



CASE

Fred Morgan Kirby and Leadership

Thank you for joining us. We'll be starting shortly.

I'm your host....



Erin Morant

Sr. Program Coordinator

Center for the Advancement of
Social Entrepreneurship (CASE)

Erin.Morant@duke.edu

www.CASEatDuke.org

Objectives

- Participants will understand the basics of the F. M. Kirby Impact Prize
- Participants will learn more about Fred Morgan Kirby and the impact of his legacy
- Participants will learn how the enterprise's leadership will be evaluated during the application and interview process; and
- Participants will learn what CASE resources are available to learn more about leadership, talent development, and building diverse internal and external teams

About CASE

CASE Vision:

All social entrepreneurs have the skills, networks, and funding needed to scale their impact and solve the world's most pressing challenges.

CASE Mission:

CASE prepares leaders and organizations with the business skills needed to achieve lasting social change.



EDUCATION

**Train next generation
social impact leaders**



THOUGHT LEADERSHIP

**Apply a research lens to the
field of social
entrepreneurship.**



PRACTITIONER ENGAGEMENT

**Build strong strategic
networks & develop tools to
accelerate the pace of
change**

Kirby Impact Prize Basics

What is the F. M. Kirby Impact Prize?

- A new global prize to amplify and accelerate impact-driven enterprises
- \$100, 000 (USD) in unrestricted funds
- What makes this award unique:
 - Scaling Focus
 - Institutional & Brand Support
 - Open to Nonprofit & For-Profit Models
 - Unrestricted Funding

Who is eligible to apply?

The F. M. Kirby Impact Prize is open to all impact enterprises, operating anywhere in the world, that meet the following criteria:

1. Nonprofit, for-profit, or hybrid enterprise
2. Strong evidence of **impact** over the last 3 years and has a **plan to scale** that impact in the next 3-5 years
3. Has **exemplary leadership** that aligns with the core values of Fred Morgan Kirby: integrity, resourcefulness, resilience, meaningful collaboration, and diversity

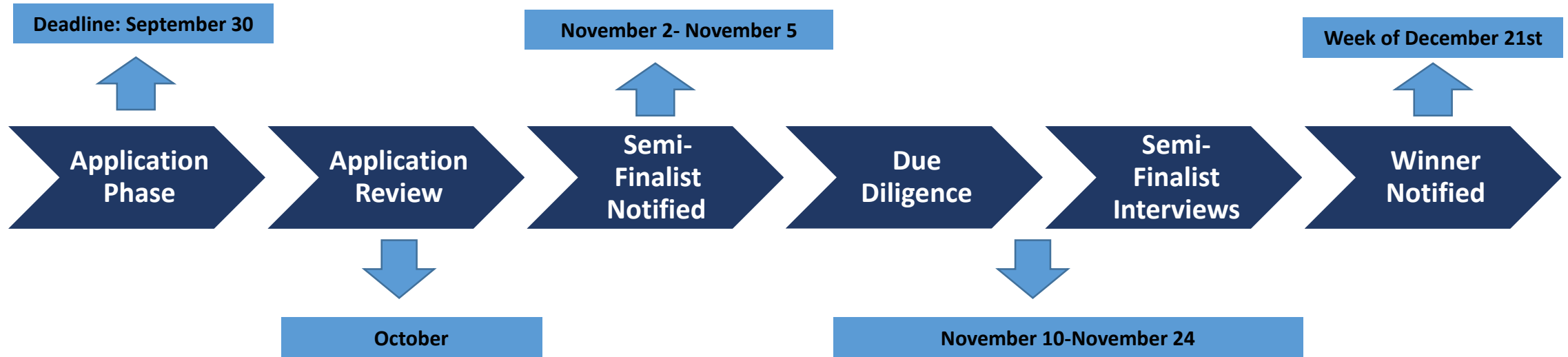
Who is eligible to apply?

4. Robust anti-discrimination or inclusivity policy that prohibits discrimination on the basis of marginalized identities

Resources to help get started:

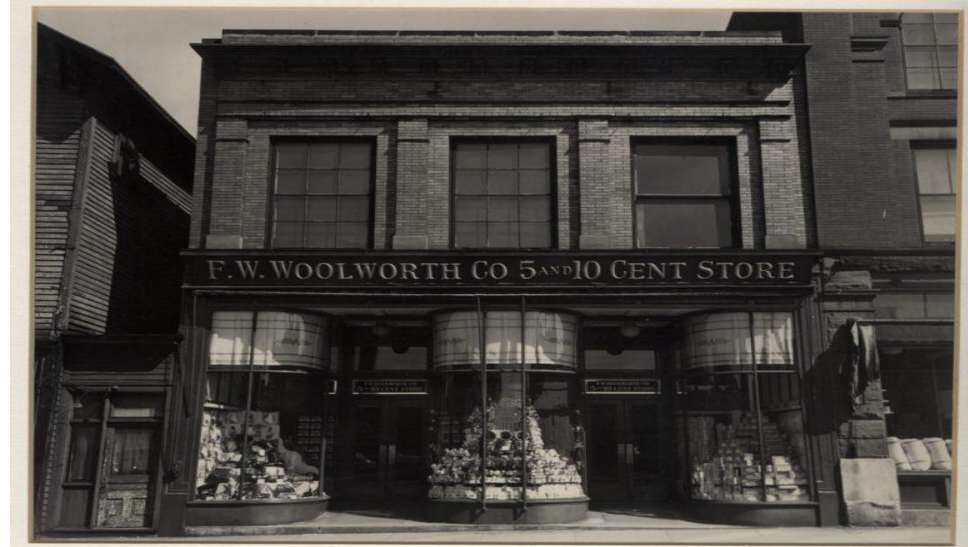
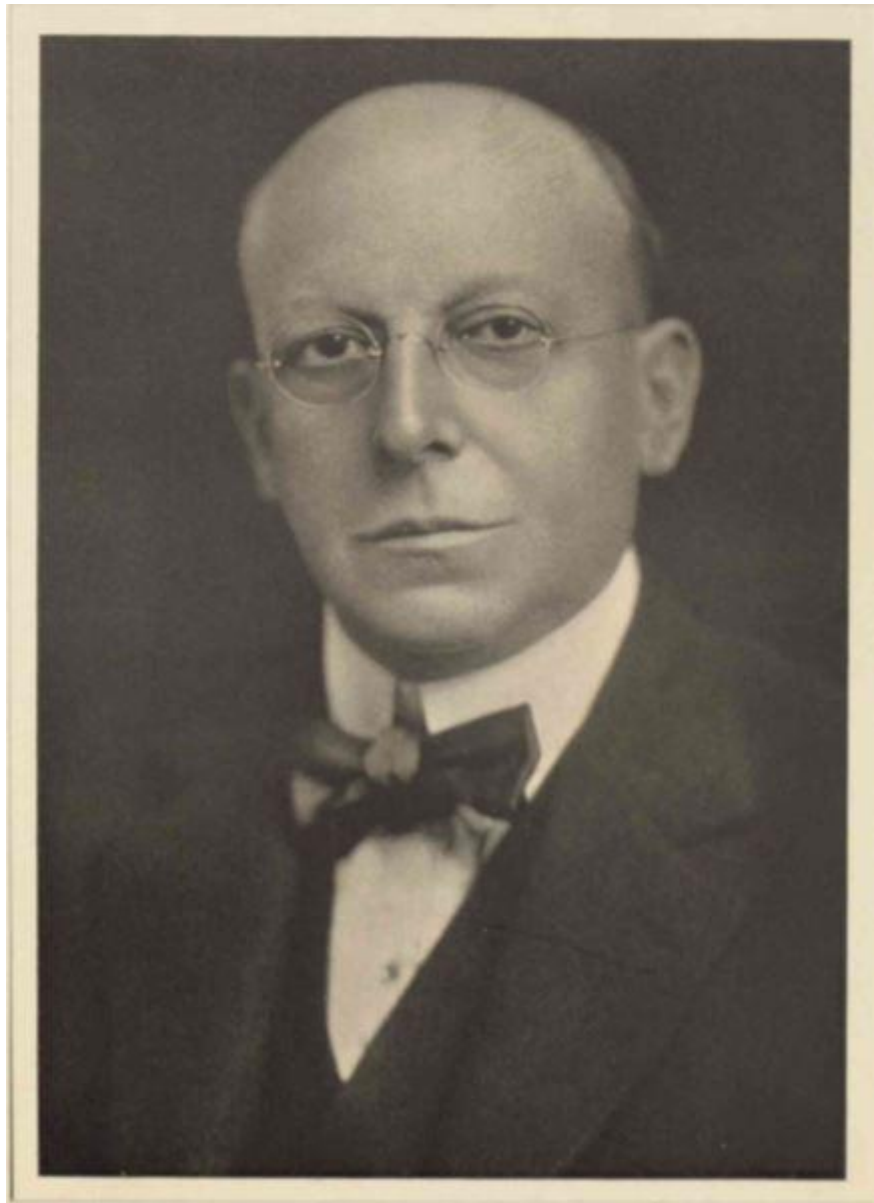
- <https://tinyurl.com/sampleantidiscrimination>
- <https://tinyurl.com/nonprofitinclusiveness>
- <https://tinyurl.com/biasimpactassessment>

How will the winner be selected?



Talking About Your Leadership

Fred Morgan Kirby and Leadership



How will we evaluate your senior leadership?

APPLICATION ROUND:

- **VALUES & STAKEHOLDER ACCOUNTABILITY**
 - The enterprise and its senior leadership are explicit about the core values that drive their work and are accountable to the clients or beneficiaries they aim to serve.

INTERVIEW ROUND:

- **STRATEGIC COLLABORATION**
 - The enterprise identifies and engages with potential partners and allies, leveraging strategic collaboration to advance impact.
- **RESOURCEFULNESS & RESILIENCE**
 - The enterprise and its senior leadership are solutions-oriented, possesses a strong internal locus of control, and perseveres in the face of challenges.
- **TEAM DIVERSIFICATION**
 - The enterprise builds teams (both internal and external) that reflect diversity of thought, lived experience/background, education, socio-economic status etc. and leverages that diversity in strategic decision-making.

How will we evaluate your senior leadership?

1 VERY WEAK <i>NO EVIDENCE</i>	2 WEAK <i>MINIMAL EVIDENCE</i>	3 ADEQUATE <i>EVIDENCE WITH LITTLE SUPPORTING INFORMATION</i>	4 STRONG <i>CLEAR AND CONCISE EVIDENCE</i>	5 EXCEPTIONAL <i>CLEAR, CONCISE, AND COMPELLING EVIDENCE</i>
--	--	---	--	--

Values and Stakeholder Accountability

Values & Stakeholder Accountability: Who are you accountable to, and how?

- **How** do you articulate the core values that drive your work?
- **How** do you hold yourself accountable to stakeholders and beneficiaries?
- **What** strategic pivots have you made as a result of stakeholder and beneficiary feedback?
- **What** specific roles exist in the enterprise that arms beneficiaries with decision-making power?



Values & Stakeholder Accountability: Evaluation Rubric

1 VERY WEAK <i>NO EVIDENCE</i>	2 WEAK <i>MINIMAL EVIDENCE</i>	3 ADEQUATE <i>EVIDENCE WITH LITTLE SUPPORTING INFORMATION</i>	4 STRONG <i>CLEAR AND CONCISE EVIDENCE</i>	5 EXCEPTIONAL <i>CLEAR, CONCISE, AND COMPELLING EVIDENCE</i>
The enterprise and its senior leadership do not explicitly state the core values that drive their work. There is no evidence of accountability to clients or beneficiaries.	The enterprise and its senior leadership make a vague reference to their core values and accountability to clients or beneficiaries.	The enterprise and its senior leadership clearly state the core values that drive their work and how they are accountable to clients or beneficiaries.	The enterprise and its senior leadership are clearly explicit about the core values that drive their work and clearly articulates accountability to clients or beneficiaries.	The enterprise and its senior leadership clearly, concisely, and compellingly articulates the core values that drive their work, how they are accountable to clients or beneficiaries; points to evidence of strategic changes or pivots that have been made as a result of beneficiary feedback and has specific roles within the enterprise that arm beneficiaries with decision-making power.

Strategic Collaboration

*“To go fast, go alone.
To go far, go together.”*

-Disputed origin

Strategic Collaboration: How do you identify and leverage partners to advance impact?

- **How** have you engaged with partners and allies across sectors?
- **How** have you leveraged these relationships to advance impact?
- **What** is your internal process to identify new allies in the ecosystem?



Leverage partners while mitigating potential risks and conflicts.

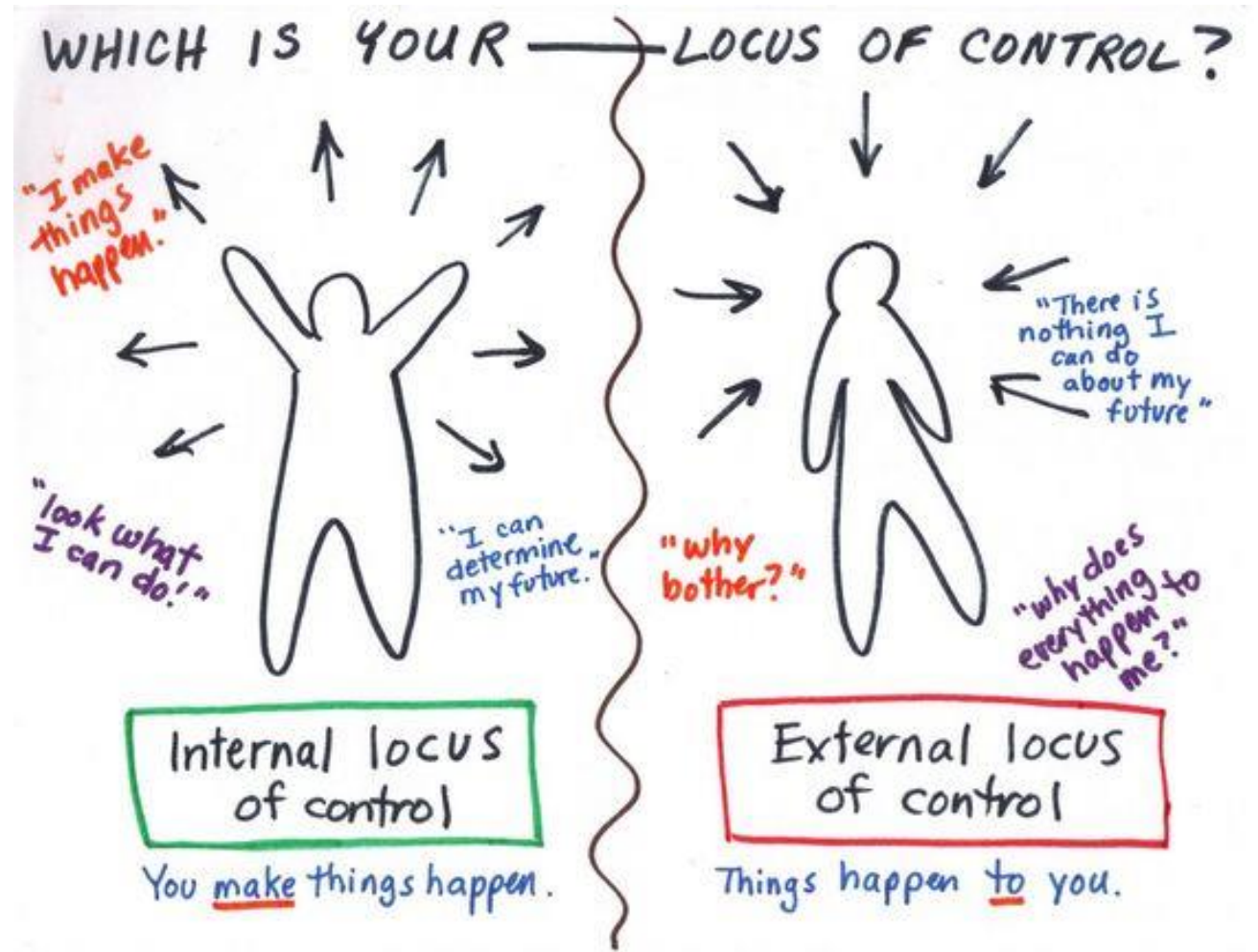
Strategic Collaboration: Evaluation Rubric

1 VERY WEAK <i>NO EVIDENCE</i>	2 WEAK <i>MINIMAL EVIDENCE</i>	3 ADEQUATE <i>EVIDENCE WITH LITTLE SUPPORTING INFORMATION</i>	4 STRONG <i>CLEAR AND CONCISE EVIDENCE</i>	5 EXCEPTIONAL <i>CLEAR, CONCISE, AND COMPELLING EVIDENCE</i>
No evidence that the enterprise identifies and engages with potential partners and allies to advance impact.	Minimal evidence that the enterprise identifies and engages with potential partners with allies to advance impact.	Evidence that the enterprise identifies and engages with potential partners and allies to advance impact.	Clear and concise evidence that the enterprise has identified and engages with potential partners and provides examples of how these relationships have been strategically leveraged to advance impact.	Clear, concise, and compelling evidence that the enterprise has identified and engaged with potential partners and allies across sectors, provides examples of how these relationships have been strategically leveraged to advance impact, and there is an internal process in place to identify new allies in the ecosystem.

Resourcefulness and Resilience

Resourcefulness & Resilience: How does your leadership approach difficult decisions?

- **How** does your leadership approach difficult decisions?
- **What** evidence do you have that your leadership is solutions-oriented?
- **What** evidence do you have that your leadership possess an internal locus of control?



Resourcefulness & Resilience: Evaluation Rubric

1 VERY WEAK <i>NO EVIDENCE</i>	2 WEAK <i>MINIMAL EVIDENCE</i>	3 ADEQUATE <i>EVIDENCE WITH LITTLE SUPPORTING INFORMATION</i>	4 STRONG <i>CLEAR AND CONCISE EVIDENCE</i>	5 EXCEPTIONAL <i>CLEAR, CONCISE, AND COMPELLING EVIDENCE</i>
No evidence that the enterprise and its senior leadership are solutions-oriented, possess a strong internal locus of control, and perseveres in the face of challenges.	Minimal evidence that the enterprise and its senior leadership are solutions-oriented, possess a strong internal locus of control, and perseveres in the face of challenges.	Evidence that the enterprise and its senior leadership are solutions-oriented, possess a strong internal locus of control, and perseveres in the face of challenges.	Clear and concise evidence that the enterprise and its senior leadership are solutions-oriented, possess a strong internal locus of control, and perseveres in the face of challenges.	Clear, concise and compelling evidence that the enterprise and its senior leadership are solutions-oriented, possess a strong internal locus of control, and perseveres in the face of challenges.

Team Diversification

Team Diversification: What differences exist on your team? How do you leverage and value these differences?

- **How** have you built an internal and external team that reflects diversity of thought, lived experience/background, education, or socio-economic status?
- **How** do you leverage this diversity to drive strategic decision-making?



What do we mean by Diversity, Equity, and Inclusion?

While many definitions of these three terms exist, for the purposes of this paper, we are focusing on the following aspects of the terms:

Diversity: the numeric representation of individuals with a range of identities, perspectives, and lived experience (e.g., gender, race, country of origin).

Equity: "the fair treatment, access, opportunity, and advancement for all people, while at the same time striving to identify and eliminate barriers that have prevented the full participation of some groups."²⁰

Inclusion: an environment (primarily workplace, in this context) which supports, serves, and values all individuals such that they can fully participate.

Team Diversification: What differences exist on your team? How do you leverage and value these differences?

“In the early stages, when organizations are in “build-mode” and laser focused on growth, it’s easy to miss an opportunity to be intentional about equity in both staff recruitment/retention, and operational process. As a result, the staff does not reflect the people impacted by the vision, mission, and work, and we don’t slow down to consider all perspectives around key strategic moves.”

- Jennifer Valenzuela, Chief of People and Equity, Health Leads



Team Diversification: Evaluation Rubric

<p>1 VERY WEAK</p> <p><i>NO EVIDENCE</i></p>	<p>2 WEAK</p> <p><i>MINIMAL EVIDENCE</i></p>	<p>3 ADEQUATE</p> <p><i>EVIDENCE WITH LITTLE SUPPORTING INFORMATION</i></p>	<p>4 STRONG</p> <p><i>CLEAR AND CONCISE EVIDENCE</i></p>	<p>5 EXCEPTIONAL</p> <p><i>CLEAR, CONCISE, AND COMPELLING EVIDENCE</i></p>
<p>Enterprise has not built a team that reflects diversity of thought, lived experience/background, education, or socio-economic status.</p>	<p>Enterprise has built a diverse team but there is minimal evidence of leveraging diversity in decision-making.</p>	<p>Enterprise has built internal and external teams that reflect diversity of thought, lived experience/background, education, socio-economic status and attempts to leverage these in decision-making.</p>	<p>Enterprise has built internal and external teams that reflect diversity of thought, lived experience/background, education, socio-economic status; internal and external teams reflect the diversity found in beneficiaries, and provides clear and concise evidence of leveraging the diversity on these teams in strategic decision making.</p>	<p>Enterprise has built internal and external teams that reflect diversity of thought, lived experience/background, education, socio-economic status; internal and external teams reflect the diversity found in beneficiaries, and provides clear and concise evidence of leveraging the diversity on these teams in strategic decision making. Additionally, the enterprise has an internal process to identify experiences or identities that are not represented on the team.</p>

What's Next?

What can I do if I have more questions?

- Recordings and slide decks from previous information sessions are available on the F. M. Kirby Impact Prize webpage:
<https://bit.ly/kirbyimpactprize>
- Submit your questions about the F. M. Kirby Impact Prize:
<https://tinyurl.com/KirbyImpactQuestions>
- Review the Frequently Asked Questions Tool:
<https://tinyurl.com/KirbyImpactFAQS>

CASE Resources

Strategic Collaboration

- CASE Scaling Pathways: Imazon: Using Data and Partnerships to Save the Amazon
 - [https://static.globalinnovationexchange.org/s3fs-public/asset/document/FINAL%20Scaling%20Pathways%20-%20Imazon%20Case%20Study%20\(5.11.17\).pdf?6gHtJooYYJtg720DppEGsJEmoOSe8ZOR](https://static.globalinnovationexchange.org/s3fs-public/asset/document/FINAL%20Scaling%20Pathways%20-%20Imazon%20Case%20Study%20(5.11.17).pdf?6gHtJooYYJtg720DppEGsJEmoOSe8ZOR)
- CASE Scaling Pathways: Leveraging Government Partnerships for Scaled Impact
 - https://static.globalinnovationexchange.org/s3fs-public/asset/document/Scaling%20Pathways_Leveraging%20Government%20Partnerships.pdf?wOzclWWva5UNMpRsuWa36AZiTjZxMvva

Team Diversification

- CASE Scaling Pathways: People Matter- Evolving Talent to Drive Impact at Scale:
 - https://static.globalinnovationexchange.org/s3fs-public/asset/document/Scaling%20Pathways_%20People%20Matter--Evolving%20Talent%20to%20Drive%20Impact%20at%20Scale.pdf?c4JrwCZf6NnUsAjpg6kjh6hj4UD7GG6ZW
- CASE Scaling Pathways: People Matter- Evolving Talent to Drive Impact at Scale DEI Guide
 - https://static.globalinnovationexchange.org/s3fs-public/asset/document/PeopleMatter_DEI_ScalingPathways.pdf?E_1ae3UChFgVvXC9JLkZei3aQQank4IG

Stay in Touch!



@CASEatDuke



Facebook.com/CASEDuke



CASEatDuke.org



[LinkedIn](#)

