



Session 3 Preparation Guide

Strategic HR Leadership: Navigating Complex HR Challenges

Wednesday, August 20, 2025

10:00 am – 1:00 pm

[Zoom Link:](#)

<https://us06web.zoom.us/j/85895258941?pwd=1vPRbnJMR0qY5xasjrZatZU8i2upeP.1>

Session description

Leaders in nonprofit legal aid organizations face the challenge of balancing organizational stewardship, employee needs, diverse stakeholder expectations, and cultural differences—all within justice-focused workplaces. This interactive workshop offers practical and grounded tools to navigate complex HR decisions while fostering people-centered leadership.

Training objectives

- Be better prepared to:
 - Navigate complex staff and leadership dynamics with clarity and compassion
 - Lead through organizational change while preserving team trust and mission alignment
 - Apply a values-based approach to high-risk or sensitive HR situations
- Understand tactical aspects related to strategic org-wide staffing changes, including mergers, layoffs, furloughs, and reductions in force
- Be familiar with strategies to integrate trauma-informed and equity-centered approaches into performance management and strategic staffing changes

About the trainer

[Rahel Y. Smith](#) (she/her) is a Coach, Trainer, HR Consultant, DEI collaborator, and founder of Values Forward Leadership, LLC, where she partners with social justice nonprofits and movement-building organizations to create equity-oriented, people-centered workplaces. With over 20 years in nonprofit and mission-driven



leadership across HR, finance, operations, and IT, her approach is shaped by deep social justice and anti-racism work, peer counseling, Healing Centered Coaching, and strengths-based models.

Prior to this session, please:

1. Read and Review [Community Agreements](#) (2-4 minutes)
2. Invitation to bring a pen, notepad, and rubber band

Agenda

- I. 10:00-10:05 Welcome
- II. 10:05-10:40 Grounding/Introductions/Connections
- III. 10:40-11:45 Organizational Transitions
 - a. Breakouts
- IV. 11:45-12:00 Break/Stretch
- V. 12:00-12:45 Employee Relations
 - a. Breakouts
- VI. 12:45-12:55 Closing/Commitment
- VII. 12:55 Thank you/Close