



A PODCAST WITH RUSTY STAHL | S4 EP4

Doubling-Down on Wellness in Capacity-Building

WITH

Janet Nami McIntyre
and Paula Morris
The Resilience Initiative



INTRO: [00:00:04]

You're listening to the Fund the People podcast. I'm your host, Rusty Stahl. Each episode, we serve up nutritious, delicious alternatives to the nonprofit starvation cycle. We're the only show focused 100% on investing in America's nonprofit workforce. So whether you work in social justice, social service or something else, we've got something for you. The guests and ideas you'll get access to here will help you to drive equity, effectiveness and endurance in the social sector. So let's get cooking.

RUSTY: [00:00:42]

Hey folks, thanks for tuning into the Fund The People Podcast. I hope you enjoyed our previous episode from two weeks ago, season 4, episode 3, with Rodney Christopher from BDO. In that episode we kicked off our special series Smashing the Overhead Myth Once and for All. Installments of this special series will be woven throughout the season so keep your ears open. If you missed that first installment, it's worth your time to go back in your feed and listen, because it tells an important story, offers some really helpful ideas and information about overhead and indirect costs and sets the context for our entire series: Smashing the Overhead Myth Once and for All (you can tell I kind of like saying that). Many thanks to Rodney Christopher for coming on the show and doing a fantastic job explaining how funders can address the starvation cycle, even if they continue to provide restricted project and program grants.

Before we get going, I also want to give a shout-out to the 27 amazing participants in our silo-busting cohort of funders, nonprofits and intermediary leaders who are piloting Fund The People's online courses from our Funding that Works Academy. We're a few weeks into the piloting process and we're already hearing some great feedback from the participants. These

courses we've created teach the fundamentals of talent-investing and talent justice, and they help participants to develop customized action plans for their own talent-investing efforts. These resources will be available later this year on our website. We will keep you informed about the pilot, how it's going, and when the courses will publicly launch. Here on the podcast we'll keep you informed and in our email newsletter. So thanks again to the folks who are piloting, some of whom found out about the opportunity by listening to this podcast.

Now, let's turn to the amazing episode we have for you today, featuring [The Resilience Initiative](#). In this episode, [you'll get insights about a new model of funder-initiated capacity building that is extremely responsive to grantee needs](#). And you'll hear about how it relates to investing in the well-being and sustainability of nonprofit staff. We'll explore some of our practices of talent-investing that relate to our key concept of responsiveness. These practices specifically are: Ask and Respond; Go All In; and Offer Customized Solutions. For more about these three practices and all eight of our practices of talent-investing, listen to season 4 episode 1.

Several years back, Fund The People was privileged to receive financial support from the David and Lucile Packard Foundation during a period when they were exploring leadership challenges in the nonprofit sector, and I thought Packard was doing some thoughtful and interesting work in this space and out of that work and out of their organizational effectiveness work evolved this effort called The Resilience Initiative and that's the focus of our show today. [One of the reasons I wanted to feature this initiative is because of its connections. Its connections to Packard, a major national foundation that cares about the well-being of the sector and whose work we touched on in season 1 episode 4, with guest Kathy Reich of the Ford Foundation who was formerly of Packard. And their connections of The Resilience Initiative to the Flexible Leadership Awards, originally part of the Haas Jr. Fund and now part of The LeadersTrust. And we featured The LeadersTrust in Season 2 Episode 16, with the inspiring guest Sydney Hargro, who is the director of The LeadersTrust.](#)

Now, [at the fulcrum of these connections is Paula Morris, a consultant who served as the initial person behind launching The Resilience and previously had helped to develop the Flexible Leadership Awards, now part of The LeadersTrust.](#) And I have been known to say that Flexible Leadership Awards ought to be considered a gold standard program in terms of foundation talent-investing. So it's an excellent program and The Resilience Initiative is one of the first foundation initiated efforts, I know of, that sought to help progressive nonprofits tackle the mounting set of crises, political, economic and health crises, that are impacting organizations. And so one of the amazing opportunities of hosting this podcast, or really any podcast, is speaking with people who I admire in the sector. And one of the things that's been particularly meaningful for me, is getting the chance to speak with people who are transitioning out of particular leadership roles, or who are retiring. And I've had the chance to speak with some of those long-term leaders and exiting leaders on this show, and I'm really thankful for that.

Now, Paula Morris has transitioned out of her role at LeadersTrust's Flexible Leadership Awards and is sort of in the process of leaving the Resilience Initiative. She has stepped down as director and is providing consulting and support to her successor, Janet. So in the process of

her departures from both of these efforts, she has thoughtfully created space for wonderful new leaders to further develop and evolve that work. And so as I invited Paula to come on this show and learned of her transition out of Resilience Initiative, I was so happy to be introduced to Janet, her successor, who is an extremely impressive organizational development expert herself, and I'm thrilled to have them both on this show together. So let me give you a little bit of information about each of them before welcoming them onto the air.

Paula Morris has worked to strengthen social change organizations over four decades. Most recently, as I mentioned, as **part-time founding director of The Resilience Initiative**. **Paula has been a consultant on the Packard Foundation's Organizational Effectiveness program team since November of 2019, she was also the first program director for the Evelyn and Walter Haas Jr. Fund's Flexible Leadership Awards program, forerunner of The LeadersTrust. She worked with the Flexible Leadership Awards from its inception in 2005 until 2015. And she led the design and implementation of coaching consulting training and peer learning for over 70 grantee organizations. She has also served as program director and interim executive director at the Horizons Foundation, the nation's first LGBT community foundation. In the mid-90s Paula was executive director of IDEX, which is now Thousand Currents.** Paula has also worked as a consultant to scores of advocacy organizations and Foundation initiatives. Paula was born and raised in Birmingham, United Kingdom, in a family of teachers and union leaders. She and her wife, Cory, have lived in the Bay Area for more than 30 years.

Janet Nami McIntyre joined the resilience initiative in September 2022 as the first full-time director. She brings over 25 years experience in the nonprofit sector as an organizational leader and as a consultant and coach, including having served as a capacity coach at The LeadersTrust. For the past 10 years, Janet was vice president of programs for the Executive Service Corps of Southern California. Prior to that, she held various impressive positions in major arts and cultural organizations across Los Angeles. Janet is a second generation Japanese American, born and raised in L.A. where she currently lives and works. You can get their full bios and lots of other great resources on our show notes page for this episode. So with that, I'm pleased to welcome to the show: Janet and Paula.

JANET: [00:09:56]

Thank you! Thanks for having us.

PAULA: Thanks, great to be here.

RUSTY: [00:10:00]

Janet and Paula are here to offer one example of what a funder can do, beyond the grant, to support grantee sustainability in a responsive and ongoing fashion. So Janet, could you kick us off by just giving a quick snapshot of what is The Resilience Initiative?

JANET: [00:10:19]

Thanks Rusty. So glad to be here with you and Paula. **Resilience Initiative, What is it?** Good question. Sometimes it's hard to explain but I think once folks get it it's like, "What, this thing

exists? This is amazing!” It is a collaborative of foundations that have pulled their resources together to invite grantees and almost all in the social justice space to benefit from all these programs and amazing offerings that Paula and her team had created, even before I had jumped on board a few months ago, offerings in the form of coaching, peer groups, different kinds of peer learnings in the format of all-access sessions and various leadership cohort opportunities. All designed to help organizations and nonprofit leaders of these grantee organizations really thrive and be more resilient in the face of turmoil and change.

RUSTY: [00:11:12]

Now, that is the name of the game these days: turmoil and change. So, I'm sure folks are happy to have those kinds of resources available to them. Paula, can you tell us a little bit of the story of the Resilience Initiative? How did it come to be and what have been some key evolutionary stages and inflection points along the way?

PAULA: [00:11:33]

Sure, yeah. I'm happy to and happy to be here with Janet. It's quite an unusual evolution, I think, because the Packard Foundation initiated the Resilience Initiative, particularly the Organizational Effectiveness Program of the Packard Foundation, and they did so in response to the 2016 election, the Presidential election. And the, you know, their grantees were working on reproductive health, environmental and climate change, support for children and families and all of which were issues that were... The policy environment was suddenly very different, shall we say. And a lot of foundations after that election shifted how they fund programs. But Packard asked a very different question, which is, “What does it feel like now to be doing this work that you're doing in a very different environment?” And they had me do some calls with a lot of leaders of their grantees to ask that very question. I couldn't get them off the phone, they had a lot to say and they had some pretty clear answers and they talked about operational resilience needs, things like, “We need to make sure we've got digital security and crisis communications,” and those kinds of risk management needs.

But they also talked a lot about how do you do strategy when strategy is changing at the speed of a Tweet? And they talked about how do you, and this was fascinating to me because the biggest issue that they all said is: I am worried about my staff. How are they feeling? What is it like for them to be doing this work now in this environment? And they talked about all of the issues that they bring to work with them every day: what the workload is like, how stressful it is to see policy issues that they've been working on suddenly disappear, and how important it was to address racial equity and justice inside their organizations now, even more than ever.

So those were the things for which we try to make the Resilience Initiative a small part of a big answer and it was started by a grant from the Packard Foundation to Rockefeller Philanthropy Advisors which is still our fiscal sponsor today and has been a really great fiscal sponsor for us. And we started with 80 organizations and we did these really small grants, 15K grants, we call them jumpstart grants because the idea was to jump start work on any of these issues, and organizations got to, all they had to do is tell us what it feels like, tell us any idea you have about what might help you and then we got on a call with them and we helped them use those 15K

grants, and they made a real difference. And then we heard from organizations that actually what they really wanted to do was talk to their peers, learn together, support each other, so we started doing more peer groups.

Then fast-forward, Covid happened and it turned out that the model that we created was a very good vehicle to help the Packard foundation in what they called Covid Response, to try and help organizations deal with all of the new issues that we're coming up. So kind of overnight, we were helping people how to work out how to use Zoom, how to unmute yourself when you have to, how to be working virtually, how to support their staff through all of the stress of that. And the vehicle that we created was a good vehicle for that, it was also a good vehicle when George Floyd was murdered and all of the attention to racial equity and justice and how it plays out in our organizations got bigger. And so we just kept growing. The line Janice has heard me say many times is that: we're now an 18-month project that's going on 6 years old because the need kept growing, the number of organizations being invited in kept growing.

Over the last year, we've also partnered with LeadersTrust, our sister organization, to invite their grantees into the mix, and all of the grantees of their funding partners in LeadersTrust into the mix. So now we are, I think, 500 organizations. We have a full-time director, thank heavens and the model is working well.

RUSTY: [00:15:52]

Thank you for all the work behind that brief story. And you can really hear the thread of the human stories that you got on those initial phone calls and the human stories that those, I'm assuming, executive directors were talking about that their staff had been experiencing, and those layers of, you know, the political environment, the health environment, the racial environment have all been happening layered on top of each other. So, thank you for sharing that. I want to turn to Janet and since the name of the initiative is 'Resilience', that seems to be the essential idea or one of the key ideas of the work. So tell me, in your end, and I know you've been doing a lot of work with nonprofits for many years, and you're also relatively new in this role at this institution, so I'm curious to hear what resilience means to you, as you come into this work.

JANET: [00:16:53]

Yeah, resilience to me means the ability to just sustain yourself for the long run, knowing that many of us in this work have a noble cause, have a larger purpose for doing this work day in day out, year after year. It's the reason that drew us to the nonprofit field, there's a mission, there's a social impact, we're trying to make some kind of change. And that work doesn't happen overnight and often as many lifetimes and for many of us will be our entire career, entire lifetime. So, how do we sustain ourselves? It's like focusing on our own well-being, our wellness, making sure our organizations have what they need to thrive and survive over the long run. And so at The Resilience Initiative we're looking at resilience in terms of organizational resilience, sustainability, but also looking at the individual, too. We've been focusing a lot on wellness, and particularly in the last year, which we can talk about more in a second. But I know for me, personally, it means just being able to weather the storms, you know, knowing that there are

going to be days that are worse than others, there are going to be years that are worse than others, and how do we pick ourselves up, how do we keep having the faith that we can do this for the long term, how do we feel connected to others, to a movement that's larger than ourselves and even larger than the nonprofits that we're leading so that we can feel like we have what we need to keep fighting, and fighting, and fighting for social change.

RUSTY: [00:18:20]

Thank you for that, Janet. Yeah, clearly there's such an intimate connection between individuals and organizations, but they are also different entities with different needs. So I'm definitely curious to hear more about that. How you are, you know, working on both of those levels. Paula, you know, we invited the Resilience Initiative on to the show as an example of what funders can do to support resilience in grantee organizations. And so in that context I want to make sure we're clear to our audience, and I know you want to make sure as well, that the services offered by the Initiative are not open to or offered to any nonprofit. They're currently only available to some of the organizations that are grantees of the funders who are participating in the Initiative. So, how do you think that this focus, working with specific funders and their specific grantees shapes the work versus similar efforts that are sort of available to any nonprofit to pay for or find another way to participate?

PAULA: [00:19:32]

Yeah, thank you, and at the risk of making Janet run for the hills, I'll say they're not available yet to all organizations, right? Because, of course, we are funded by the funders that have made resources available to their grantees, so it's not about exclusivity, one of our hopes is that all funders, other funders, would consider investing in support like this to their grantees. And it doesn't have to be to the Resilience Initiative, it could be to other similar kinds of providers that offer what we're talking about here. So it's not about exclusivity, you know. One of the goals that we've talked about many times, and I always have to credit Maura Bairley who's a dear friend and coach, and colleague with the Resilience Initiative and with LeadersTrust, she uses this analogy that Janet has heard before of: we should all get the wristband. You know, when you go to a fairground, you get to go on all the rides when you have the wristband? All organizations should all have the wristband, they should all have access to the whole range of resources we're talking about here. And I think, you know, one of the things that we can do as providers and as funders is to organize ourselves to make that more possible to organizations.

So you know in the bigger picture, we hope that this will be available to a lot more organizations, but you're right that we, at the moment, is just available to those that the funders sponsor to come into the Resilience Initiative, and we wanted to make sure that that's robust, that we can actually offer and deliver on what we offer to organizations. I'll say that for our programming, because we're working now with The LeadersTrust, organizations are across a whole range of issues and that's actually one of the strengths. We have found—and Janet tell me if you've seen this too—but we found that organizations really appreciate talking to folks that are working on different issues in different sectors, in different geographies, with different communities and finding actually that they can learn from each other about some of the concerns that they have around capacity and leadership. So, actually working across a lot of sectors is an advantage,

but because we've got groups, for example, a lot of groups working on reproductive health and justice, we were able to also tailor offerings to those groups. So, immediately after the Supreme Court decision last year, for example, we recognized that we should be reaching out to those organizations making sure that there was offerings for coaching and peer space and connection. So there is an advantage within sectors, but I think actually, that the greater advantage is for organizations to connect across sectors.

JANET: [00:22:20]

Yeah, I agree. I think **some of the best learning comes from getting to find out what's working and not working in other fields and sectors and how can we apply that to our own settings**. I think that's where some of the best ideas come. So, I think that the Resilience Initiative just keeps on getting better and **last year when you all doubled the number of organizations that you brought in and expanded the fields that were then represented, I think the peer learning conversations probably got even that much more dynamic and rich as a result**.

PAULA: Yeah, I'll just say on that Rusty, one of the things that both Janet and I have heard often from people is, it's just so reassuring actually to know that I'm not alone with that issue, that HR issue, or that fundraising issue, or that organizational culture issue, and to hear from peers in other organizations, and to learn from each other as opposed to from a coach or consultant.

RUSTY: [00:23:19]

I want to talk more now about what the service is you do offer look like. And that's incredible I didn't realize you had doubled the number of participating organizations last year. So, it does seem like you're growing what you provide and growing who's participating and has access. So that's fantastic. So Janet, can you share a little bit about the clusters of services that you are offering now to participating organizations?

JANET: [00:23:45]

Yeah, **at the Resilience Initiative I'd say we offer lots of things that mainly fall into three main areas. So there are the peer cohorts, then there's the coaching and then finally the all access virtual session**. So I'll just go a little bit into each.

The cohorts, you know, it's an amazing group experience for folks to, exactly as Paula just said, get a chance to come into a setting where there's a beginning, middle and end, usually with a facilitated theme on everything from like unsticking your DEI plans, to how to start a network to lead a movement, to a wellness cohort that we're going to unveil this year, to like building your communications branding and strategy, right? So it's like thematic, and you're with a group of peers from all different kinds of organizations, perhaps folks that you wouldn't meet otherwise, learning from each other as much, learning from their peers, so as much from each other as they might from the "expert facilitator" of the cohort.

And then, secondly, coaching, right? So anyone on the staff at any of the organizations can request coaching, which is amazing to me as a coach myself and as one that has sought coaching when I've worked in nonprofits. It's like usually just available to the executive director

or occasionally to like one person on the staff. It's a luxury commodity even in the nonprofit field. We're like, 'anybody that's interested, request coaching and we'll give you a number of coaching sessions and up to two to three people at a time at your organization can get coaching.' And we have a wonderful bench of coaches. And we're doing now, which we launched last year with Paula's vision and support, peer groups using the wise counsel format, so lightly facilitated groups where there's folks arranged around a topic and that coach each other using this wise counsel format, which has been really popular as well.

And lastly, the all access virtual sessions on a variety of different topics like from Wellness Wednesdays, to Fundraising Fridays, HR Thursdays, Transgender Tuesdays, Communication Mondays... So, kind of like you can drop in for anywhere from 45 minutes to 90 minutes on a particular topic that's facilitated by a subject matter consultant and lots of opportunities for peer sharing, peer learning and peer questions as well. So those have been really popular and we do all of our programming, usually about a quarter at a time, kind of goes with our spirit of like let's try stuff and see what sticks and learn from that and evolve and grow, continuously get feedback on what's working, what people are wanting more of, what people are responding to in the world, what things are bubbling up and evolving and emerging and let's, you know, find the right provider consultant, facilitator, coach, and create that opportunity for folks as we go, rather than programming like months and months at a time.

So it's been kind of our spirit of like let's try something, right Paula, and let's see what sticks and I love the spirit of like, let's try it, don't know what's going to happen, but let's take a risk and see how it falls. Let's work with someone new. Let's try this deep investment and see what emerges from that and learn and grow and continuously evolve.

PAULA: [00:27:04]

Yeah, I totally agree and I'd say the other kind of spirit has always been that it's offerings, Rusty. So, you know, sometimes when the program is sponsored by a foundation, organizations have a sense that they should attend and they have to attend this to get that. And you know there's a little bit of a sense of obligation and we try to counter that if we can, to some extent it's not always possible, by really saying: this is the "all you can eat buffet" is what we called it. You know, you can help yourself to as much as you like or nothing at all, they're offerings. They're here for you, but no pressure. And we found in practice about a third of folks don't take us up on anything or haven't yet, a third use it occasionally, and a third are our frequent flyers and that's just fine. We don't want people to feel obliged to sign up for anything.

RUSTY: [00:28:04]

Well, you know, here at the Fund The People podcast we try to serve up a healthy and nutritious alternative to the starvation cycle. So, we like buffets and food analogies. Yes. And thank you Janet for the overview of what you offer. And I know there have been some grant funds beyond the initial 15K jumpstart grants right, that have gone out as well. I was curious. Is that still a piece of the work?

PAULA: [00:28:35]

So we still do occasional jumpstart grants, the Packard Foundation often includes in their grant to us some slots for jumpstart grants which are specifically for the Packard grantees. We do though still make some resources available in dollar terms to all of the grantees. So we have this reimbursement fund that people can apply for up to \$1,500 if they got something they want to do and they know who they want to work with, they just don't quite have the dollars. And we do coupon codes so that they can attend trainings that are out there already, just to make resources more accessible. And we do occasionally, when our funding allows, we'll do small flex fund grants that are along the same lines as the jumpstart grants. But primarily Rusty, it's about: we don't develop our own trainings, we don't -Janet and I- don't sit and go: Okay? What training should we offer next week that we would deliver ourselves? **We really curate and make available all of the resources and trainings and expertise that's out there already. So it's really about just helping more organizations be able to access, know where to go and have some support to access what's already available.**

RUSTY: [00:29:52]

Right, okay, well thank you for fleshing that out. I just didn't know if my memory was serving correctly on that. It sounds like the big thing you do is offer all of these great opportunities for people to get coaching and connect with each other and with the consultants.

JANET: [00:30:08]

And can I just add, this might be really obvious but I'm going to state it anyway. I think one of the most brilliant things about this Resilience Initiative model that Paula helped create and get off the ground is that **all of the offerings, and there's a robust array, are at no cost to the individual or the nonprofit who's invited in.** So, the foundation has kind of supported them and when inviting them has paid their way. And I, you know, in my many, many years as a nonprofit staff person, I feel like I've wanted to participate in professional development opportunities, attend a conference, get coaching, go to a workshop, whatever it was. I knew what I wanted to do often, but the barrier was one: kind of getting permission and getting the okay, that the very little professional development I had left in my budget, I could use. And then I had deep feelings of guilt because if I took advantage of some coaching hours or even paid for a \$75 webinar, that's \$75 less that somebody else on my team could use to do their own webinar, right? So then I was like, forget it. I'm not going to do it or I ended up paying out of pocket for coaching myself, multiple times for myself, and that was a consideration then I cut it off short because I was like, well, that's all I could afford right now.

I mean, the fact that anybody that wants coaching at any of these organizations can come and get it and they don't have to worry about the money factor, it's been taken care of, and they can trust that our deep bench of coaches have been vetted and they're great, in usually within just a matter of a couple of days they're matched with a coach and they're off and running versus like okay, now I got the approval and I found the money in my budget, I scrape it together and I have to go find someone, who knows a coach? And then do a little vetting process, get a scope of work and then they have to contract with my agency and then, and then, and then, and then right? Like, within days... we have eliminated so many barriers for folks to get coaching, to sign up for something and not feel those feelings of guilt or scarcity of where am I going to find this?

And if I do this, then my colleague can't, right? Like everybody's like, it's just so accessible and open and Paula I just want to commend you again, the design of this is just so brilliant. I think that's such a huge factor in why this Resilience Initiative that you've created is thriving to this day and that more and more people are realizing the value of it and jumping in and jumping in over and over again.

PAULA: Rusty, I'll tell you, you had asked about the grants, we even tried to do that with the grants, because if you're a really small organization, even just like getting the funds, which often goes to a fiscal sponsor and then getting the grant and working out how to use it and all of that can be a barrier in itself. So a number of organizations, we give them the option: yeah, you can get the 15K and we can just make a grant to you, or would you like us to pay for your coach directly? And some of them say, yeah, you hold the money for me, you know, the coach sends us the invoices, we pay the invoices and then they don't even have to do the administration of moving the money, they just get to get the coaching, just get to get the things they need when they need it

RUSTY: [00:33:29]

That is great. I definitely have experienced, Janet, as you were talking about that process of finding a coach yourself and getting them in play. I've gone through that myself as well, and it is, it can be a lot of work. Well, I want to keep us moving because there's this interesting relationship between Resilience Initiative and LeadersTrust, I want to talk about that. You've worked, Paula, separately at different times, with running Resilience Initiative and helping get the Flexible Leadership Awards up and going, which is now kind of the central program at The LeadersTrust, this new spin-off brand that spun out of the Haas Jr. Funds Leadership Initiative, I think it was called. And now, you've helped build a partnership between Resilience Initiative and LeadersTrust. So, and then together those two have created the Hub. So, my actual question is what is the Hub, what the Hub, and why did you create it? And what does it do?

PAULA: [00:34:34]

Yeah. I'll tell you about the Hub, but I did want to tell you about that relationship a little bit too, because it's also, Janet has also been connected with LeadersTrust, and has been a capacity coach with LeadersTrust for a long time. And it's, I have to say, it's been one of the joys of the last 5 - 6 years has been **that relationship with LeadersTrust, because it's based on trust is based on relationship, but more than anything it's based on shared values, not just about social justice and equity, but also about putting grantees in the center.** Instead of going: what does LeadersTrust do, what does Resilience Initiative do, and which lane are we in? We have a shared goal which is how do we get resources to organizations that need them? And so that's been the organizing principle together. And LeadersTrust started up doing some offerings to their grantees and we were like, okay, we know our grantees could value from that, can we have them join yours? They had their grantees join ours, all done as I said before on a pinky swear to start with, we just all kind of paid for whatever we needed to to just make sure that the resources got to the organizations and then we grew out the relationship, so that now they host the Hub, which we designed together and I'll tell you about that, and we host all of the Resilience Initiative offerings, but we're on each other's planning groups, working groups and we

all bring the combined expertise together, so it's just been beautiful to work with them in that way.

The Hub was like, I think it started 10-15 years ago or so, we started talking about the fact that one of the biggest challenges for organizations is not just having the resources to hire a consultant but to find the right consultant, and to get the right match, and to make sure that they could reach out and find consultants who shared the values of intersectional racial equity and how they did their work. That we're going to show up to the work with their organization in the way they wanted them to. And although there's lots of great consultant databases and lists out there, it's still hard to know who you really should work with. So we decided, and we designed it together with LeadersTrust and we spent about two years trying to get this right before we launched it, to design a consultant database that gives organizations the kind of information that they need. So it's not just a LinkedIn profile, people describe who they are, how they work, who they'd be the right match for, how much it costs to get different kinds of offerings from that consultant, which as an ED before I, I always knew, it's so depressing when you get, you find exactly the right person and then it's 10 times your budget to work with them. So, you know, all of the information that busy EDS and leaders of organizations need about a consultant, plus the reassurance that that person has been recommended by their peers. Most of the consultants in the hub database are consultants that an organization referred or somebody has actually worked with them and said I would recommend them to their peers. And we do alignment calls to make sure that they know what they're joining and we put them on and then the Resilience Initiative staff and The LeadersTrust staff can get on a call with an organization, find out what they're looking for in terms of a consultant and help them get the right match.

So that's what the Hub is. It's got about 250 now, I think Janet?

JANET: Yeah, I think so.

PAULA: And organizations are finding it useful to go to one place to find consultants. But what's been really surprising to me and really great is that the consultants are finding it valuable to see each other and see each other's profiles and they're starting to team together on projects and we have an amazing resource Hub manager Davian Gagne who's with LeadersTrust in that role and she is helping to connect the consultants together, so they can build their practice and learn from each other and do sessions where they share what they're doing and what they're learning.

RUSTY: [00:38:46]

Yeah, it sounds pretty incredible. And I want to shout out a couple folks for those of you listening who are interested in learning more about The LeadersTrust. You can listen to our episode from season 2 episode 16, from November 3rd 2021, we had guest Sydney Hargro, who is Executive Director of The LeadersTrust on, talking about his amazing career in philanthropy and the work that he's doing at The LeadersTrust. So recommend that, season 2 episode 16. Also a shout out to Holly Delany Cole who is on the Fund the People Advisory Council and has been since the beginning, and has worked at The LeadersTrust and its predecessor The Flexible Leadership

Awards. So, thanks to Holly for helping to broker this conversation that we're having today and everything she's done for the sector and for the organizations that work with The LeadersTrust.

PAULA: [00:39:47]

I'll tell you, Rusty, if folks could see us right now, they'd see both Janet and me waving and cheering at those shouts. Yes, Sydney, Holly...

JANET:

When I came onboard Paula explained to me, you know, the relationship with The LeadersTrust and Resilience Initiative has been kind of like we've been kind of dating for a while and really in 2022 we basically said, we're in a relationship, we're definitely like we're in it together and the other day someone asked Paula, so what's next? It was like, well, I don't know, maybe down the road there'll be a more serious relationship and somebody was like, maybe you'll just like move in together first, you know, just to make sure, it was like maybe that's the next logical step or not. But we're very happy in our relationship as of right now.

PAULA: [00:40:33]

I think you should be hiring a U-Haul Janet!

RUSTY: [00:40:38]

Oh my goodness. Well, speaking of relationships, I also have a full disclosure, my spouse **Sarah Frome is listed in that Hub. She's a consultant and a facilitator and coach.** So shout out to Sarah Frome.

JANET: [00:40:55]

I love it! I'll have to look her up, that's fantastic!

RUSTY: [00:41:00]

She's in your database so it should be a quick search.

JANET: [00:41:02]

Absolutely.

RUSTY: [00:41:03]

So, while you look up Sarah, Janet, I'll ask you another question. There's another love triangle going on here that I wanted to talk about: the love triangle between a funder, an intermediary, (in this case the Resilience Initiative) and a grantee. And I was curious in your coaching and consulting experience and now at Resilience Initiative, you know, how do you work to create a trusting kind of environment or relationship in which nonprofit folks can feel comfortable telling you what they need and giving feedback on what they get either from the funder or from the intermediary or the consultant. What do you think is the role of funders, if any, in building trust? We know that's been a big topic of conversation in the sector, so curious to hear from your vantage point.

JANET: [00:41:54]

In this setting and other settings I've been in, I feel like it's one of the most trickier ones, nuanced and requires all my diplomatic skills and training to kind of just level set, to make sure everyone is in right relationship with each other. And to me, that means when I'm partnering with a foundation, really trying to understand their goals and needs and their intentions for whatever capacity-building like service they're supporting, and then having us build a relationship that gets to a trusted enough point that they are entrusting me to execute whatever that is, and report back on themes, but not specifics to kind of create that firewall that might be needed so that on the other end the grantee, the organization, the leader is getting the best out of their experience.

That's not always easy. I feel like the Resilience Initiative, it's one of their values of doing this kind of capacity building work through an intermediary like ours that we just naturally are, the structure is set up so that the foundation partner is not creating the cohort, right? There's trusting as to create that experience with the right provider and etcetera, Etc. And you know, they want to know how many grantees are engaged, what the percentage uptake is, that kind of thing. But that's, you know, generally the extent of the conversation and I think that's where it needs to rest. That they're not coming to the workshops. They're not reading the feedback form specifically, right? So, all of that is really key. So I think then the grantees having the most optimal experience.

And on their end, they were able to get on calls with me, and Michelle, and Deepti, and tell us what they loved about the last session, what they appreciated about their coach, what they're wanting next, what their organization is really struggling with. And then we do resource navigation calls and like really help them understand of all the things that we currently have on offer and in the pipeline, what they and their staff might want to take advantage of, how we can support them, how we can match them with just the right coach. And that doesn't go back to anyone in the foundation and I think that's really key.

And we're like I know, I've struggled in the past where I've been in cohort settings that a foundation is hosting and they're literally, this is, you know, when we're in person, seated in the back of the room, and like, oh, we're just here to like, support from behind. But like, their presence is so deeply felt and you just never know like, would the conversation have been different in the room if they literally were not seated in the back of the room, just being quiet, just being observers, but their presence there. Oftentimes I've had to push back and it was very difficult, where a foundation representative program officer wants to sit in on a discussion or set and you know, they'll often say, well, I talked to some of the EDs that we're going to be there and they thought it would be great if I attended. I was like, well, of course they're going to say that to you, why would they say otherwise? Of course, they're going to say you should come, but like I just have to say, like, could you come for the first part or the very end, but excuse yourself from the content, from the conversation and trust that I'll let you know that like out of the 12 people, maybe 80% were there, but I'm not going to tell you who left early and who said what and just trust that, right? Very difficult, but I think that then our role as intermediary is even more important to kind of make sure that we keep that safe space as courageous as possible for all.

RUSTY: [00:45:28]

Yeah, you're bringing back times when I've been in grantee convenings where, you know, the funders weren't even in the back room, they were in front of the room facilitating and it can be very uncomfortable...

JANET: [00:45:40]

And I think there are ways to do it well, but yeah, that has to be designed in and just that right way. And I have seen it done while I'm not involved, and a lot of it is very well-intentioned and they're like, well, the conversation was still a lively conversation, people participated. I was like, well yeah, people probably participated even more because they know you're at the front or the back of the room or they're saying things that they might not have. So you just never know what it would be like if they weren't there, there is a shadow of fact that I'm very conscious of and I think that others often forget the privilege and influence they wield just by showing up.

PAULA: I love that Janet's talking about the intention versus the impact because I think the truth is, we have too many organizations that have had capacity building done to them, so there's a deficit of trust that happens that you've really got to really be careful about that firewall for that reason.

RUSTY: [00:46:37]

Yeah, and I mean, it occurs to me that you can have a trusting one-on-one relationship with your program officer, where there's give and take and, you know, you like each other, you build some trust, but in a group setting like a convening or a capacity building experience, it's a different ball of wax than that kind of one-on-one or organization to program officer kind of trust. That's interesting.

Now you guys have both used the term firewall, I know that all of you in designing Flexible Leadership Awards now The LeadersTrust, you guys set up some intentional firewalls there as well, with using the fiscal sponsorship of Tides, using consultants as kind of intermediaries to help groups assess their needs. So that the needs and problems didn't kind of go directly to the foundation staff. Do you know, do you want to say anything about that effort and how has that translated with into Resilience Initiative or anything else?

PAULA: [00:47:39]

Yeah. I mean, I think Janet just laid it out really clearly. We make sure that we're sharing back themes but not specifics. We actually even, as the Resilience Initiative staff, take one step back, right Janet? Like we actually don't go to the sessions. We make it really clear that content parts of the sessions might be recorded, but folks have those as safe spaces that even the stuff I'm part of because, you know, we're still representing the funder, even with every firewall we still representing the funder a little bit. So we try to do a lot of things to create as much opportunity for safe space as we can. And I'll say having said that, I think it's a lot easier to create the firewall and then create opportunities for the organizations to have the real deal conversation with their funders too. To your point Rusty about one-on-one relationships, you know, a lot of

funders know exactly what it's like to, they worked in organizations, they know what the story is and the more we can actually be able to trust and tell the real deal about what it's like to be running organizations at the moment, and tell the funders, what's going on, the better their grant-making is going to be and the better the relationship is going to be. But it has to come from the organizations choosing to do that rather than the intermediary.

RUSTY: [00:48:59]

Yeah, because I'm struggling with the idea of trust, as an active, you know, positive versus a negative, the negative being we don't interact so you don't hear what I say, so I can have a trusted space without you, versus building a trust where I positively trust you to hear something and hold it and not punish me or my organization for it. So it seems like maybe we need both in some ways like, because if we just withhold stuff from each other, it doesn't help us to be better, the other people to be better.

PAULA: [00:49:33]

What do you think of that, Janet?

JANET: I don't have any initial thoughts. I'm just, made me pause and think. Do you, Paula? Yeah, that's an interesting one. It's complex

PAULA: [00:49:44]

It's complex.

RUSTY: [00:49:46]

Yeah, yeah. Well, one of the other things we talked about that you've kind of shared with me Paula over time is about dosage, and I was curious to hear about that because it's another one of these kind of continuums of how much do you offer and Janet you were saying earlier of being really responsive and not planning to much in advance. So I wondered if you could talk, real brief Paula, about how you've thought about dosage in terms of these interventions and supports.

PAULA: [00:50:19]

Yeah. And you know, this goes back to the wristband goal, right, everybody, everybody should get every kind of resource and offering that they need to really strengthen the capacity leadership. And I do think it's a spectrum. And when I think about like, you know, having been in, Janet and I have talked about this before, we both share the fact that we have worked in organizations and been leaders of organizations when we didn't have access to all of these resources, so I, you know, I'd been playing that game in my head a lot, of **what would I have in an ideal world? What's the whole spectrum of offerings that leaders should have access to in order to really be able to be sustainable and focus on wellness and well-being and doing their work really well**, and I think there's three components to it.

One is that, you know, you say this all the time Rusty, is **the bottom line foundational support is that they can invest properly in their own capacity and infrastructure**, right? Which is best

supported by general operating funds, so they can pay people well, so that they can have proper HR supports, they can have all of those systems in place, and leadership as a line item. It should be like what you do all the time funded by general operating support by foundation. So I'd say that's kind of the baseline.

And then, in addition to that, sometimes you need really deep long-term transformational capacity and leadership support, which is what LeadersTrust does. Where they say: we're going to give you a capacity coach, you've got time to think through what you want to do, and really have the resources to go in depth and shift your practices in your organization. So, that's one end of the spectrum, but then sometimes, as a leader what you need is just like what was keeping me up last night? What am I really worried about right now and where do I go to get it? Light touch, bite-sized offerings that are really relevant to the issues that you are addressing right now. And that's the end of the spectrum that the Resilience Initiative sits at. It's like, what do you need now? How can we get you the person that you need to talk to? How can we get you some bitesize time with some others to work on that same issue together? And increasingly because of the world that folks are living in at the moment, that's all they can absorb. Very often, you know, Janet and I hear all the time: yeah, I wanted to attend that session, it's exactly what I needed, but I just don't have the time in the day to do it. So that when I say dosage, I think you need every dose so that you can access it at the time that you need it and the Resilience Initiative offers that short-term news you can use, help that you need right now.

RUSTY [00:53:08]

That's great. I hadn't thought of it as LeadersTrust being like the five-year long term approach and then you're doing these, you know, quarterly and bite-sized, so that's interesting and together you offer that combo, it's great.

PAULA: [00:53:23]

Served, Rusty, for another food analogy: served on a bed of General Operating support multi year general operating support...

RUSTY: [00:53:33]

Perfect, that's the lettuce.

JANET: [00:53:33]

And not iceberg lettuce, you know, rich in iron spinach and kale all of those good things, yummy flavorful things.

RUSTY: [00:53:45]

That's funny. I actually wrote a blog post for Center for Effective Philanthropies blog saying that talent-investing is the kale in the smoothie. The smoothie is multi-year general operating support, the kale is the talent investments that you can blend it, that was my argument.

PAULA: [00:54:06]

And the cherry on the top is the resource navigation to help you use it all.

RUSTY: [00:54:10]

Very nice. Well on this capacity-building topic, you know there was this pair of articles in the Nonprofit Quarterly recently, I guess it was late 2022, where Melissa DeShields and Marcus Littles from Frontline Solutions suggested that funder initiated capacity building processes, including those that they are consultants to, so they were talking about their own sort of, navigating their own contradictions that they experience, that these capacity-building efforts are too often implemented in a way that lacks reciprocity and reinforces some of the harmful power dynamics that we were talking about earlier. So I was curious what you think about, you know, those critiques. And as you move forward with Resilience Initiative, how might you tackle those challenges, Janet?

JANET: [00:55:07]

You know I do think, going back to me acknowledging Paula and all her brilliance and how this is all designed, that the model of Resilience Initiative being an intermediary I think really does help address some of those critiques in the articles. That yes, we are kind of like an extension of foundations wanting to support their grantees with lots of amazing offerings and by being that extension, by not actually being the foundation doing it, I think we make sure that our offerings are at least a little bit more inclined to be responsive to needs, that we have a way of hearing things and being a little bit closer to the grantees in that way and being able to respond to things as they come up. We're not necessarily then being heavy handed and saying, like a foundation that's basically saying like: oh, here's a need we see, we're going to create and design and host and facilitate this ourselves. I think that would create an atmosphere where there's a sense of obligation to attend, an obligation to RSVP, etcetera. And hopefully, we've kind of created a little bit more spaciousness where they see that they're being sponsored by, but there's no sense of like obligation, invitation.

There's also some critique in that, that not only are like, foundation sponsored capacity building solutions heavy-handed and out of touch, but they're also really focused on like metrics that quantify effectiveness, whatever that may mean, and what would it be like, what would it be like if we lived in a world where capacity building could focus on other things like joy and rest and wellness, right? They do have more "carecapacity" that's another term that's been floating around and I don't know, I'm just really proud that even before I came on board, there was a focus on wellness and this year we have doubled down and said this is going to be a stronger under-current besides our Wellness Wednesday series, which has been increasingly popular. We've introduced like this reimbursement fund, a wellness reimbursement fund, so folks can say like I have a commitment to my own wellness and I'm learning about all the various dimensions of what wellness can be for me. But now I just need a little bit of money to make that commitment stick and put those good intentions into action.

So we're really down on supporting folks on that and doing a wellness cohort, we've had some mindfulness cohorts and a mindfulness challenge as well. Paula, I don't know if you want to mention the MERI program that you're managing as well. So, I mean, there's so many dimensions of this that we're looking at. And I just feel like we're kind of expanding the way

organizations and individuals can look at how they can be more resilient. And I think that an intermediary model allows us to do that a little bit more freely. So anyway. Yeah, I really appreciate what those two authors brought up in the articles and I see it as actually kind of inspiration to kind of keep going in the direction that we've been going in and really even invest deeper.

RUSTY: [00:58:10]

Sorry, I want to make sure I got, you said, the MERI model. I didn't know what that is.

PAULA: [00:58:15]

It's one of the things that I'm really excited about, that Janet is really pushing us to go even deeper on Rusty, is everything that's about supporting folks in their wellness and their well-being. And one of the things that we were able to do, thanks to a grant from the whole Foundation, is to get some funding support to launch a pilot where we supported a cohort of organizations to work on bringing meditation practice. So there's a cohort of I think it's 16 organizations that are learning with an amazing teacher Anushka Fernandopulle, learning their own meditation, building their own meditation practice, and then they got again a small amount of funding from us to them and build their own meditation and contemplative practice program within their own organization. So they brought teachers and coaches to come into their organization, to help their whole organization start bringing meditation as one of the tools and mindfulness as one of the tools to help them strengthen their organizational culture, invest in the well-being of their staff. MERI? We liked the acronym. It stands for: Mindfulness for Equity and Resilience Initiative.

RUSTY: [00:59:34]

Terrific. Thank you. You know, I want to, I don't know if it's pushing back or what, but when we talk about gen-op support, and sort of this big bundle of things that can happen in capacity building, sometimes the nonprofit people get just bunched in, with a whole bunch of nonprofit things like CRMs and wellness programs, and, you know, stuff. So I was curious, since I'm most concerned about the people and sometimes even general op support doesn't end up supporting things that people need, like better salary or retirement savings, or health insurance, or wellness supports. I was curious how you think in your experiences in the sector about distinguishing those, I know you're doing both, you mentioned, you know, leadership and organizational supports. So how do you think about the combination and when do we need to separate those things or put people before all the other things?

PAULA: [01:00:43]

I am firmly in the people camp, let me just say. I mean, I think that it is, of course, absolutely crucial that organizations have the resources they need to invest in the things, to have their database and their finance system, and their HR policies and programs, and all of those things. I think I totally agree with you, Rusty, that sometimes the people part of that, which is so crucial, is just one more bullet point on the list. So, we really with the Resilience Initiative and I'm, I know with LeadersTrust and with so many other consultants and coaches, and programs, we're trying

to redress that balance a little bit and really focusing on the people part of the equation for all of the reasons that you've been advocating for for a long time Rusty.

So I don't have to make the case for that, but I think that **it really is important to invest in the people, not necessarily to do more or do better, but sometimes just to do what they're doing already in a more resilient and healthy and sustainable way.** Unless we know, and we've heard this from bipoc leaders, LGBT leaders communities, coaches, and consultants, particularly bipoc and LGBTQ consultants, who have been doing this work for a long time. They know that this is true, they're doing amazing work and we just need to invest in it.

RUSTY: [01:02:05]

Well, thank you. Yeah, I know you don't need to make the case to me, but I feel like it's important when we talk about capacity building to start drawing those things out. So, thank you for responding. And obviously, I'm a big fan, especially the focus on leadership as a broad practice in the Flexible Leadership Awards, now LeadersTrust. It's really not about executive directors or managers. It's about the whole team and I think that's been an extraordinary model as well. So I think that's so important to lift up and I do point people to that all the time. So, just one thing to be, you know, we've talked about a little bit throughout and as we come toward the end of our time together, in this interview, I was curious: as you all experience your own executive transition, which is one of those big things that so many nonprofits are going through or going to go through or have gone through. Any reflection so far on your own experiences with this transition?

JANET: [01:03:07]

Yeah, it's funny like Paula, you and I have been in transition mode for a bit and yet, I don't know that we've actually had a moment to really reflect on what was it that you did, I did, we did to make this such a seamless strong transition. So, thanks Rusty for creating a space for us facilitating this conversation. So I'm curious what you think too. I mean it was just at the team retreat in December that, a couple of my teammates Rusty remarked: like I can't even remember the day Paula was no longer the director and then you became the director, it just happened so organically. And I'm like, I think that was the intention, but I don't even know that that was the design, it just happened in a way. And one, I'm just really grateful, because I know a lot of that was due to Paula's generosity in her time, carving out time for the overlap period which was intentional, as well as like the period afterwards, just making herself incredibly available even when she's now in a different country and different time zone, just making yourself available, just put time on my calendar, just run a question by me and that has been incredibly helpful because a lot of what I think I realized stepping into this position, back in September of 2022, was that while I had been doing capacity building work and been the nonprofit field my entire career, a lot of what my my biggest growth edge for me was like understanding and navigating the philanthropic world, which had always been adjacent to my world as a former development officer, development director, being an executive in nonprofits working with foundations closely, capacity-building solutions. But not ever this closely like truly being a partner and peer to them and what that means and how they operate, the thinking, the nuances, all of that. And I hadn't been in those, I would say, like kind of privileged spaces and I feel really honored that I am now and it took Paula's cheerful thought, and intention in

introducing me to folks, making that transition even just much more smoother, helping me understand the way things operate. I mean, it's still probably one of my biggest learning edges of course and I'm very, very grateful for that.

PAULA: [01:05:26]

Well Paula, we know you do not want to respond to that because Janet is completely embarrassing you, right? But well deserved.

PAULA: [01:05:34]

Exactly, if I can just just Rusty, I think one of the things though, you've already heard it right in Janet's responses a number of times is that she's very generous in terms of acknowledging the history of the work and I will say that one of the things has been that it's always been we, it hasn't been my program it's been tons of advisors and the partnership with LeadersTrust and the partnership with the Packard Foundation in particular, where they have worked with us to be as flexible as we could be and to try things, see what works, make mistakes. All of those things, that's really crucial. So it's always been we and lots of folks involved. And I'll say that those folks helped us in this search. So, you know, funders, LeadersTrust, some of the consultants we work with, all helped us design what the position would look like, and what the hiring process would look like and make sure that we're reflecting on the values of what we're looking for in our next director and just to embarrass Janet now, I'll say we totally got the person that we need to move this organization forward. So it's very exciting.

RUSTY: [01:06:44]

This is clearly a lot of respect and collaboration between you two and what a fantastic team and opportunity to talk with you guys today. And I want to Janet, you know, as we come to and really come to the end of our time, was curious if you had any initial thoughts on where you see things headed. We've maybe gotten some hints already today about your focus on wellness for the groups you work with, but curious if you wanted to share anything else about, if you have a vision for where things are headed or even if not just any initial thinking.

JANET: [01:07:23]

The vision isn't anything necessarily revolutionary. We, and I say it broadly which includes Paula the team, our ecosystem of consultants, coaches, LeadersTrust folks, we're excited about continuing to work with the partners that we do have and going deeper with the ones that we haven't quite even had a chance to reach yet. So this means like that third of nonprofits that Paul was referring to that have been in the Resilience Initiative and just haven't yet understood the magic that's available to them at their fingertips. Like, I want to go deeper with those folks. I want to go deeper with the others that have been kind of experimenting and you know, dipping their toes in some Resilience Initiative offering. So I feel like there's this amazing community and I want to go deeper with them. And you know we're in conversations with some amazing other partners that are very values aligned with us at the Resilience Initiative and I want to continue exploring those conversations too, there's a lot of potential in who we partner with and the impact we can make together in the world. And then, you know, quite candidly we keep joking we've been helping everybody else with their capacity, oh my gosh, the cobbler's shoes, we

need some shoes ourselves. So we are looking internally at really kind of shoring up some of our processes, infrastructure and I'm excited actually frankly about that because if we can do that well we'll be able to like do so much of what we're doing much more seamlessly and effortlessly and really just do more in a more meaningful way. So it's all that nerdy nonprofit operation stuff that also gets me equally as excited as talk as much as about social impact, the social impact we can make in the world.

RUSTY: [01:09:03]

That's terrific. Yes, very needed for all of us, that's true. And Paula as you complete your transition here out of the organization. What are you up to now and next?

PAULA: [01:09:16]

Yeah, it's a little bit, like you said with the cobbler's shoes, Janet, there's an element of physician heal thyself here, right? in that I've been working really hard for a long, long time and I'm trying to cut back and do less. So I have a role with the Packard Foundation where I'm a consultant on their OE team and I'll continue to do that, their [Organizational Effectiveness Team](#), and I'll continue to do that and I'll continue to be a phone call away from any time for Janet in what she needs. But I want to do less, I'm starting to do less and focus on my own resilience.

RUSTY: [01:09:52]

Yeah, that's great, Janet's clapping, I'm clapping, well deserved! And we should also shout out Linda Wood, who was at Haas Jr. Fund and helped create and manage the Flexible Leadership Awards for 18 years as well, alongside you and she's now board chair, I believe, of The LeadersTrust. So shout out to Linda.

PAUL: [01:10:15]

I've had two amazing work wives as I call them, I have my home wife and my work wife. One for many years was [Linda Wood with the Haas Jr. Fund](#) and another one was [Linda Baker with the Packard Foundation](#) and, you know, it's the way that they've both showed up as funding partners for this work and I'm deeply grateful.

RUSTY: [01:10:37]

Absolutely, good addition. Thank you. Janet, if folks listening want to learn more about Resilience Initiative as a model or have any other thoughts or questions, how can our listeners connect with you and the organization?

JANET: [01:10:51]

Yeah, if you want to connect, I would love to. You can email me, probably is the best, we can set up a time to chat. Honestly, this is one of my greatest joys telling more of the story of The Resilience Initiative and being a thought partner, exploring. So anyway, that is janet@resilienceinitiative.org. And you can also go to our website, depending on when you're listening to this, we're going to be doing a website refresh, you may find information there helpful and that's also resilienceinitiative.org. And depending on when you're listening to this

and logging in, there might be a password that's needed to access some information. So really my email is the best way to reach out and I'd love to say hi and make a connection.

RUSTY: [01:11:38]

Perfect. Thanks for offering that, is wonderful rare opportunity for listeners, so take advantage of, don't take too much advantage of that offer, but thank you so much, Janet and Paula for your time and for your work.

JANET: [01:11:54]

Thank you Rusty for your work, absolutely. Paula, this was fun, thank you both.

PAULA: Thank you.

NEXT EPISODE TRAILER: [01:12:04]

Next time on the show, we're extremely excited to have leaders from the Ford Foundation here for the second installment in our series: Smashing the Overhead Myth Once and for All. My guests will be Tiffany DeGanes and Jim Gallagher who give us the inside scoop about how the Ford Foundation is changing its overhead and indirect cost funding practices for the better. This is a good one, so be sure to tune in to the next episode of Fund The People podcast.

OUTRO: [00:44:09]

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