



A PODCAST WITH RUSTY STAHL | S3 EP1

WITH HOST
Rusty Stahl
Fund the People



The 8 Principles of Talent Investing

INTRO [00:00:03] You're listening to the Fund The People Podcast, I'm your host Rusty Stahl. On this show we serve up a healthy nutritious alternative to the nonprofit starvation cycle. If you work as a funder, a non-profit, or intermediary, we'll help you invest in America's nonprofit workforce to drive equity, effectiveness and endurance in our nonprofit and social justice community. So let's get going.

PILOT AD: Folks, Fund The People is cooking up a very exciting new program: The Funding that Works Academy, which will offer online courses that teach our new Talent Investing Framework right from our website. Our initial courses will focus on the fundamentals of talent investing, and there will be versions available for foundation professionals, foundation board members, nonprofit professionals, nonprofit board members and folks working in intermediary organizations, like consultants, educators and membership associations. We want to give our podcast listeners early access to this great new program, so if you fit into any of those broad categories that I just mentioned and you're interested in helping us to pilot the course, please send an email to info@fundthepeople.org and write Pilot in the subject line, you will get special early access to our cutting-edge content and help us make improvements to the course before rolling it out widely. So remember just email me info@fundthepeople.org and write Pilot in the subject line, and we'll get back to you with details. Thanks!

RUSTY [00:00:33] Welcome to Season 3 of the Fund The People Podcast, I'm your host, Rusty Stahl. Thank you for joining us. As you may know, I'm founder, President and CEO of Fund The People, you can find us at fundthepeople.org. Fund The People works to increase equity, effectiveness and endurance by maximizing investment in America's nonprofit workforce,

[00:01:03] we offer ideas, research, tools, education, consulting, and advocacy. This podcast is one of our programs.

We're a project of **Community Partners**, our fiscal sponsor based in LA, and Fund The People's offices are in Beacon, New York, in the Hudson Valley about 90 minutes north of New York City. Fund The People launched in 2014 and we started this here show in 2020.

This is not a general nonprofit or philanthropy show, where we cover a [00:01:33] whole variety of topics, under the broad umbrella of nonprofit stuff. This show is always about how and why philanthropy and nonprofits should and can invest in the nonprofit workforce. We respond to current affairs and we're opportunistic in bringing on interesting guests who are doing cool stuff or publishing new books right now, but within our overarching focus [00:02:03] and with that caveat that we try to be responsive to what's going on now.

We try to give each season a theme of its own and during this pandemic I've taken all the research, ideas, language and tools that we've developed at Fund The People since 2014 and put them into a cohesive framework. And we're calling this framework, **the Funding That Works framework**. It's all about funding that works for [00:02:33] the people who do the work.

Season 1 of the show explored the problem facing the nonprofit workforce. We reframed the problem from a deficit of leaders to a deficit of investment in the nonprofit workforce. Season 2 introduced the concept of talent investing, the intentional deployment of capital to support and develop nonprofit leaders and workers. And now in Season [00:03:03] 3, we're going to be exploring the principles of talent investing. And as part of our framework, **we've defined eight principles of talent investing**. So, I just want to share those with you because they're going to come up throughout the season, not always explicitly, sometimes implicitly, in the conversations we're having. So I wanted to share these eight principles with you.

The first is that nonprofit workers are awesome. Our workforce drives the success [00:03:33] of nonprofit organizations and their funders.

The second principle is that people are the bedrock of organizational effectiveness. So when you dig below results, outputs, programs, strategies and organizational capacity, under all that stuff, you'll find nonprofit people, workers and leaders. People are not overhead, they are bedrock. [00:04:03]

The third principle is to address the problem, not just the symptoms. We must end the chronic deficit of investment in the nonprofit workforce, not just put Band-Aids on the results of that deficit.

The fourth principle is that Talent Justice is essential to talent investing. Racism, sexism, classism and other inequities and isms [00:04:33] are baked into the problem. They're baked into that deficit of investment in the non-profit workforce. So the solutions that we offer must

advance intersectional racial equity and that's what we're talking about when we talk about Talent Justice.

The fifth principle is: take a supportive stance. Demonstrate intent to enable organizations to invest in their staff, not [00:05:03] to punish them if they're unable to fully support their staff.

The sixth principle is: it takes significant time and money. So this principle encourages us to take a long view and a generous approach regarding interventions in the nonprofit workforce and their results.

The seventh principle is that context matters. An organization's specific operating environment, demographics, [00:05:33] and the nature of its workforce, all contribute to its specific talent investing needs and opportunities. Another way to think about context matters is to think about your own context. What formal or informal power do you have or could you have based on where you're positioned in an organization or in this sector? How could you use that power to engage in talent investing, no matter where you are.

Finally, **the eighth principle is to lift up [00:06:03] the value of talent investing.** There's this wonderful opportunity to educate ourselves and our peers about the powerful value proposition of talent investing, through documenting stories and quantitative data, through evaluation and through communication. There's a real dearth of information about the return on investment of talent investing in the nonprofit sector, [00:06:33] and so we need to lift up the value of talent investing.

So those, my friends, are the eight principles of talent investing that I'm pleased to share with you. And they offer the framing for this season. I'm very excited about the guests we've got lined up for you. It's really an incredible set of leaders and thinkers. So I hope you enjoy the season.

Please if you are a regular listener of this show or [00:07:03] if you find episodes that you listen to in the coming weeks to be beneficial, please give us five stars on Apple Podcasts and I'd really appreciate it, extra credit, if you leave us a one or two sentence review on Apple Podcast. It helps people find the show through the algorithms and that's really important to grow the audience and grow the conversation. So, please do, at least, give us five stars if you're a regular listener, we'd appreciate it. And share the show on LinkedIn [00:07:33] or your other social networks. You can find Fund The People and tag us on LinkedIn, on Twitter, on Instagram, on Facebook. So, find us, tag us and talk about us and share the show.

Thanks for listening. I look forward to the next set of conversations we have coming at you and look forward to hearing from you. Keep it up.

OUTRO: Thanks for listening to the Fund The People podcast where we help you cook up nutritious and delicious alternatives to the nonprofit starvation cycle by investing in the nonprofit workforce. On behalf of myself, Rusty Stahl, our gracious guests and everyone who makes the show possible we hope you enjoyed the episode. You can find links to the resources that were

mentioned, guest bios, show notes, and the audio for this episode by visiting fundthepeople.org and clicking on Podcast. Thank you for driving change in our communities, our country and the world. Remember to keep your tank full, take care of yourself and take care of one another.