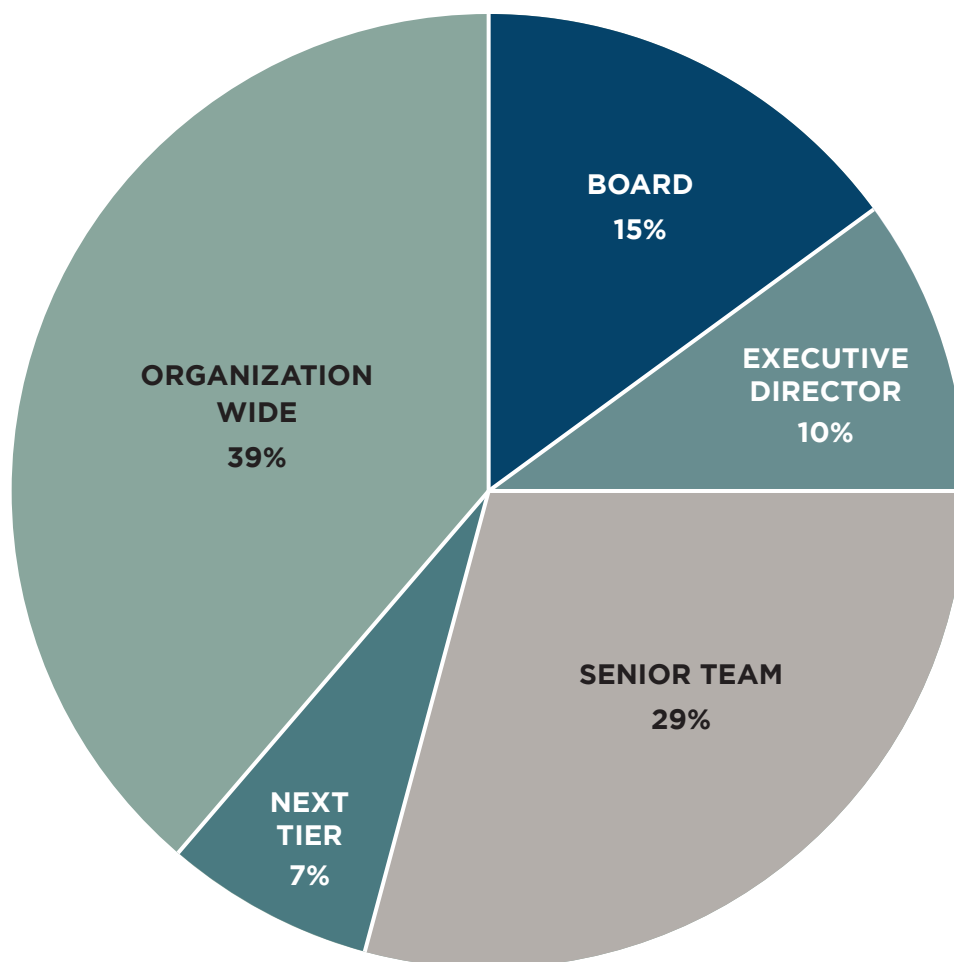
**COACHING CAN BE A GAME-CHANGER.** From the start of the FLA program, coaching was what grantees were most passionate about. A key theme that emerged from the Fund’s research and literature review on coaching, as well as the evaluation, was this: Coaching is highly cost-effective and has enormous power and potential to support not only individual but organizational goals.

WHAT DID GRANTEES INVEST IN?



**EMBRACING “DISTRIBUTED LEADERSHIP”:** Organizations participating in the program directed just 10 percent of their FLA resources to the executive director. Ryan’s research shows that many, if not all, of the FLA organizations chose to invest in senior management teams in order to create a deeper “leadership bench” and promote teamwork and distributed leadership. The “whole organization” category, garnering 39 percent of all investments, included funding for strategic planning, fund development, communications and other priorities.

#### WHOM DID GRANTEES INVEST IN?



## KEY FACTORS IN THE PROGRAM'S SUCCESS

Ryan's evaluation identifies a combination of three important factors that go beyond the grantmaking to explain the success of the FLA program. These include:

**EXPERTISE.** The FLA provided organizations with flexible resources to engage consultants with the expertise they needed to achieve their specific goals. In addition, the FLA provided an advisor, the "plan consultant," to work one-on-one with each organization and help them create a leadership development plan, determine what resources they need to implement it, and identify and engage high quality consultants.

**FOCUS.** The FLA program is structured to motivate organizations and their leaders to put in the time and attention needed to strengthen their leadership. By making an explicit connection between leadership and organizational goals, FLA removes the barrier that so often keeps organizations from doing this work: that there is "just too much else going on." In addition, through ongoing contact with plan consultants, executive director convenings, coaching sessions and other activities, the program, in Ryan's words, "created an environment conducive to sustained leadership development."

**ACCOUNTABILITY.** The FLA program includes systems and processes that support participants to be more accountable for achieving the goals they set at the start of the program. Progress reports, regular check-ins with their plan consultants, and coaching and consulting keyed to each organization's specific goals, help participants be honest with themselves about their progress and devise new approaches to help move the work forward in the face of stumbling blocks.