



## 8 Practices of Talent-Investing

**Practice 1: Lead with Respect.** Take into consideration the challenges, needs, strengths, and dignity of nonprofit workers.

**Practice 2: Bake It In.** Make support and development of nonprofit workers a main ingredient – not a garnish – in your recipe for success: make it an integral part of your budget, fundraising, grantmaking, etc. Talent-Investing must be an essential strategy with buy-in from the top, not a last-added-and-first-cut tactic.

**Practice 3: Build People-Systems.** Go beyond investing in individuals to invest in people-systems that ensure organizations can invest in all staff at any time, no matter who they are, whether or not they're considered a 'leader, no matter how irreplaceable they seem. Create policies, procedures, and practices that support and develop staff as they join, work within, and transition out of the organization.

**Practice 4: Advance Talent Justice.** Intentionally address inequities inherent to the deficit of investment, and invest in workplaces that support and develop staff across race, gender, class, age, national origin, geography, and other factors.

**Practice 5: Ask and Respond.** Create a trusting environment in which to discuss the strengths and challenges of staff and the workplace, listen deeply, and be responsive to what is being shared.

**Practice 6: Go All-In.** Start small with inexpensive steps if needed, but make plans to invest significant time and dollars for the long haul so your investments can really work. This is a big, existential problem that necessitates a serious response.

**Practice 7: Offer Custom Solutions.** Design interventions that are customizable, responsive, flexible, scaleable, and that can meet the needs of various stakeholders. There is no one-size-fits-all solution!

**Practice 8: Share the Value.** Evaluate in an appropriate way; document qualitative and quantitative results; and share stories of the value you've created.