



Greetings from Kampala!

Over the past few years, Common Ground has spent more than 260 days working in Uganda on behalf of USAID's Feed the Future Enabling Environment for Agriculture Activity. EEA is a Chemonics program designed to strengthen agricultural trade, development, and adaptation to climate change. On this visit, we're teaching several of our PSO partners and consulting pool members CGC's streamlined strategic planning process and working once again with our superstar LEAD UG members as they prepare to update Ugandan President Museveni on their accomplishments. Common Ground was the architect of both LEAD UG and the specialized pool of local capacity building consultants. Read more about our LEAD ModelSM and our Consulting for ConsultantsSM methodology below.



The Justice for All Coalition

EAST • WEST
MANAGEMENT
INSTITUTE

Working on behalf of the **East-West Management Institute (EWMI)**

through the USAID-funded Justice for All project, Common Ground was brought in to design and facilitate a working retreat for the Justice for All (JFA) Coalition, made up of justice reform- and justice access-focused CSOs.

The preliminary retreat plan included reviewing 2017 accomplishments, activities, and challenges; updating the Coalition's strategic plan and core governance documents; and drafting its annual action plan.

National Employment Law Project

For almost 50 years, **NELP** has sought to ensure that America



upholds for all her workers the promise of opportunity and economic security through work. Our continuing, year-long engagement has helped NELP restructure its management and operations to better align with the organization's latest strategic plan and its intention to mitigate the effects of structural racism.

Using our Strategy, Action, & Results (S.T.A.R.T.)SM process, we performed a comprehensive review of hundreds of historical documents and conducted one-

Importantly, however, shortly before the retreat, USAID decided a change in priorities meant it was no longer going to support the Coalition.

For us, this meant we had to work quickly to also ensure that the Coalition was completely prepared to come out of the retreat ready to work on their own and make the necessary decisions to establish themselves as a separate entity.

CGC's team is especially skilled at getting groups to find common ground, build consensus and enhance their teamwork—natural extensions of their ability to relate well with others and bring a positive approach to difficult work. CGC excels because of their ability to connect knowledge and passion to the concerns, values, and needs of their clients.

Michael Garringer, Director of Knowledge Management, MENTOR

on-one interviews with all of NELP's staff focusing on leadership, management dynamics, individual job satisfaction, and career development.

This allowed us to evaluate current management structures and make recommendations for improving upon the accountability and efficiency of the institution. As a result of this work, NELP accepted our recommendations for a complete overhaul of their structure, including moving several senior managers into new roles, whereby creating more opportunities for staff mobility—particularly among younger staff of color.

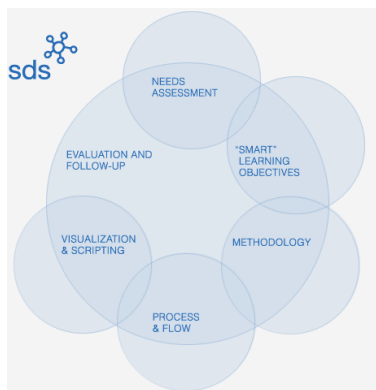
With respect to operations, workflow, culture, and team dynamics, we continue to work closely with NELP's new management team to troubleshoot issues and implement a wide range of innovative systems. As we monitor the success of the new structure, we're now focusing on internal communications, knowledge management, and evaluation practices—providing guidance for improving these critical systems as well.

Click here to talk with us about designing and facilitating your next retreat or other important convening.

Do You Need Training? Ready to Restructure?

We Can Help!

Each year, our team designs and delivers dozens of training events using our Strategic Design SystemSM. We believe that training is a catalyst that can lead to engagement and action.



And while we don't see training as an end in and of itself, it can be a terrific means to achieving short-term impact. With this in mind, we'll work closely with your team to design and deliver the training results you're expecting.

Has your organization reached the point where your structure is no longer conducive to how people work? Are you ready to address structure racism or confront issues of accountability or performance? Have you simply outgrown your existing systems?

At Common Ground, we endeavor first to understand the complicated dynamics of mission-driven organizations using an appreciative inquiry approach.

Then we sort out administrative and management structures in a way that is sympathetic to people, values, and mission.

Finally, we make high-impact structure and personnel recommendations, helping you implement the changes.

[Click here to see some of the many types of training we offer.](#)

[Contact us today to talk about how we can help optimize your organization.](#)

Our Leadership Paradigm



Common Ground's LEAD ModelSM is borne out of a servant leader paradigm and is designed for leaders who are willing to work harder than they've ever worked in service of a goal that transcends personal interests. Entrepreneurial in spirit and team-based in approach, LEAD is an approach to leadership development anchored by the experiences, knowledge, and skills of diverse groups

of very talented people—and structured to create a cadre of leaders committed to public service and public problem-solving. Grounded within the interplay of two ideas—*human potential and social responsibility*—the program is highly adaptable with flexible training methodologies and distinct components to accommodate a wide variety of learning styles, ages, genders, cultures, and personality types.

[Click here to contact us and discuss how CGC can work with you to adapt our LEAD Model to meet the needs of your program.](#)



LEAD MKSM is a leadership initiative designed by CGC to provide Macedonia's most talented, engaged, and entrepreneurial young people with the skills and resources they need to advocate effectively on the issues that matter to them most.

Participants are convened for a 7-day LEAD Academy designed to stimulate and cultivate each participant's unique leadership experience through a "Community of Practice"—a group of peers who work together across disciplines to define and help



LEAD UGSM was designed and is being implemented by Common Ground and USAID's Feed the Future Uganda to spark explosive growth in the agricultural sector and solve Uganda's deeply entrenched sector-wide problems.

LEAD UG supports a cadre of the country's most-trusted, powerful and well-known leaders who are committed to helping Uganda achieve its agricultural potential.

The program leverages the wisdom, experience and talent of very high-achieving participants to break down barriers, destroy apathy and



Working on behalf of the Sikh American Legal Defense & Education Fund (SALDEF), CGC designed and implemented **SikhLEADSM**—a contemporary cultural leadership program based on our highly adaptable LEAD Model.

Now in its 6th year, the program brings together Sikh American college students for leadership training, personal development, and networking.

This program (and a related

solve Macedonia's most serious, difficult, and pressing social issues.

The LEAD MK program includes a fellowship and will recruit its third class in 2018.

inaction, and solve real agricultural problems.

The program was launched by Ugandan President Museveni in 2016 and is recruiting its next cohort presently.

summer internship program) help students unlock their unique leadership style through a mix of public storytelling, personal vision statement development, and other activities designed to facilitate high-impact change.

FEATURED INTERVENTION: Consulting for ConsultantsSM

Common Ground frequently provides assessment, capacity building, and institutional strengthening support to development projects around the world. In these projects, we bring a unique skill set and cutting-edge tools that make our involvement essential. Often, however, as the work evolves, we find that there are terrific local consultants who—*with additional support and training*—could provide many of these services.



In these cases, we've designed an approach to building authentic local consulting capacity to meet those needs, and better align with our own development philosophy and values. Specifically, we want to create new avenues for future organizational strengthening that aren't dependent on Common Ground, the project, or its donor.

Once we've identified and trained local consultants, projects and their civil society, private sector, and government partners can expect:

- 1) **High-quality, low-cost, capacity-building support from accredited consultants; and**
- 2) **The ability to integrate international best practices into their work.**

Expected benefits for the local consultants include:

- 1) **Cutting-edge professional development that will open up new markets; and**
- 2) **The opportunity to compete for project-specific local consulting engagements.**

Our curriculum is highly-adaptable and is easily tailored to the capacity building priorities of diverse projects. The model includes local consultant selection criteria, application protocols, 3 and 5-day training curriculum, and a series of relevant half and full-day follow-on skills-building workshops: strategic planning, governance, communications, social media, etc.

We are currently working with two U.S. foundations to design a version of this model for use with their staff who are increasingly being asked to support (and provide) institutional strengthening assistance to their grantees. [Click here to learn more.](#)

Practical Resources & Provocative Readings!

Paying Attention
to Strategic
Alignment and
Enterprise
Leadership

Fear Not!
Nonprofit
Advocacy is Both
Legal and
Necessary

29 Things You
Need to
Understand
About Millennials
and Their Values

A Taxonomy of 8
Personalities for
Navigating
Difficult
Colleagues

An Important Privacy Update

As you have likely heard by now, the new European Union General Data Protection Regulations (GDPR) are now in effect. This new legislation aims to provide individuals with more control over how their personal data and information is used.

Common Ground uses your information to communicate updates related our work, share new resources and invitations to events, and distribute various other announcements. We never sell your information to third parties and only use it for direct communication with you. We store individual data on secure **Constant Contact** servers, which meet the security and privacy requirements of the GDPR.

We value your relationship with us and care deeply about your privacy. If you wish, you may unsubscribe from any of our mailings or request to be removed from our database at any time by clicking **UNSUBSCRIBE** below or emailing unsubscribe@commongroundconsulting.org. We remain committed to protecting the privacy and security of your personal information.



Common Ground Capabilities

Click above to download our (expanded) 2018 corporate capabilities statement.

It frames our work, outlines our values, and offers examples of our projects and some of the strategies and tools we've developed over the past 11 years.



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