

Deputy Director at a small, coalition-based organization

EXAMPLE 1

Q: Give us an example of when you had to make a tough decision that would affect folks throughout the organization in different ways. What was your approach to get input from those who could be impacted by the decision? How did you communicate this feedback to leadership and weighing their input in making the decision?

- Alignment: Design programs of consultation and education with leadership, staff, membership, allies, and funders to build ownership of our 10-year goals across all parts of the coalition. Focus on “the big picture,” including short-and long-term concerns and outcomes, for all those affected by leadership decisions, policies, or practices. Assess perspectives of those likely to be affected by a leader or organization's decisions, policies, or practices.
- Engagement: Ensure staff and coalition members contribute regularly and impactfully towards our 10-year goals through our campaigns. Make sure to identify underlying issues, concerns, problems, and tasks that need to be addressed to sustain ongoing engagement.
- Stability: Guide the improvement of systems, structures, and spaces for collaboration among staff and coalition leadership.
- Staff strength: Grow the competencies of the staff and coalition partners. Provide and cultivate a sense of purpose and direction, development goals and approaches, and the systems and culture of follow-through and accountability in colleagues.
- Leadership growth: Build regular spaces that increase leader involvement in decision-making while creating paths for developing new leaders.

EXAMPLE 2

Q: Tell us about a time when you collaborated with or managed a colleague who worked hard and had good intentions but didn't consistently meet expectations. What specific steps did you take to help this person improve their performance?

Development Director at a medium-sized organization organizing workers nationwide

Manage our portfolio of Major Donors for cultivation, solicitation, and stewardship (35%)

- Develop fundraising materials for major donors, such as case statements, reports
- Engage, nurture, develop, and strengthen relationships directly with major donors and prospects.
- Support the Executive Director with their portfolio of major donors, including strengthening and managing relationships, following up on information requests, moving funding conversations forward, and arranging one-on-one meetings.
- Work with staff to identify engagement activities for major donors.

EXAMPLE 3

Q: What makes a successful partnership between the Executive Director and Development Director? What is your approach to managing up?

Leadership, management, and administration (35%)

- Refine and implement our fundraising strategy in collaboration with the Executive Director, Directors, and Steering Committee.
- Work closely with colleagues to ensure that our fundraising strategy meets short-term and long-term organizational priorities, and aligns with membership, communications/marketing, and other organizational goals.
- Supervise Development and Communications Associate who is responsible for donations processing, data entry, and document filing and other Development staff as the Development team grows.