

# How to Design Inclusive Convenings

## Lessons from the Emerging Leaders Initiative

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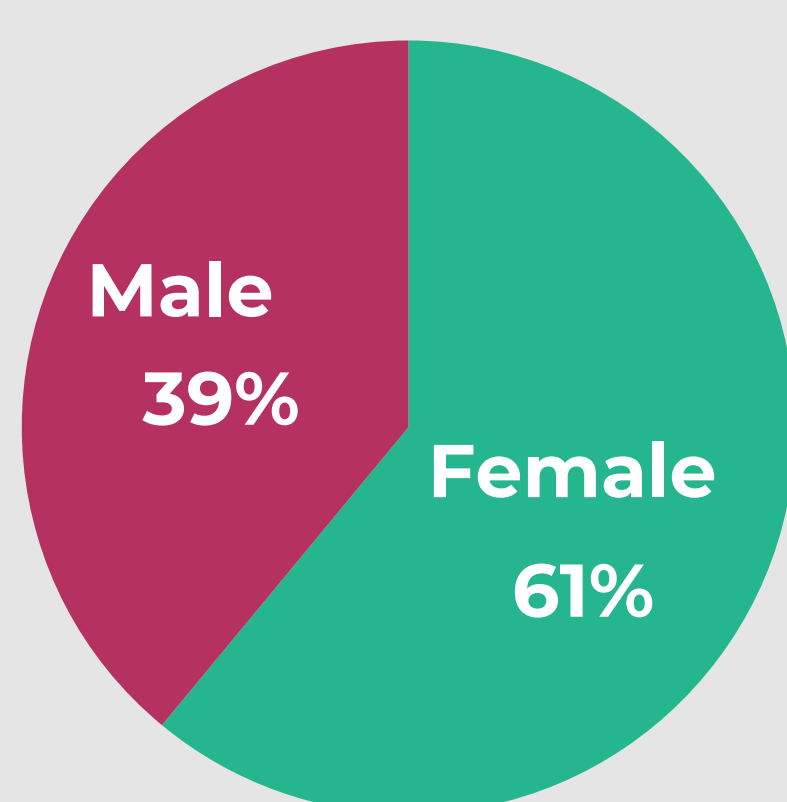
### BACKGROUND

2014 - 2019

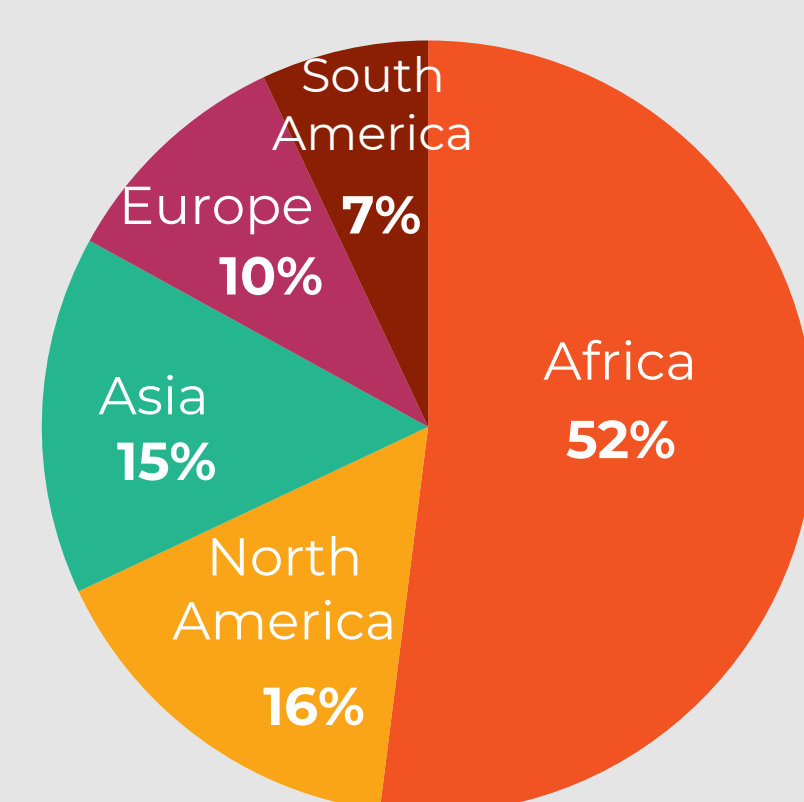
69  
Leaders

29 Countries

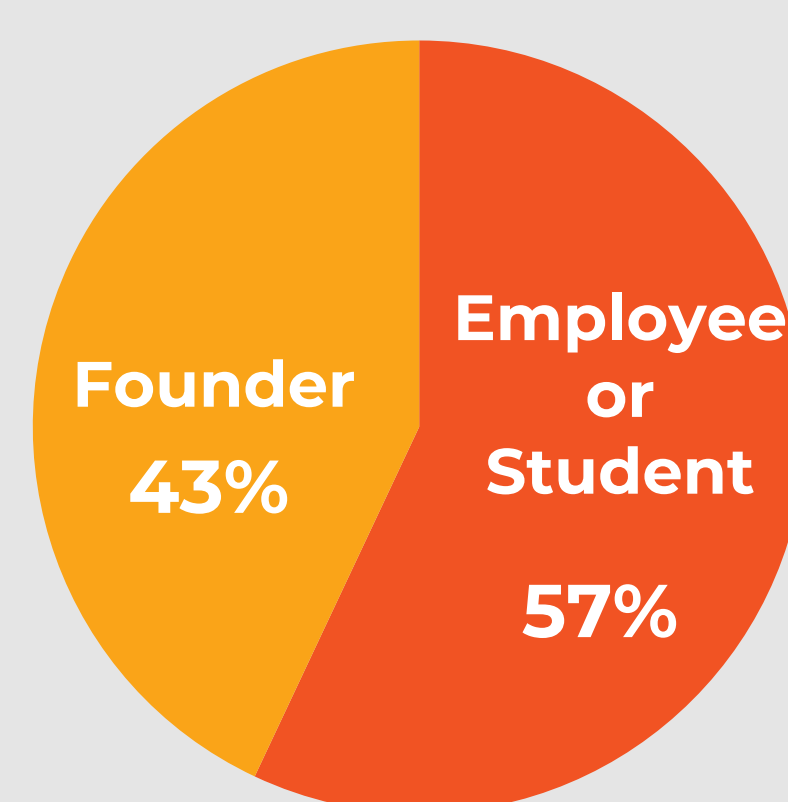
#### Gender



#### Region of Residence



#### Occupation



Beginning in 2014, the Emerging Leaders Initiative brought together 10-12 young social entrepreneurs each year from around the world to the Skoll World Forum. A partnership with the Mastercard Foundation, the Initiative was designed to accelerate leaders' careers and impact by leveraging the entirety of the Forum's offerings and incorporating their voices into the event.

### METHODOLOGY

This was conducted as an internal learning evaluation. The key learning objectives were to understand Leader's experiences of the program, the aspects that were most useful, and leaders' most significant outcomes, disaggregated by gender and occupation.

A comprehensive analysis of the ELI program began in September 2019, using data from three key sources: **Post-Forum surveys** taken after each cohort, **virtual interviews** conducted with select alumni in September 2019, and a **follow-up most significant change (MSC) survey** shared with all alumni (other than those interviewed) in September 2019. **Pre-Forum surveys** from the 2017-19 cohorts were also reviewed, with 22 respondents in total, to better understand expectations and aspirations of ELI participants prior to the Forum.

#### Post-Forum Surveys

A combined analysis of post- Forum survey responses from 2015-19.

- **n = 42\***
- **Medium:** Online
- **Date of completion:** Close of Forum
- Majority are **anonymous** (*with the exception of 2015*).

*\*44 respondents began the survey, but 2 were removed due to incomplete responses.*

#### Virtual Interviews

A qualitative coding analysis of interviews administered to select alumni across all cohort years.

- **n = 13**
- **Medium:** Zoom/Phone
- **Date of completion:** September 2019
- **Not anonymous**

*A payment of \$75 was offered to each respondent as a "thank you" for their time and participation.*

#### MSC Surveys

An analysis of a follow-up survey sent to all alumni of the program\*, with a raffle incentive offered.

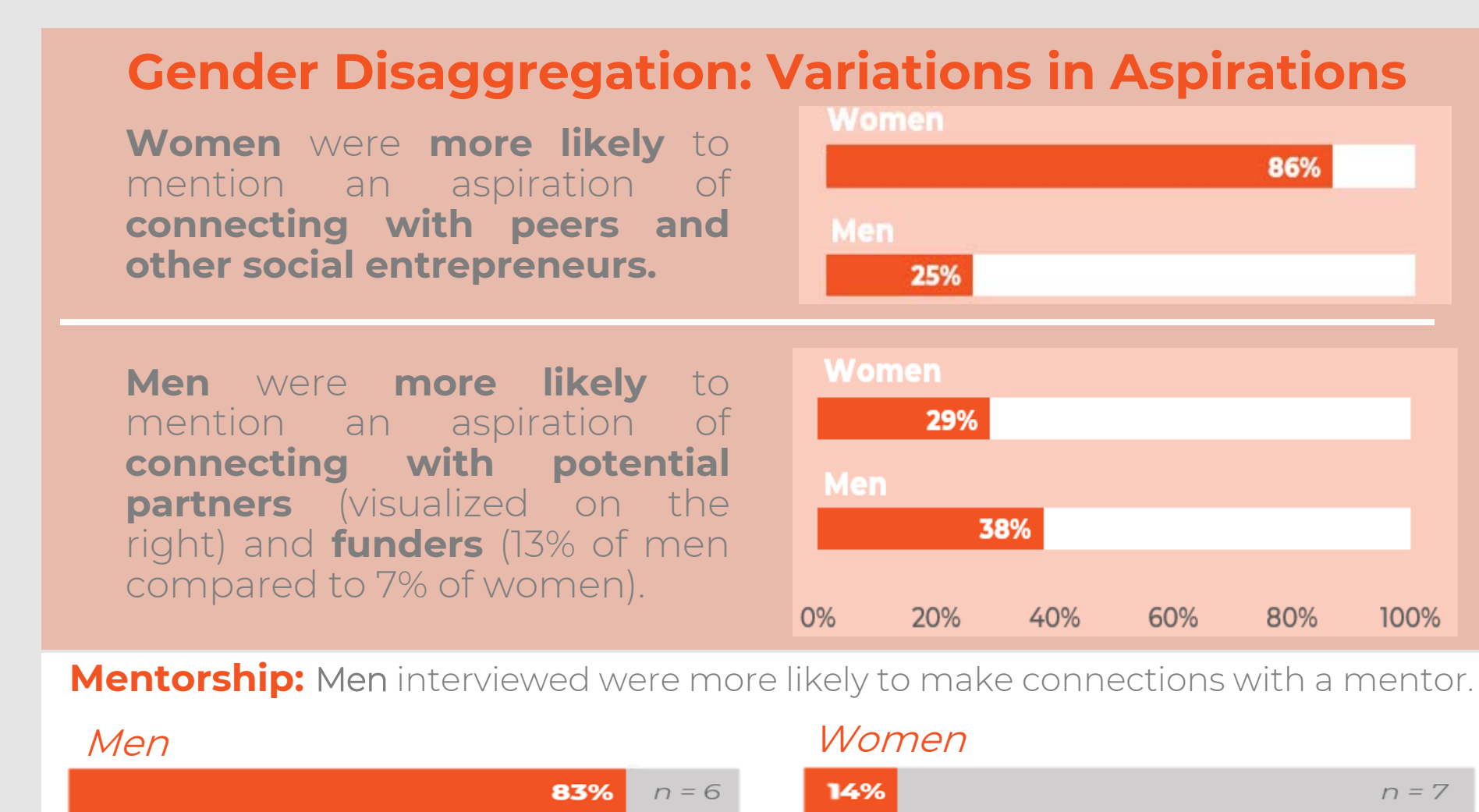
- **n = 14**
- **Medium:** Online
- **Date of completion:** September 2019
- Issued anonymously, though all respondents **opted-in to providing their details** (for inclusion in raffle)

*\*Those who participated in the interview were not issued the follow-up survey.*

### KEY RESULTS

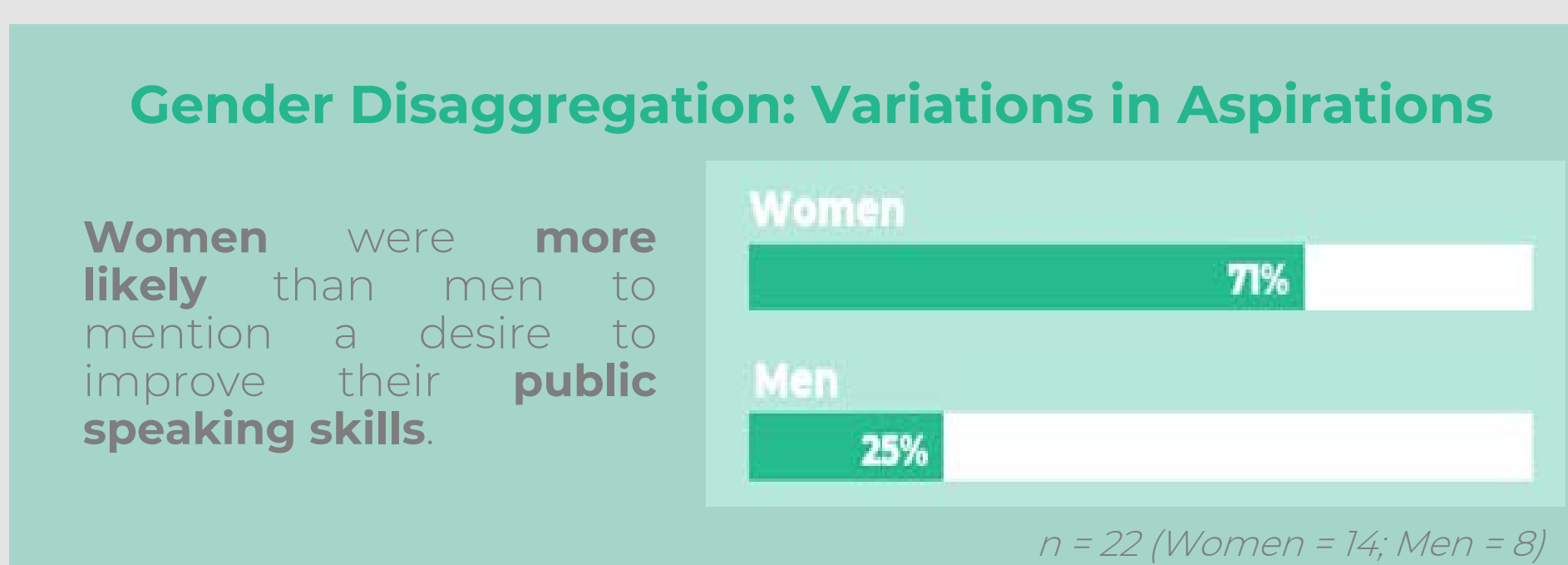
#### Connection

**Connecting with peers, mentors, funders, and potential partners** was the highest aspiration for the Emerging Leaders at **91%**, though there were variations by gender.



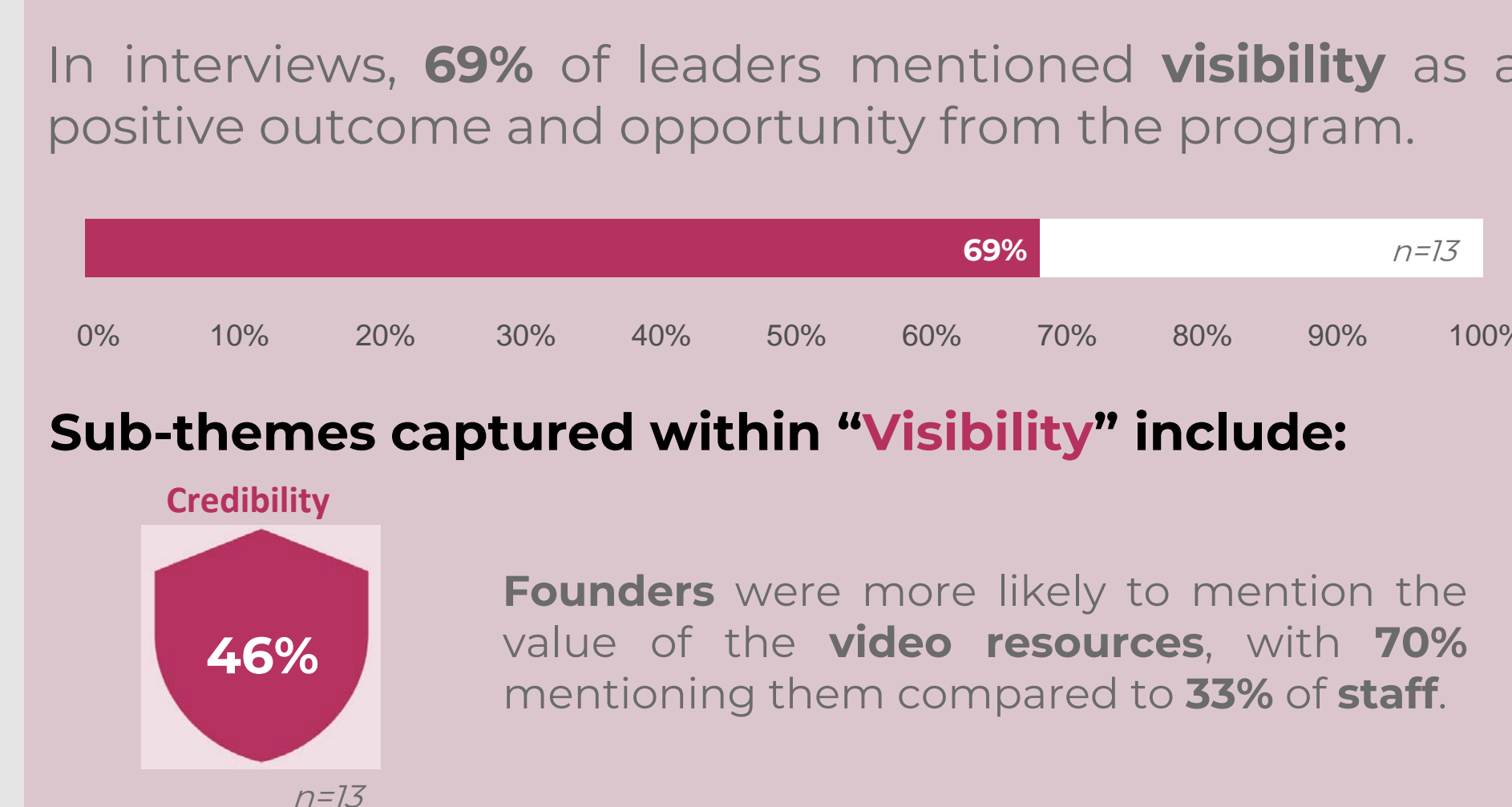
#### Learning

**Learning** was the second highest aspiration among Leaders at **86%**, who expressed a desire to **learn from peers, leading social entrepreneurs, experts, and thought leaders on topics such as global issues, best practices, and strategies for achieving impact.**



#### Visibility

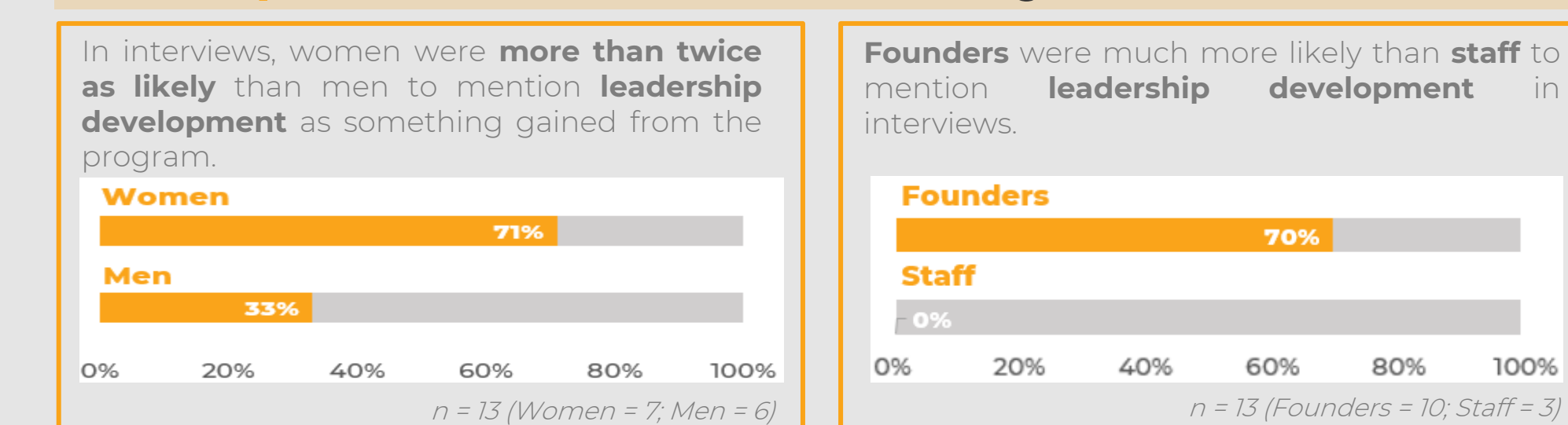
**Visibility** includes the opportunity to highlight one's work or views to the larger global community, which lends it credibility.



#### Growth

**Growth** refers to one of the least tangible but potentially most impactful outcomes of ELI—how the experience influenced Leaders' personal and professional growth.

In interviews, **69%** of leaders mentioned **personal growth** as a positive outcome and opportunity from the program. **54%** of interviewees mentioned **leadership development** as a valuable area of growth.



### RECOMMENDATIONS

#### Connection

- **Take steps to remove barriers to connection that young social entrepreneurs, especially women and leaders from the Global South, face at global convenings.** Help ensure that these leaders are included by actively involving typically marginalized groups in discussion about the structural barriers and norms that contribute to exclusion. Include them in creating solutions to make these events more inclusive and equitable.
- **Help young leaders navigate the convening and make catalytic connections more easily.** Make sure to keep equity in mind, such as actively helping young female social entrepreneurs make connections with mentors.

#### Learning

- **Be responsive, not prescriptive, when it comes to designing trainings and workshops.** Use pre- and post-program surveys or other feedback mechanisms to evolve year after year and ensure that the programming is most useful for participants. Again, apply an equity lens, and think about how this might differ across gender, region, role, and other factors.
- **Dedicate time to learning both soft and hard skills.** Soft skills, like storytelling and networking, can be immediately useful for connecting and communicating with other delegates. Hard skills like impact measurement and financial planning are also important for young social entrepreneurs.

#### Visibility

- **Make young leaders visible by putting them on the convening agenda.** Not only are their insights valuable but increasing their visibility can open doors to connections and other opportunities that would be more difficult to achieve through attendance alone.
- **Provide professional resources that young leaders can take with them, like session recordings or other high-quality videos.** These are valuable assets that Leaders often wouldn't have been able to produce themselves. High-quality videos can spread awareness of young leaders and their work to broad audiences.

#### Growth

- **Appreciate that one of the most valuable aspects of your program might be the intangible takeaways.** Exposure to new ideas and perspectives, such as collaborative leadership and the importance of well-being, are also worthy of dedicated time.
- **Create space for young leaders to think beyond the day-to-day and look at the bigger picture.** The opportunity to take a step back and reflect on the big picture of one's work is often a luxury. The structure of convenings already lends itself to removing oneself from the day-to-day. Conveners can lean into this by hosting dedicating discussions on these topics. This may even spark entirely new initiatives.