

# Leadership for Equity and Opportunity (LEO)

## Marin Cohort III Pre-Post Survey Results

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June 17, 2021

### INTRODUCTION

Leadership for Equity and Opportunity (LEO) is a learning-in-action program that equips a diverse group of community leaders with the practices necessary to produce extraordinary results for systemic and equitable individual, organizational, and community change. The program is based on Dr. Monica Sharma's *Radical Transformational Leadership* book and framework. In the Bay Area the program is hosted by Impact Launch in partnership with local organizations.

LEO's training program is based on the Conscious Full-Spectrum Response (CFSR) framework that Dr. Sharma developed. At a high level, CFSR is predicated on a person or set of individuals acting simultaneously across three levels of equity interventions—by applying technical interventions to immediate causes; by addressing systems, norms, and policies; and by applying transformational leadership and stewardship to tackle underlying factors.

The Marin Community Foundation's Buck Family Fund has provided funding for the LEO program in Marin County, where three program cohorts have taken place. Informing Change has conducted two prior evaluations of the initial cohorts, where we examined changes in personal growth and readiness to take action on equity. In the first evaluation of the LEO program in Marin County, Cohort I participants reported substantial gains in knowledge, values, attitudes, and other critical components of LEO growth between the start and end of the program. This report shares the results of a pre-post survey—modified from that used with Cohort I—conducted with Cohort III of LEO participants to explore changes in participants' ability to take action on equity in their work and communities.

### Methodology

MCF staff analyzed pre- and post-survey data from Cohort III participants. The set of pre- and post-program surveys for this third evaluation was designed to measure how changes in participants' knowledge, behavior, attitudes, and actions equips participants to advance equity, including in partnership with others. Throughout this report we compare aggregate frequencies (or distribution of responses).

Pre-surveys were completed during the enrollment process, and the post-survey was made available for a week starting on the day the program ended. Both surveys were administered using SurveyMonkey. The pre-survey was a requirement for all participants (not including practitioner coaches). In total, 102 participants (100% response rate) completed the pre-survey. The post-survey was optional, but strongly encouraged. Among the 98 participants who completed the program, 65 participants responded to the post-program survey, for a 66% response rate.<sup>1</sup> There was greater attrition among younger respondents between 26 and 45 years old.

The survey for Cohort III was modified from the pre- and post-assessments administered with participants of Cohort I. The survey asked seven questions related to demographic and participation-level information. It also asked eight questions that were included in both surveys to measure change in the areas related to knowledge, attitudes, and action. The post-survey included two items related to partnering and action and program satisfaction. Appendices I and II show all survey questions and aggregated responses to the pre- and post-surveys.

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<sup>1</sup> While 102 people completed the pre-survey, only 98 people participated in the program; therefore, the response rate is based on 98 total people, not 102.

One key limitation to the survey methodology that is important to acknowledge is that the Foundation prioritized survey respondents’ anonymity, and as a result, pre- and post-survey responses are not matched by participant.<sup>2</sup> In addition, statistical analysis was not conducted for the pre- and post-survey items.

**PROFILE OF COHORT III PARTICIPANTS**

The Cohort III of the LEO program ran from February through April of 2021. Due to COVID-19, this cohort engaged entirely online via Zoom.

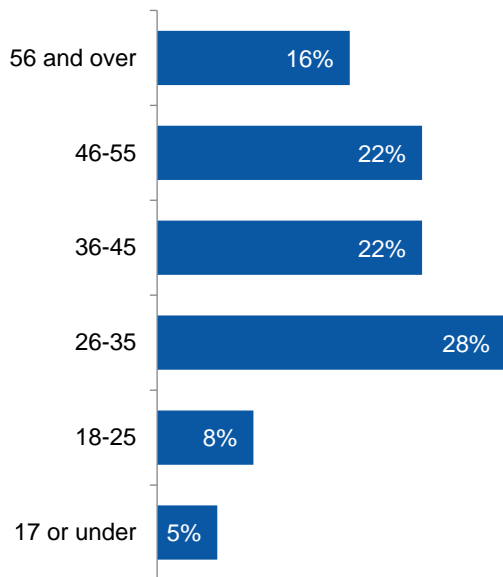
Outreach efforts to recruit Cohort III participants intentionally focused on a younger population, resulting in a much higher proportion of participants in their mid-thirties or younger, with 41% under 36 years old, compared to 20% in Cohort II and 22% in Cohort I (see Exhibit 1). This third cohort is slightly more racially diverse, with only 39% of participants identifying as White, compared with 46% in Cohort II and 54% in Cohort I (see Exhibit 2). It is worth noting that the demographics of the post-program respondent population differ slightly from the overall Cohort’s—both 26- to 35-year-olds and White participants are slightly overrepresented in post-program responses.

We do find some similarities in the profile of this cohort and previous ones. As with Cohort I and II, participants in Cohort III volunteer and work across most geographies in Marin and tackle a wide range of issue areas (see Exhibits 3 and 4, page 3), and 42% of participants had taken a formal leadership course before they participated in LEO, similar to 41% of Cohort I participants (see Exhibit 5, page 3).<sup>3</sup>

Cohort III was the second LEO cohort with fully integrated Spanish interpretation services available and the first one to be held virtually due to the COVID-19 restrictions.

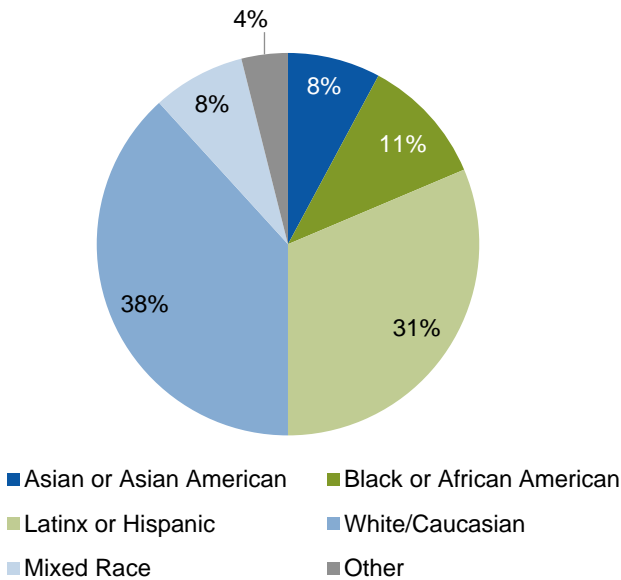
**Pre-Survey Participant Age group**

Exhibit 1 | n= 102



**Pre-Survey Participant Ethnicity**

Exhibit 2 | n= 102

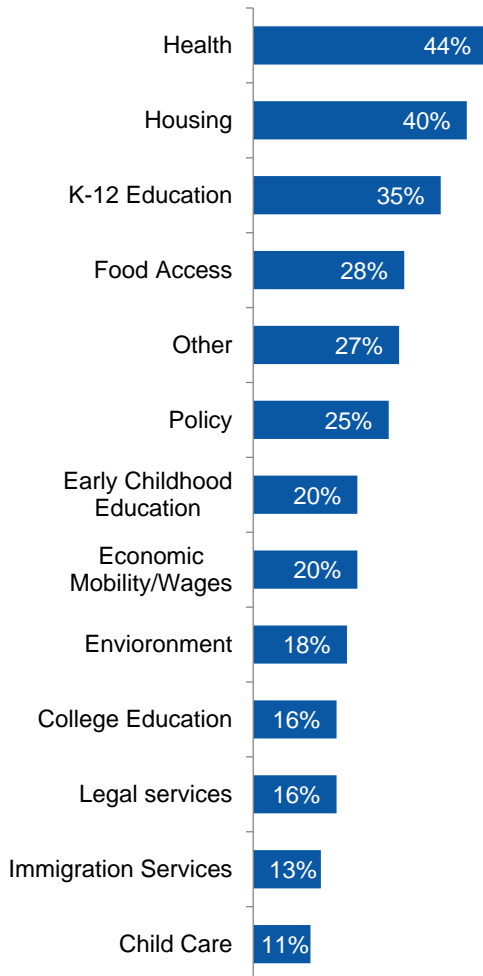


<sup>2</sup> Matched data is typically preferred for conducting pre-/post-survey analysis as it allows for increased statistical efficiency, eliminates confounding variables, and improves validity.

<sup>3</sup> The question on previous leadership was not correctly included in the pre-survey, so only the post-survey result is included. We also note that we could only make a comparison with Cohort I, since the survey of Cohort II did not include a question on previous leadership courses.

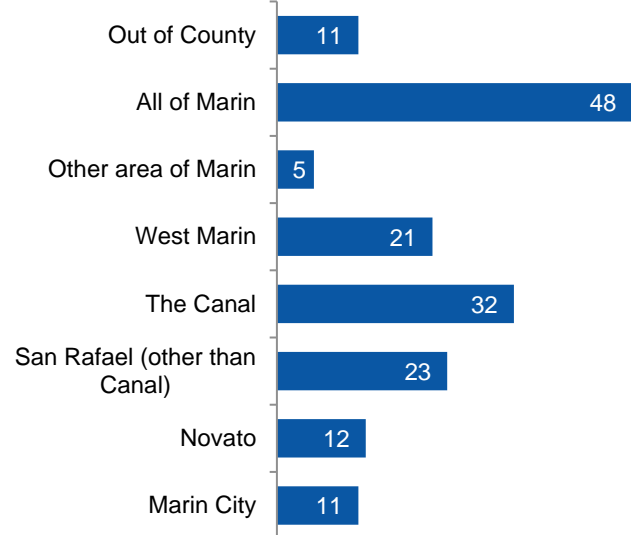
### Pre-Survey Participant Issue Areas Addressed

Exhibit 3 | n= 102



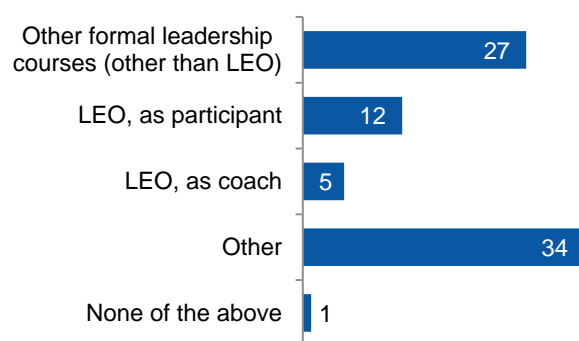
### Pre-Survey Participant Geographic Regions (work or volunteer)

Exhibit 4 | n=102



### Post-Survey Past Participation in Leadership Courses

Exhibit 5 | (n=65)



## KEY FINDINGS

Overall, the Cohort III pre- and post-survey findings point to salient increases in the specific tools and technical abilities needed to drive equity-centered work. Results also demonstrate substantial changes in participants' personal growth and leadership. Overwhelmingly, participants indicated that the program has been an important source of inner motivation and commitment to taking action on equity as well as strengthening participants' ability to partner with others in equity-focused work in Marin. Beyond improved skills and motivations, participants expressed high satisfaction with the content of the LEO workshops and relatively high satisfaction with the program delivery format.

Below, we describe in further detail the various aspects in which LEO has impacted Cohort III participants.

### Sourcing Universal Values

Central to the LEO pedagogy is the act of identifying and “leading with” a set of universal values that one holds for oneself and all others. These values then become the foundation from which participants take equity actions, inspire others, and ultimately produce and sustain equitable results. While at the beginning of the program a high proportion of participants (75%) accepted these principles, it is notable that following participation in LEO, nearly all participants (98%) accepted this foundational aspect of the CFSR framework (Exhibit 6, page 4). This finding

illustrates how effective the program is in ensuring the common framework is fully understood and embraced by participants.

Technical Interventions

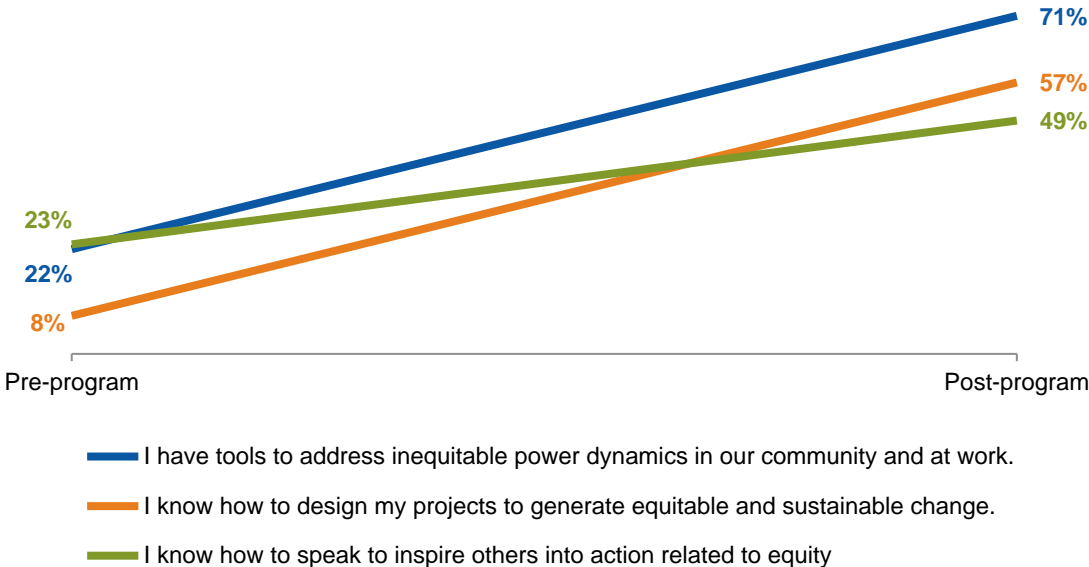
A key dimension of LEO involves equipping participants with the necessary tools they need to set equity-focused actions in motion within the context of their organizations and their communities. In addition to the personal growth participants experience, the goal of LEO is to enable its alumni to apply increased value- and equity-focused behaviors and actions. Thus, providing the fundamental skills needed to drive this work forward—and bring others along in the process—is at the heart of the mission.

As seen in Exhibit 7, Cohort III participants experienced notable growth in the technical skills needed to take action on equity. In particular, after participating in LEO, more participants agreed (i.e., “quite a bit”) that they have the tools necessary to address inequitable power dynamics in their environments (the percentage increased 49 percentage points). Notably, the proportion of those who did not feel they have the necessary tools (i.e., “very little” or “not at all”) dropped to only 3%, compared to 19% at the start of the program.

We see similar patterns in other technical skills, including participants’ knowledge of designing projects to generate equitable and sustainable change. At the start of the program, the indicator on the ability of participants to design projects had the lowest level among these indicators; only 8% of participants felt they knew how to do this “quite a bit,” but this increased substantially to 57% after completing the program. Participants also reported growth—though at slightly lower rates—in their knowledge of how to speak to inspire others into equity-related actions (increasing from 22% to 49%).

Technical skills (pre-and post-survey responses)

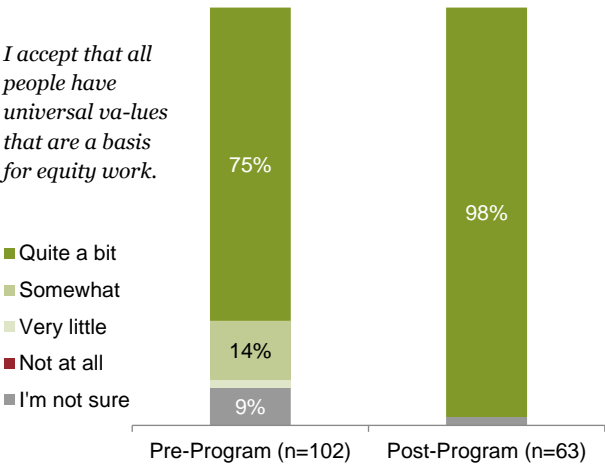
Exhibit 7 | pre (n=102), post (n=63)  
Percentage of participants indicating they agree “quite a bit”



Universal values (pre- and post-survey responses)

Exhibit 6

*I accept that all people have universal values that are a basis for equity work.*



Leadership & Personal Growth

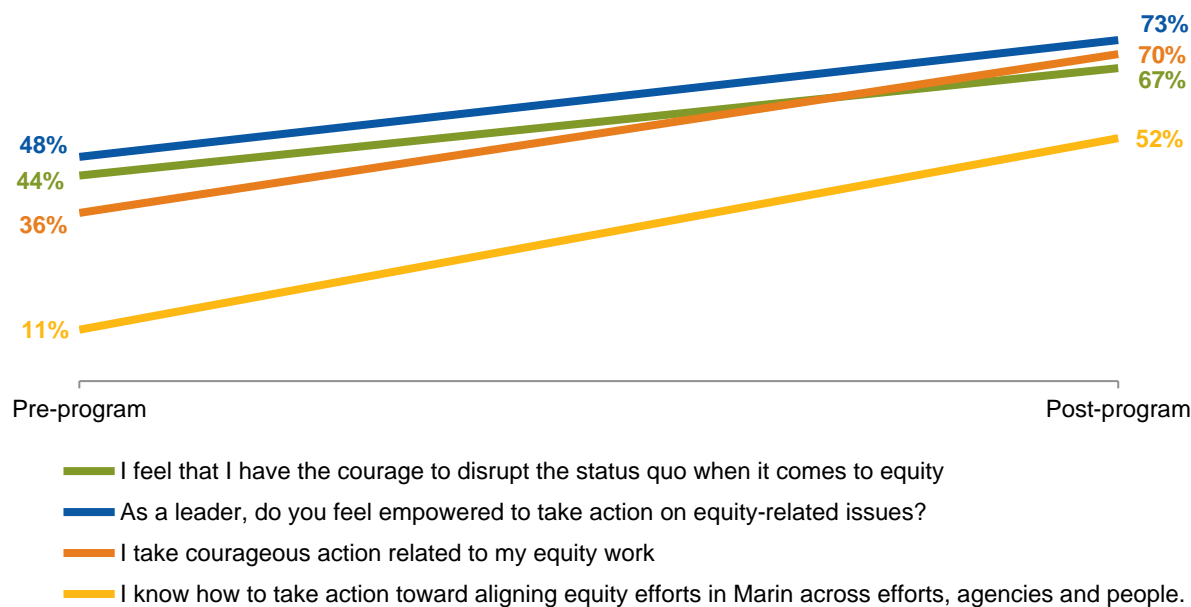
Another significant dimension of the CFSR framework is the development of leadership and stewardship. In analyzing respondents’ answers to this space, we found that participants experienced the most growth in actionable indicators (see Exhibit 8). At the start of the program, only 36% of participants agreed “quite a bit” that they took courageous action related to their equity work, while at the end of the program, that proportion grows to 70% of participants.

Similarly, when asked about the extent of their knowledge in aligning equity efforts in Marin County across stakeholders, the percentage of participants agreeing “quite a bit” that they knew how to take action grew from 11% to 52%. It is notable that at the start of the program, about half of the participants felt they had limited knowledge of how to align equity efforts (i.e., “very little” or less), but after the program, that percentage shrinks to 5% (with no participants saying “not at all”), which points to a strong outcome for aligned equity actions in Marin County.

Participants also experienced growth in the intrapersonal aspects of engaging in tangible equity-focused actions, although the increase was not as pronounced as with other indicators. The percentage of respondents in the post-program survey noting that they agreed “quite a bit” with the statement that they felt empowered to address equity issues increased by 25 percentage points (from 48% to 73%).

Leadership & Personal Growth (pre- and post-survey responses)

Exhibit 8 | pre (n=102), post (n=63)  
Percentage of participants indicating they agree “quite a bit”



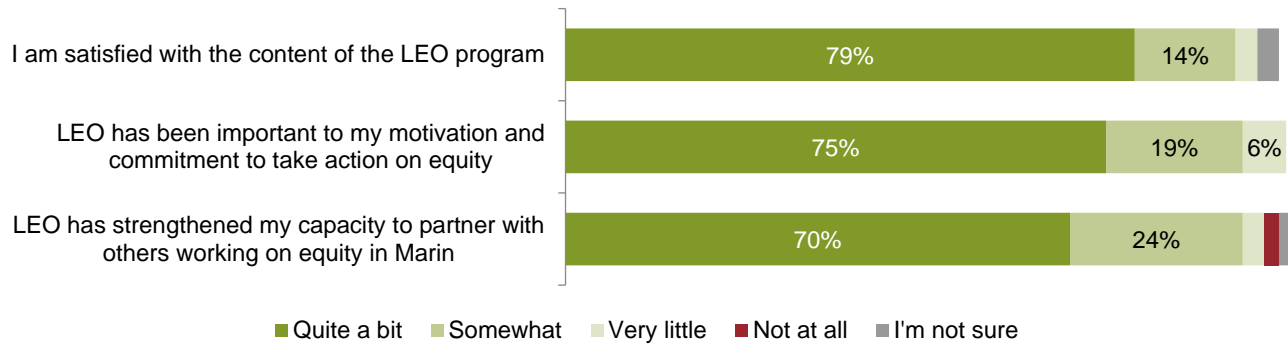
LEO Contributions<sup>4</sup>

While the desire to contribute to equitable outcomes may be inherent for some, the internal motivation, specific skills, and ability to work collectively and across silos to accomplish equity goals may not always be as easy to come by. The LEO program plays a major role in encouraging and enabling participants to advance equity work, especially in partnership with others. The program has positively impacted the motivation and commitment of the large majority of participants (75%) to advance equity (see Exhibit 9, page 6). This motivation and commitment exert a ripple effect, as participants (70%) feel the strengthened capacity to take on this work through partnerships. Finally, the post-program survey results show strong levels of satisfaction (79%).

<sup>4</sup> This section provides only post-survey results.

## LEO Contributions (pre- and post-survey responses)

Exhibit 9 | n= 63



## CONCLUSION

The results from the pre- and post-surveys show positive results across all program indicators, from technical tools to leadership and personal growth. We observed similar trends and increases in the prior participant assessment, which indicates that the program's desired outcomes have persevered even in the face of a pandemic that disrupted everyone's lives and required the program to take place virtually.

As the large majority of LEO participants fully embrace the notion of universal values, they develop a shared language that many partners can identify with and support. This is a critical element in the CFSR journey, as program graduates can only change systems by working alongside other stakeholders.

With Cohort III, we see the impact of the program's curriculum and structure in equipping participants with the necessary tools to be proactive in advancing equity. Participants exhibit growth in a variety of skills, from speaking out their values to designing how they will carry out equity-focused work. Identifying and speaking one's values is a powerful and initial first step that many alumni take to begin their journey toward greater equitable outcomes.

What is most compelling for program participants is the impact of the CFSR framework on the personal leadership qualities of participants to take on equity-focused work. Actively engaging towards equitable solutions—both at work and in their community—requires confidence and courage as they partake in challenging conversations and stand up for one's values. LEO participants act on that courage to reach across the aisle and work in partnership with others to advance equity.

With the end of the pandemic within sight, we expect this cohort of LEO participants possibly increasing their ability to apply their equity-focused skills and knowledge as they start meeting safely in person with people in their organizations and communities. The pandemic has disproportionately affected communities of color, and as a result, there could be even more work for LEO graduates to take action on equity.

## Appendix A: Pre-Program Survey Data Tables<sup>1</sup>

1. What is your age range? (n=102)	Percent
17 or under	5%
18-25	8%
26-35	28%
36-45	22%
46-55	22%
56 and over	16%

2. What is your race/ethnicity? (n=102)	Percent
Asian	8%
Black or African American	11%
Hispanic or Latino	31%
White/Caucasian	38%
Mixed Race	8%
Other	4%

3. Will You Be Using Spanish Translation During LEO? (n=102)	Percent
Yes	3%
No	94%
Not sure	3%

4. If you work, volunteer or advocate in Marin, which geographic areas do you represent? (Choose all that apply) (n=102)	Percent
Marin City	11%
Novato	12%
San Rafael (other than Canal)	23%
The Canal	31%
West Marin	21%
Other area of Marin	5%
All of Marin	47%
Out of County	11%

<sup>1</sup> Some tables do not appear to add up to exactly 100% due to rounding of each individual percentage.

<b>5. If you work, volunteer and/or advocate in Marin, which issues areas are you addressing? (Choose all that apply)? (n=102)</b>	<b>Percent</b>
Health	44%
Housing	40%
K-12 Education	35%
Food Access	28%
Other	27%
Policy	25%
Early Childhood Education	20%
Economic Mobility/Wages	20%
Environment	18%
College Education	16%
Legal services	16%
Immigration Services	13%
Child Care	11%
<b>6. Past participation in leadership courses related to equity (choose all that apply)? (n=102)<sup>2</sup></b>	<b>Percent</b>
Other formal leadership courses (other than LEO)	53%
LEO, as participant	12%
LEO, as coach	0%
Other	7%
None of the above	33%
<b>7. At what level will you be participating in this LEO program? (n=102)</b>	<b>Percent</b>
Participant	100%
Coach	0%
<b>8. I accept that all people have universal values that are a basis for equity (n=102)</b>	<b>Percent</b>
Quite a bit	75%
Somewhat	14%
Very little	2%
Not at all	0%
I'm not sure	9%

<sup>2</sup> Note that the "Other" option was added partway through the survey administration process so results for this question may be skewed.

<b>9. I have tools to address inequitable power dynamics in our community and at work (n=102)</b>	<b>Percent</b>
Quite a bit	22%
Somewhat	53%
Very little	17%
Not at all	2%
I'm not sure	6%
<b>10. I feel that I have the courage to disrupt the status quo when it comes to equity (n=102)</b>	<b>Percent</b>
Quite a bit	44%
Somewhat	45%
Very little	6%
Not at all	1%
I'm not sure	5%
<b>11. I take courageous action related to my equity work (n=102)</b>	<b>Percent</b>
Quite a bit	36%
Somewhat	49%
Very little	12%
Not at all	1%
I'm not sure	3%
<b>12. I know how to speak to inspire others into action related to equity (n=102)</b>	<b>Percent</b>
Quite a bit	23%
Somewhat	45%
Very little	17%
Not at all	5%
I'm not sure	11%
<b>13. As a leader, do you feel empowered to take action on equity-related issues? (n=102)</b>	<b>Percent</b>
Quite a bit	48%
Somewhat	38%
Very little	13%
Not at all	1%
I'm not sure	1%

<b>14. I know how to take action toward aligning equity efforts in Marin across efforts, agencies, and people (n=102)</b>	<b>Percent</b>
Quite a bit	11%
Somewhat	40%
Very little	36%
Not at all	9%
I'm not sure	5%

<b>15. I know how to design my projects to generate equitable and sustainable change (n=102)</b>	<b>Percent</b>
Quite a bit	8%
Somewhat	51%
Very little	28%
Not at all	7%
I'm not sure	6%

## Appendix B: Post-Program Survey Data Tables<sup>1</sup>

1. What is your age range? (n=65)	Percent
17 or under	6%
18-25	8%
26-35	20%
36-45	23%
46-55	28%
56 and over	15%

2. What is your race/ethnicity? (n=65)	Percent
American Indian/Alaska Native	2%
Asian	9%
Black or African American	8%
Hispanic or Latino	22%
White/Caucasian	48%
Mixed Race	8%
Unknown	2%
Other	3%

3. Did you use the Spanish translation services provided during LEO? (n=65)	Percent
Yes	9%
No	91%
Not sure	0%

4. If you work, volunteer or advocate in Marin, which geographic areas do you represent? (Choose all that apply) (n=65)	Percent
Marin City	9%
Novato	8%
San Rafael (other than Canal)	23%
The Canal	23%
West Marin	17%
Other area of Marin	9%
All of Marin	48%
Out of County	14%

<sup>1</sup> Some tables do not appear to add up to exactly 100% due to rounding of each individual percentage.

<b>5. If you work, volunteer and/or advocate in Marin, which issues areas are you addressing? (Choose all that apply)? (n=65)</b>	<b>Percent</b>
Health	42%
Housing	37%
K-12 Education	35%
Policy	32%
Other	25%
Food Access	23%
Early Childhood Education	20%
Environment	20%
College Education	17%
Immigration Services	15%
Economic Mobility/Wages	15%
Legal services	12%
Child Care	9%
<b>6. Past participation in leadership courses related to equity (choose all that apply)? (n=65)</b>	<b>Percent</b>
Other formal leadership courses (other than LEO)	42%
LEO, as participant	18%
LEO, as coach	8%
Other	52%
None of the above	2%
<b>7. At what level will you be participating in this LEO program? (n=102)</b>	<b>Percent</b>
First time participant	89%
First time practitioner coach	2%
Returning participant	2%
Returning coach	8%
Other	0%
<b>8. I accept that all people have universal values that are a basis for equity (n=63)</b>	<b>Percent</b>
Quite a bit	98%
Somewhat	0%
Very little	0%
Not at all	0%
I'm not sure	2%

<b>9. I have tools to address inequitable power dynamics in our community and at work (n=63)</b>	<b>Percent</b>
Quite a bit	71%
Somewhat	22%
Very little	3%
Not at all	0%
I'm not sure	3%
<b>10. I feel that I have the courage to disrupt the status quo when it comes to equity (n=63)</b>	<b>Percent</b>
Quite a bit	67%
Somewhat	29%
Very little	2%
Not at all	0%
I'm not sure	3%
<b>11. I take courageous action related to my equity work (n=63)</b>	<b>Percent</b>
Quite a bit	70%
Somewhat	29%
Very little	0%
Not at all	0%
I'm not sure	2%
<b>12. I know how to speak to inspire others into action related to equity (n=63)</b>	<b>Percent</b>
Quite a bit	49%
Somewhat	46%
Very little	3%
Not at all	0%
I'm not sure	2%
<b>13. As a leader, do you feel empowered to take action on equity-related issues? (n=63)</b>	<b>Percent</b>
Quite a bit	73%
Somewhat	21%
Very little	5%
Not at all	0%
I'm not sure	2%

<b>14. I know how to take action toward aligning equity efforts in Marin across efforts, agencies, and people (n=63)</b>	<b>Percent</b>
Quite a bit	52%
Somewhat	40%
Very little	5%
Not at all	0%
I'm not sure	3%

<b>15. I know how to design my projects to generate equitable and sustainable change (n=63)</b>	<b>Percent</b>
Quite a bit	57%
Somewhat	38%
Very little	2%
Not at all	2%
I'm not sure	2%

<b>16. LEO has strengthened my capacity to partner with others working on equity in Marin (n=63)</b>	<b>Percent</b>
Quite a bit	70%
Somewhat	24%
Very little	3%
Not at all	2%
I'm not sure	2%

<b>17. LEO has been important to my motivation and commitment to take action on equity (n=63)</b>	<b>Percent</b>
Quite a bit	75%
Somewhat	19%
Very little	6%
Not at all	0%
I'm not sure	0%

<b>18. I am satisfied with the content of the LEO program (n=63)</b>	<b>Percent</b>
Quite a bit	79%
Somewhat	14%
Very little	3%
Not at all	0%
I'm not sure	3%

19. I am satisfied with the format of the LEO program (n=63)	Percent
Quite a bit	51%
Somewhat	38%
Very little	6%
Not at all	3%
I'm not sure	2%