



Leadership and Capacity Building Resources

*This handout accompanies the video series on Organizational Growth and Capacity Building for Family and Youth Peer Programs and Organizations found on peertac.org.

Leadership

- Family and Youth Peer Leadership: Identify your leadership style and alignment with the [Family](#) and [Youth](#) Peer Advocate Code of Ethics.
- Peer Voice: Maintain authenticity to your peer role even as you strategize to increase capacity and engage in strategic collaborative relationships.
- Consider a variety of funding sources, such as state and federal grants, community foundations, county and legislative funding, donations and fundraising. If the funding opportunity matches your mission, organize your discussion points and bring the opportunity to your organization leadership team.

Key Characteristics for Non-Profit, Peer Led Providers



According to Forbes Nonprofit Council (2023), these critical traits are needed, in addition to others to evolve, embrace and excel in the changing non-profit business landscape. These most commonly are associated with peer-led organizations who have increased capacity and breadth of services to support the growing needs of their communities and recruit and retain peer workforce across New York State.



Capacity Building

- Stakeholders are your primary collaborators when preparing a funding application. They include community organizations, government officials, individuals and peers who support your current program. They are also prospective partners who may not yet know about family and youth peer support but there is mutual benefit by connecting with your organization.
- Research and gather data on additional state or national programs that are successful in Family and Youth Led Peer Programs. Pursue new partnerships in your region and state to continue to learn best practices and gaps in services.
- When you are initially considering capacity building exercises within your family and youth peer program, you want to be able to define and have clarity around your **Mission, Vision, and Values**.
 - ✓ Mission is the general statement of how you will achieve the vision.
 - ✓ Vision is defined as the larger picture of what you want to achieve.
 - ✓ Values are the guiding principles that give purpose and direction.

There is a plethora of resources online that will help to guide you through the process of developing or redefining your organizational mission, vision and values. A common theme includes the following self-reflection questions that you explore with your family and youth peer providers.

- Mission Prompts
 - ✓ Without addressing the problem that you solve, what is the simplest way to explain family and youth peer support
 - ✓ Describe the individuals you serve, as a demographic.
 - ✓ What need is family and youth peer support fulfilling in your community?
 - ✓ Why does this need exist?
- Vision Prompts
 - ✓ What is your favorite part of what your organization does?
 - ✓ Is this "favorite part" a driving force behind your organization's focus.
 - ✓ If not, what are the driving forces behind your organization's focus.
 - ✓ Of these, what are the most important ones?
- Value Prompts
 - ✓ Bullet a list of things you believe in that relate directly to the services you offer



- ✓ The work involved in doing your service (or making your product)
- ✓ The relationship between the people that do the work and your organization
- ✓ The relationship between the people that use what you do and your organization
- ✓ The impact you have on the community/economy that are affected by your service

Citation: Gostling, C. (2021, February 9). *The mission, vision, values exercise - asking better questions*. <https://www.linkedin.com/pulse/mission-vision-values-exercise-asking-better-chris-gostling>

Organizational Analysis: SWOT

Utilizing a SWOT Analysis as a capacity building exercise is one way to better understand your current state of family and youth peer support at your organization.

SWOT stands for strengths, weaknesses, opportunities and threats.

- Strengths outline what you do better or more uniquely as a family and youth peer provider over other types of support providers.
- Weaknesses will describe what your organization needs to improve on.
- Opportunities include a list of places or programs that family and youth peer support should be connected with.
- Threats are the things you consider are being provided that will lower or end the need for family and youth peer support.



Strengths

- What resources do we have?
- What is our unique advantage?
- What's working well?



Weaknesses

- What abilities are we lacking?
- Where do we struggle?
- How can we overcome the current challenges?



Opportunities

- Who might most value our strengths?
- What trends work in our favor?
- What new collaborators do we want?



Threats

- Who are our competitors in providing peer support?
- What is holding us back from expanding?
- What could go wrong?



For more information on SWOT Analysis, visit the following resources:

- The SWOT Analysis, Explained: <https://www.bitesizelearning.co.uk/resources/swot-analysis-explained-examples-templates#swot-templates>
- SWOT Analysis. An in-depth analysis of regional strengths, weaknesses, opportunities and threats. U.S. Economic Development Administration: <https://www.eda.gov/resources/comprehensive-economic-development-strategy/content/swot-analysis>

Additional Resources

- FREDLA Organizational Management Resources: <https://www.fredla.org/resources/organizational-resources-for-family-run-organizations>
- Leadership Series for Youth Advocates: <https://familyvoices.org/resource/leadership-is-a-journey-a-series-for-youth-self-advocates/>
- Tips for Sustainable Family Run Organizations: https://www.ffcmh.org/_files/ugd/eeeeef8_d2e5146fa52d4cb784da3f339add6714.pdf
- Article “20 Key Characteristics Needed in Today’s Nonprofit Leaders”: <https://www.forbes.com/councils/forbesnonprofitcouncil/2023/06/02/20-key-characteristics-needed-in-todays-nonprofit-leaders/>
- The Importance of Leadership in Building Strong Teams: <https://peertac.org/2023/11/30/the-importance-of-leadership-in-building-strong-teams/>