



THE INSTITUTE
FOR EXPERIENTIAL
JEWISH EDUCATION

LEADING  EDGE

The State of Jewish Nonprofit Talent

LEVERAGING LEARNING FOR YOUR JCC

JCC Association Mifgash
February 2, 2026

TODAY'S GOALS

- ✓ Understand State of Jewish Nonprofit Talent via two different data sets
- ✓ Connect data set findings to concrete Talent and Culture outcomes
- ✓ Draft an action plan for the next 12 weeks of Talent and Culture Leadership

Jewish organizations should be places where **great people deliver great impact.**

WE BELIEVE

The Jewish community needs more and better investment in its people.

The better an organization's talent, the greater its impact.

With the right organizational action, people thrive and perform.

No Jewish organization is an island — we're all in this together.

Every Jewish organization should be an amazing place to work, lead, and serve.

Our Purpose

Leading Edge exists to strengthen the Jewish nonprofit field so it can better serve the Jewish community and world.

Our Vision

Leading Edge envisions a thriving Jewish communal ecosystem where talented and engaged people are empowered to drive change.

Our Mission

Leading Edge mobilizes Jewish nonprofits to become places where great people deliver great impact.

M²: THE INSTITUTE FOR EXPERIENTIAL JEWISH EDUCATION

- M² strengthens the capacity of Jewish educators, engagement professionals, and their organizations to foster a vibrant, relevant, and meaningful Jewish life..

WWW.IEJE.ORG

FOR SENIOR/MID LEVEL EDUCATORS:

Senior Educators Cohort (N.America)
Mabat (Israel)
Kehillot (Community programs)

FOR ORGANIZATIONS

18x18 Compass
Customized Curricula & Educational
Strategies

FOR EARLY CAREER PROS

Values in Action
Aleh



Which lessons can we leverage?

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State of Jewish Nonprofit Talent 2025



THE BOTTOM LINE
We are not maximizing the full potential of our people — yet



 SEPTEMBER 2025 

THE HOPE STUDY

WHAT JEWISH PROFESSIONALS TOLD US ABOUT HOPE IN CRISIS

Findings from the study of Jewish communal work during unprecedented times

www.iej.org



Four key headlines

**JEWISH NONPROFIT WORKERS REMAIN
HIGHLY ENGAGED**

**MANAGERS MATTER A GREAT DEAL TO
WORKPLACE CULTURE. AND THEY NEED
SUPPORT.**

**WHATEVER YOU CALL IT, YOU CAN'T
OVERLOOK BELONGING.**

**CEO TURNOVER IS A CERTAINTY. AND MOST
ORGANIZATIONS ARE NOT PREPARED.**



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ENGAGEMENT

CONTINUES TO STAY STABLE,
DESPITE A GENERAL INDUSTRY
DECLINE



EMPLOYEE EXPERIENCE SURVEY 2021-2025

(N = 13,590)

Factor: Employee Engagement

I feel proud to work
for my organization

-1% CHANGE FROM 2023

87%

+2% FROM THE U.S. BENCHMARK

I would recommend
my organization as a
great place to work

+2% CHANGE FROM 2023

75%

-5% FROM THE U.S. BENCHMARK

My organization helps
me stay motivated to
do my best work

+1% CHANGE FROM 2023

72%

+3% FROM THE
U.S. BENCHMARK

I see myself still working
at my organization
in two years

+1% CHANGE FROM 2023

67%

0% FROM THE
U.S. BENCHMARK

STUDY: JULY-AUGUST 2025
REPORT: OCTOBER 2025

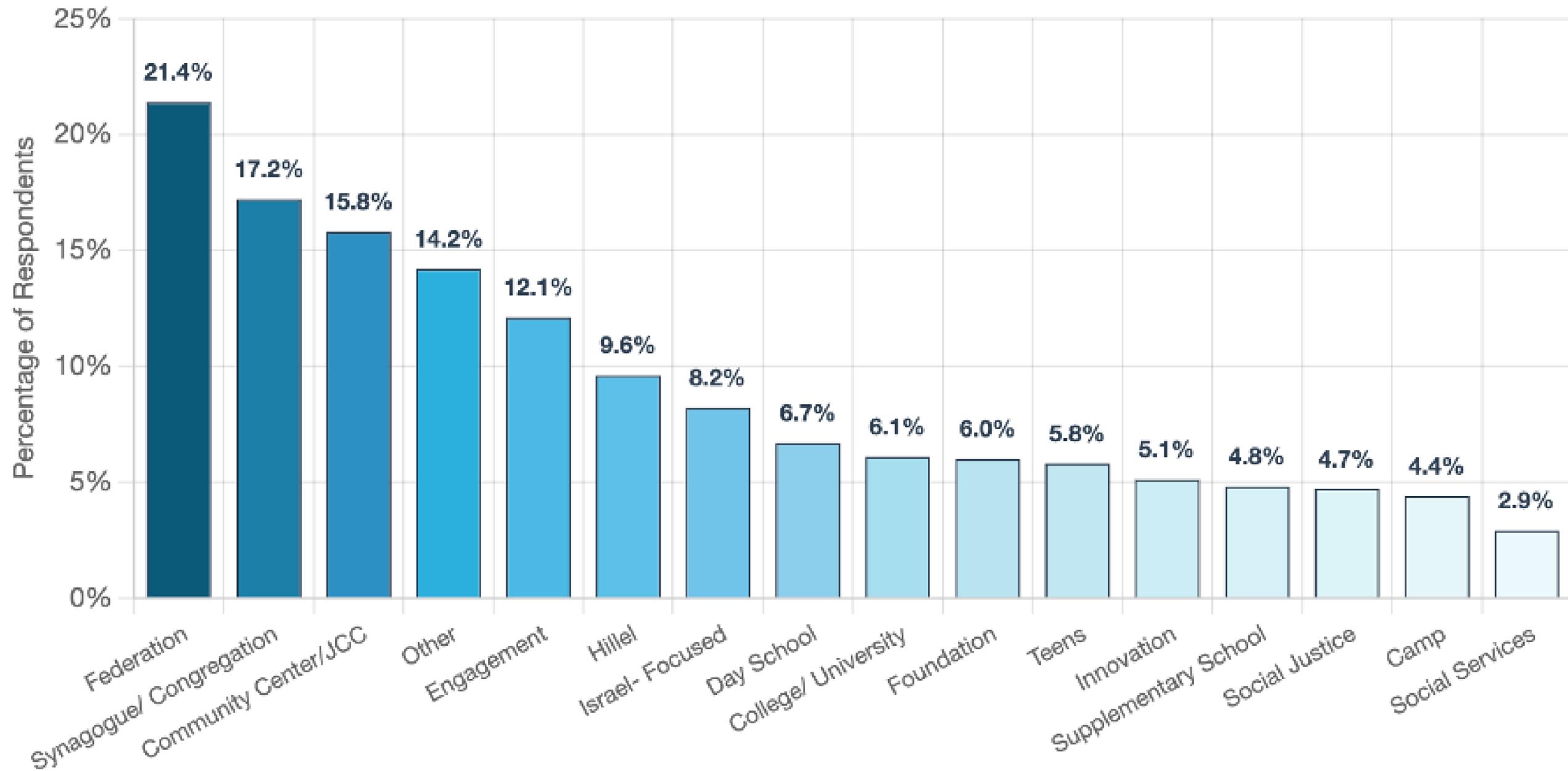
THE HOPE STUDY

*WHAT JEWISH PROFESSIONALS TOLD US
ABOUT HOPE IN A TIME OF CRISIS*

m²

Organizational Affiliation of Respondents

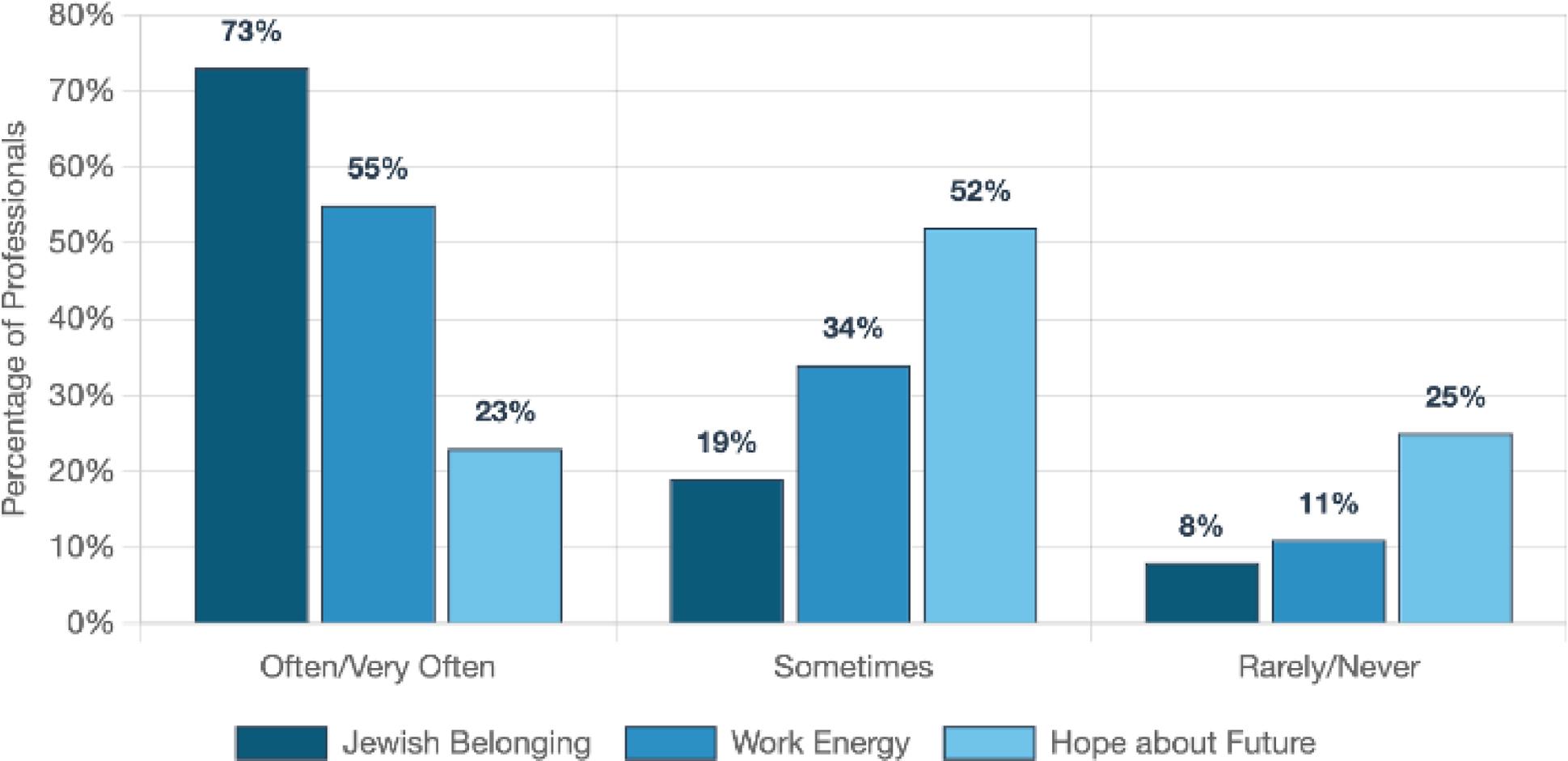
Broad representation from federations to synagogues to specialized organizations



HOW ARE WE FEELING?

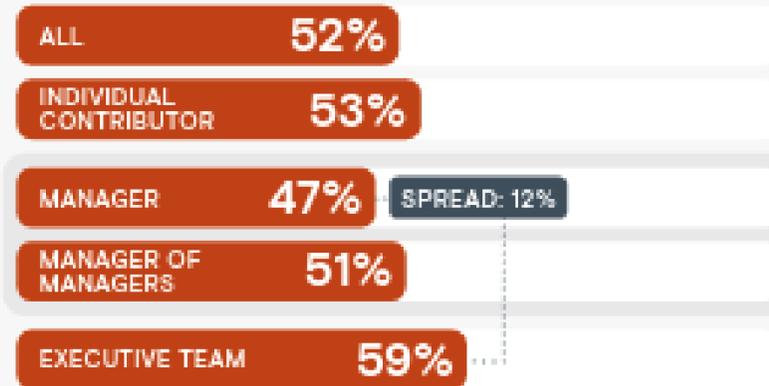
Frequency of Feelings Over Past Four Weeks

Percentage reporting each frequency category (N≈770-780)

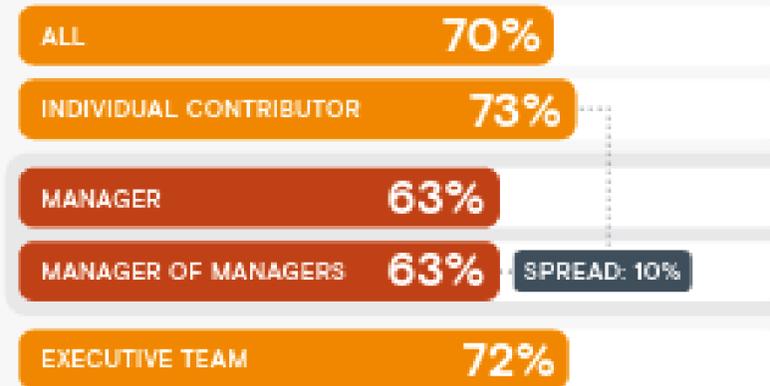




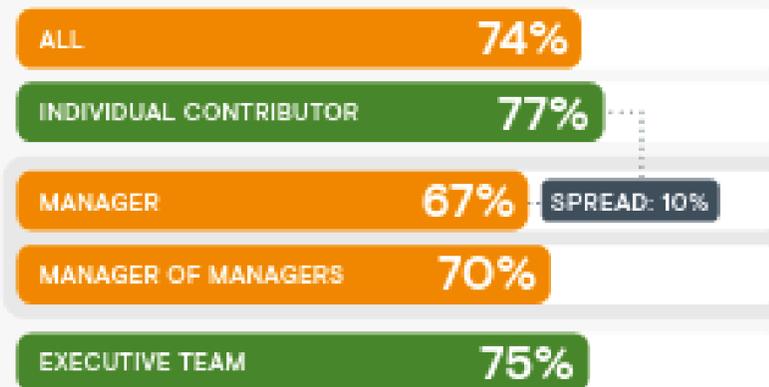
Our performance review process helps me grow and improve



I believe my workload is reasonable for my role

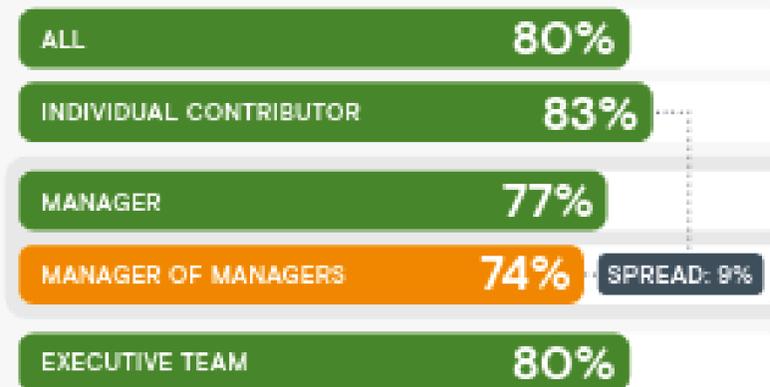


I have the resources I need to do my job effectively



My organization respects my time when I am not working

(e.g., non-working hours, paid time off, vacation, sick time, etc.)



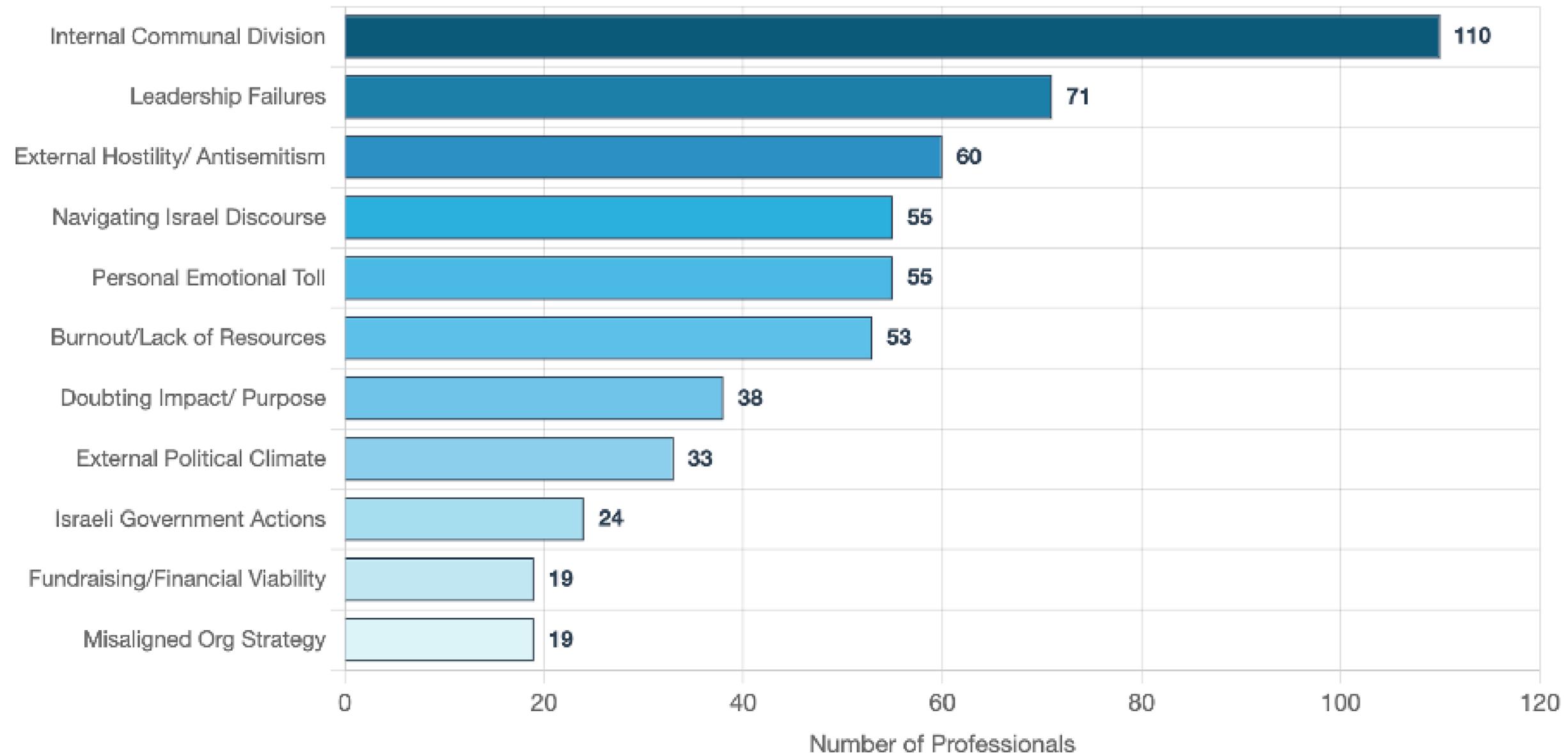
MANAGERS

DRIVE CULTURE AND NEED SUPPORT

THE POWER OF LEADERSHIP

Professional Challenges Cited by Respondents

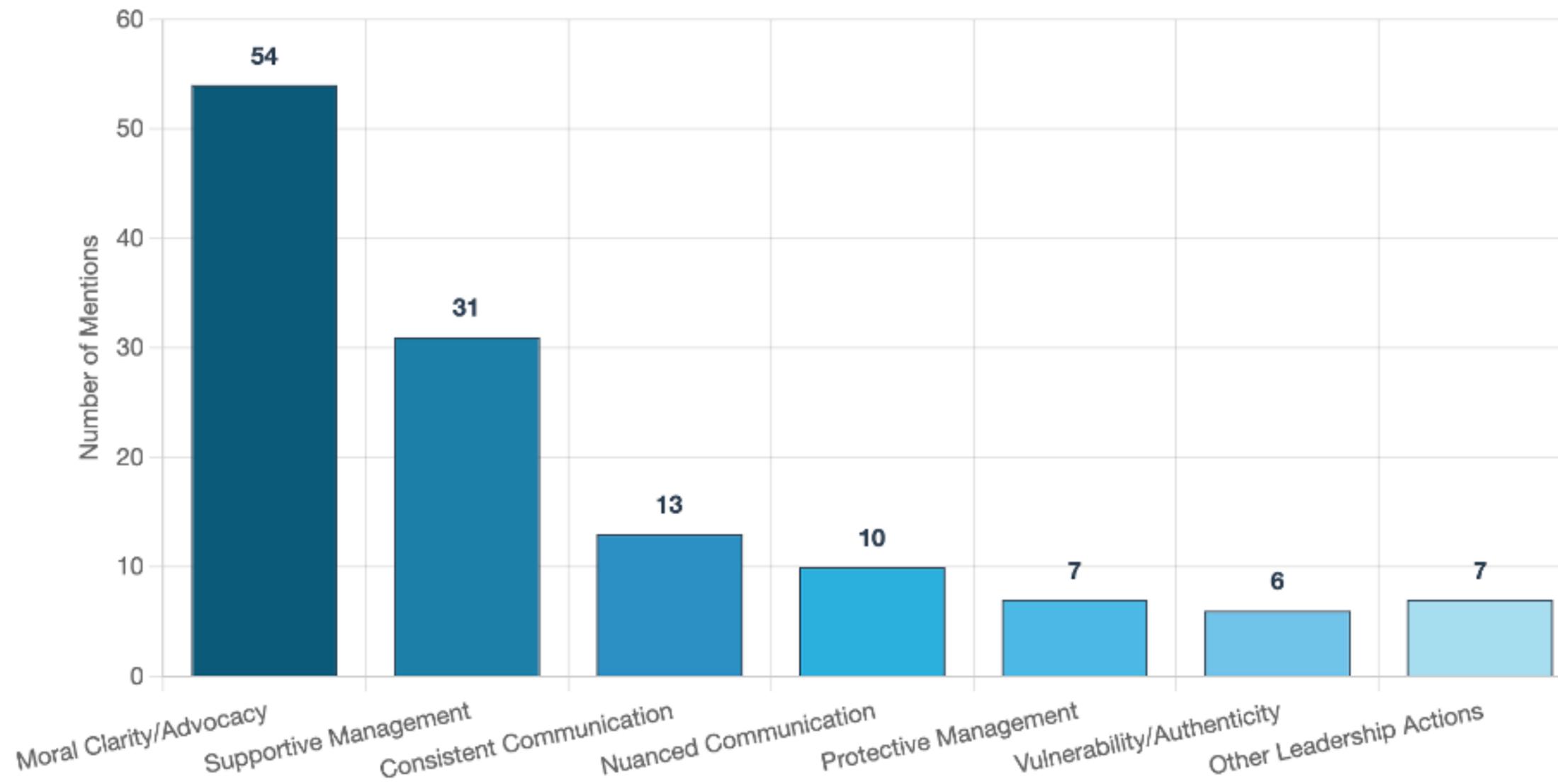
Most frequently cited challenges to professional hope and purpose (N=548)



ROLE OF LEADERSHIP

Types of Leadership Actions

Breakdown of the 128 leadership-related mentions by specific action type



BELONGING

NO MATTER WHAT YOU CALL IT, BELONGING IS VITAL FOR UNLEASHING THE FULL POTENTIAL OF OUR TEAMS



EMPLOYEE EXPERIENCE SURVEY 2025

(N = 13,590)

My identity is respected at work

+2% CHANGE FROM 2023

86%

+4% FROM THE U.S. BENCHMARK

I feel like I belong at my organization

(Feel free to offer comments to explain your response)

+4% CHANGE FROM 2023

81%

+3% FROM THE U.S. BENCHMARK

My organization enables people of all identities to do well

+1% CHANGE FROM 2023

78%

I believe my organization creates a supportive environment for people of all identities

(Including those who are under-represented in our workplace)

+3% CHANGE FROM 2023

77%

-2% FROM THE U.S. BENCHMARK

My organization values input from employees with a variety of perspectives and identities

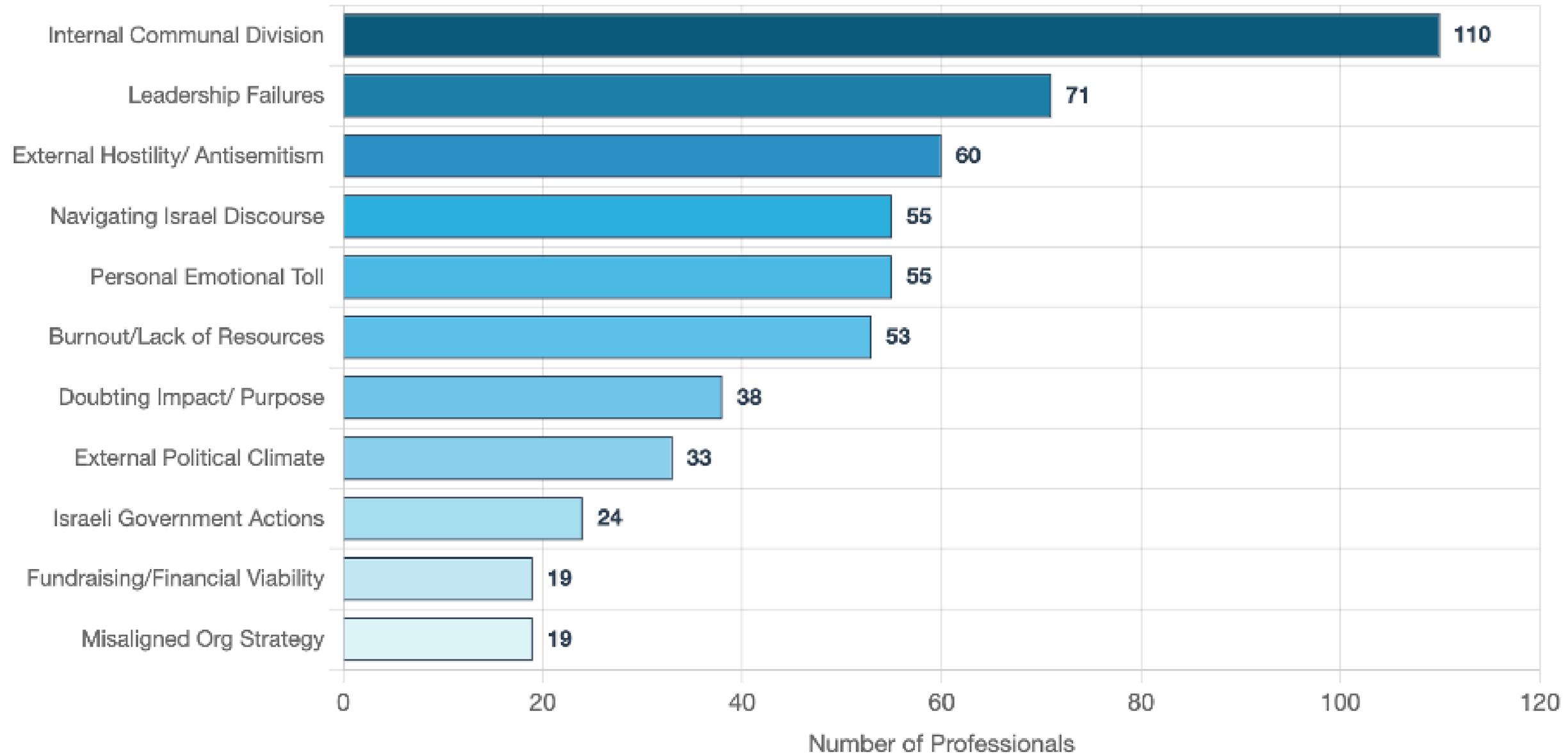
+3% CHANGE FROM 2023

69%

BEING PART OF SOMETHING

Professional Challenges Cited by Respondents

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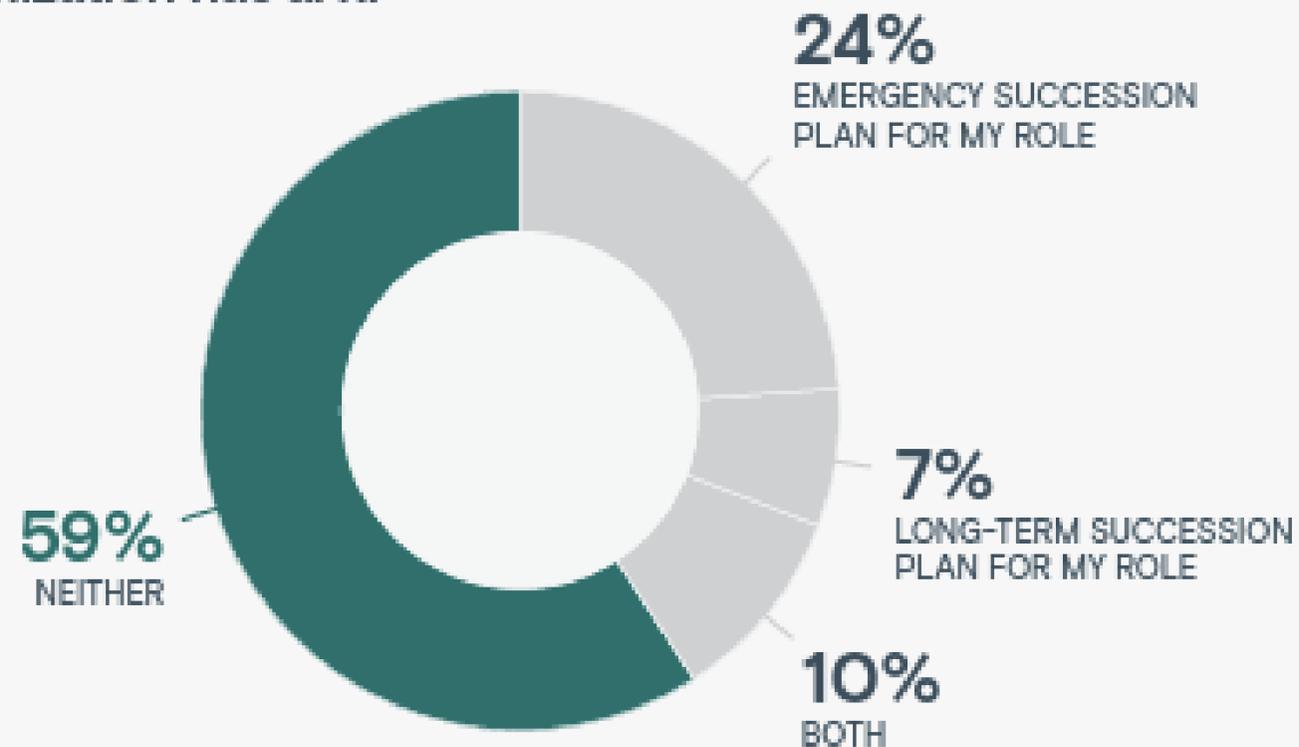




CEO SURVEY 2025

(N = 224)

Our organization has a/n:



CEO SUCCESSION

TRANSITIONS WILL
HAPPEN. MOST ORGS
AREN'T READY.

Which
headline is
resonating
the most?

**JEWISH NONPROFIT WORKERS REMAIN
HIGHLY ENGAGED**

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**WHATEVER YOU CALL IT, YOU CAN'T
OVERLOOK BELONGING.**

**CEO TURNOVER IS A CERTAINTY. AND MOST
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KEY BEHAVIORS AND ACTIVITIES

That shape your talent and culture practices



Talent Acquisition

How we bring people in.

Sample activities:

- Sourcing
- Hiring
- Compensation
- Leave



Growth & Development

How we help people learn and grow.

Sample activities:

- Onboarding
- Manager Training
- Career Pathways
- Succession Planning



Accountability & Performance

How we define and reinforce excellence.

Sample activities:

- Performance Management
- Staff Voice
- Structured Feedback



Organizational Culture

How our values and daily behaviors come alive.

Sample activities:

- Internal Communication
- Decision Making
- Risk Taking & Innovation
- Celebration & Rituals

CEO TURNOVER IS A CERTAINTY. AND MOST ORGANIZATIONS ARE NOT PREPARED.



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JEWISH NONPROFIT WORKERS REMAIN HIGHLY ENGAGED



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To get specific...

Headline

CEO turnover is a certainty. And most organizations are not prepared.



Talent & Culture Connection

Succession Planning



Specific Action

Organizations have a plan for future vacancies, primarily at the executive level. There is clear alignment around the profile needed for potential openings.

Action Planning

KEY QUESTIONS

Which headline is your priority?

What does success in that area look like?

What will be true in May that's not currently true?

MAKING IT HAPPEN

What will you take on?

Who needs to be on board?

How will you get them on board?

What evidence will affirm you're on track or signal you're off track?

Headline	Talent and Culture Connection	Talent and Culture Specifics
<p>Jewish nonprofit workers remain highly engaged.</p>	<p>Mission and Values</p>	<p>Values create a common language, rallying team members around the mission and the behaviors and actions required to achieve it. They enable staff to identify with why this role over another in a different field or sector.</p>
<p>Managers matter a great deal to workplace culture. And they need support.</p>	<p>Manager Training</p>	<p>All new managers receive training that is centered on both outcomes and well being. New managers have opportunities to learn from one another and tenured supervisors.</p>
<p>Whatever you call it, you can't overlook belonging.</p>	<p>Staff Voice</p>	<p>Employees have a voice. Their experience is listened to and understood and provides input into shaping the workplace. Input is collected in a clear and routine way and staff understand what actions may or may not be taken as a result of their input.</p>
<p>CEO turnover is a certainty. And most organizations are not prepared.</p>	<p>Succession Planning</p>	<p>Organizations have a plan for future vacancies, primarily at the executive level. There is clear alignment around the profile needed for potential openings.</p>

thank you



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