

Strategies for Organizational Sustainability & Renewal

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Organizational Effectiveness

“A rich blend of strong management and sound governance that enables an organization to move steadily toward its goals, to adapt to change, and to innovate.”

Packard Foundation



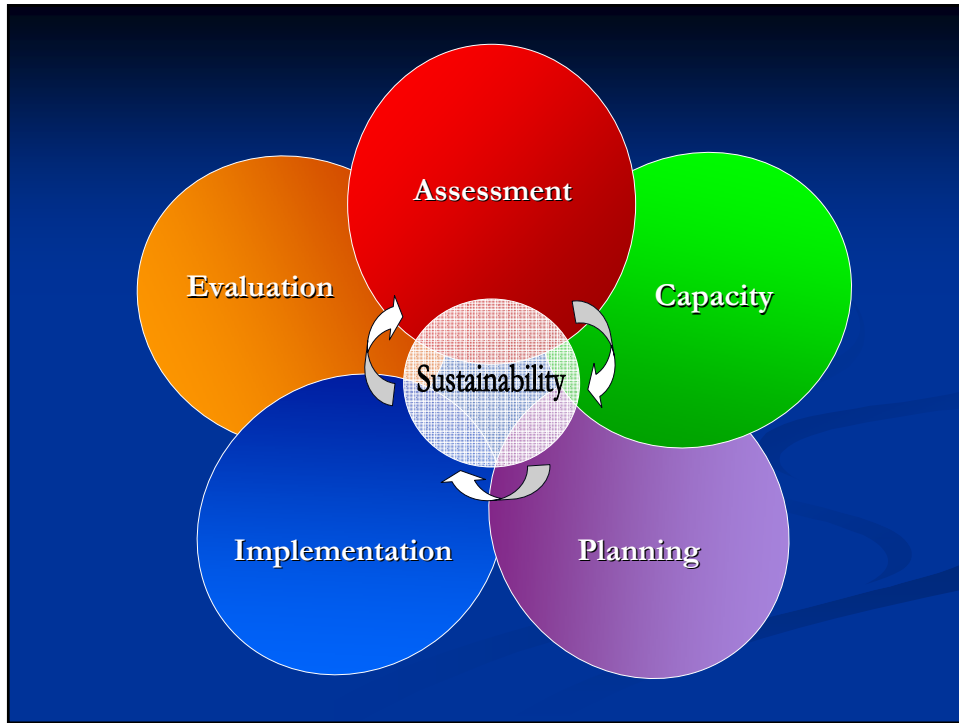
State of Nonprofits

“It is not business, it is not government, it is the social sector that may yet save society.” Peter Drucker



State of Nonprofits

- David vs. Goliath
- Sector growth
- Increased demands and scrutiny
- Leadership deficit



Sustainability

Sustain:

To give support to something;
to keep it up

Institutionalization:

The active process of establishing your
organization or efforts as part of the regular
operations of the community



Questions

- Where are we?
- Where do we hope to be?
- How are we going to get there?



Sustainability Exercise 1

What has your organization done in the last one to two years toward sustaining your work into the future?

At this point-in-time, what do you believe are the most critical sustainability issues your organization needs to address?

Who has the primary responsibility?



Logic of Organizational Effectiveness



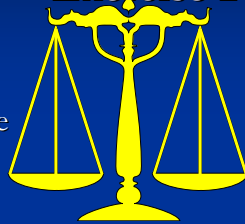
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Challenges: What keeps us from doing it?

Exercise 2

Planning for the
Future

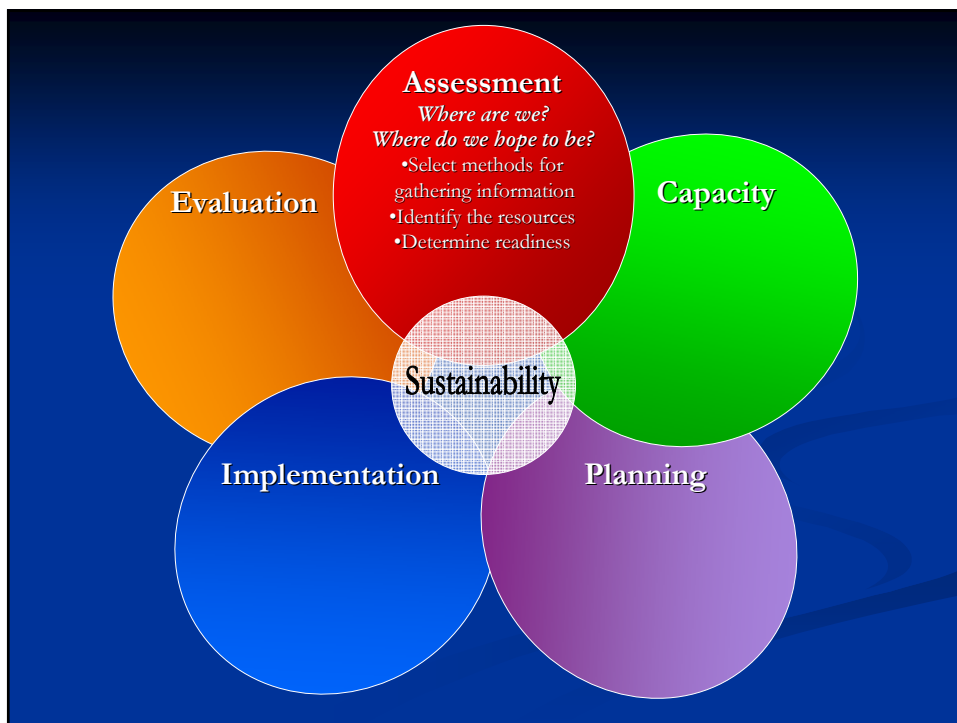


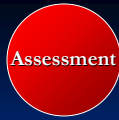
Doing Work to Bring
About Vision



“It is not enough to be busy;
so are the ants.
The question is, what are we
busy about?”

Henry David Thoreau





Process Exercise 3

- Why?
- How?
- Who?
- What?
- When?

Decisions within an organization are only as good as the information upon which they are based.



Methods Exercise 4

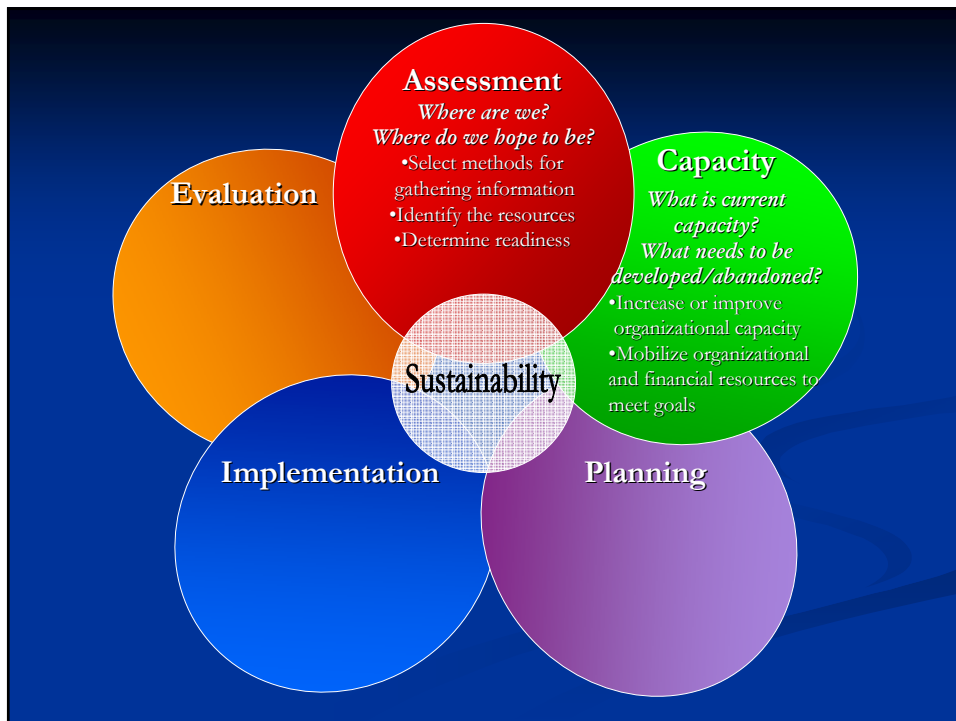
- Surveys
- Focus Group
- Interviews
- Listening Session
- SWOT



Potential Barriers

Exercise 5

- Know all we need to know
- Resignation
- Control
- Afraid





Capacity

Everything an organization uses to achieve its mission.



Capacity Exercise 6

Basic organizational activities:

- Raising \$
- Forging partnerships
- Organizing work
- Recruiting and training board members, leaders, employees
- Generating ideas
- Managing budgets
- Evaluating programs



Capacity

Capacity Building can:

- Identify areas for improvement
- Provide a sense of direction
- Generate long lasting gains in performance



Capacity Exercise 7

- What is the organization's current capacity for sustaining its work?
- What needs to be developed?
- What needs to be abandoned?



Examination of: Exercise 8

Funding

Human Resources

Leadership and Management

Emergency/Contingency Plans

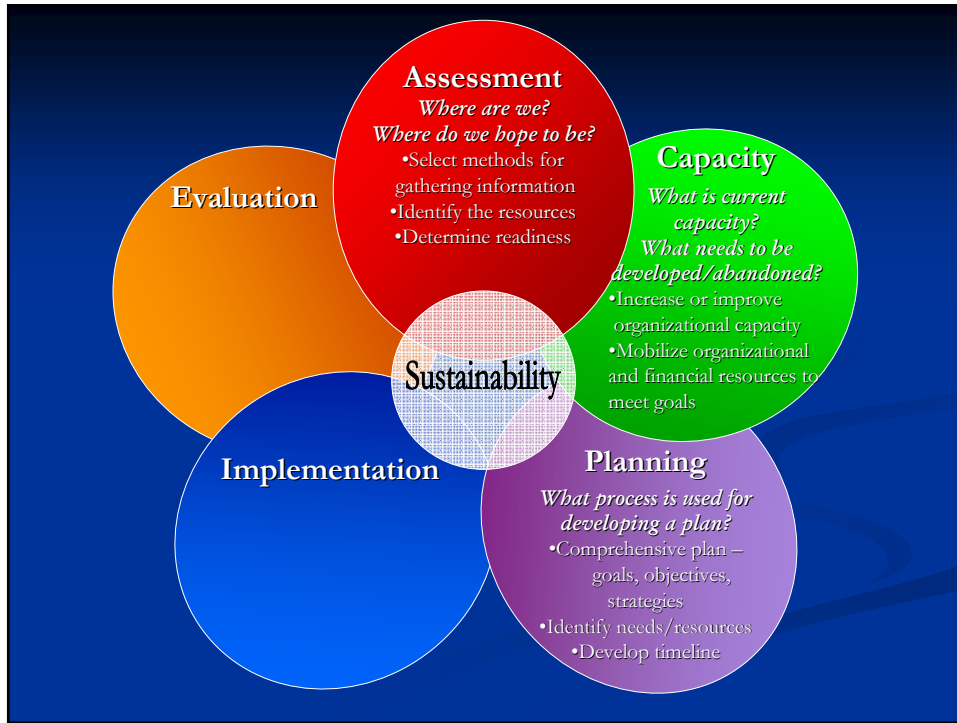
Facilities


Communication System



Potential Barriers Exercise 9

- Complacency
- Needs vs. Assets
- Self-pity




Planning-Key Components
Exercise 10

- Align mission/vision
- Examine options
- Select most appropriate and achievable approaches
- Determine decision making process
- Determine who will make decisions
- Consider people's expertise, knowledge, skills



Questions to Ask: Exercise 11

- What feels and seems right to you?
- What are the likely intended and unintended consequences?
- Is it effective?
- Is it practical to implement?
- Is there capacity to implement effectively?
- Are the benefits likely to outweigh the costs?
- Who is the ultimate “decider?”



Sustainability Plan

Category

Long Term Goal:

Short Term Goal(s):

Specific Tactic:

Action Step	Person Responsible	Timeline (Deadline & Milestones)	Resources Required	Deliverable(s)	Communication

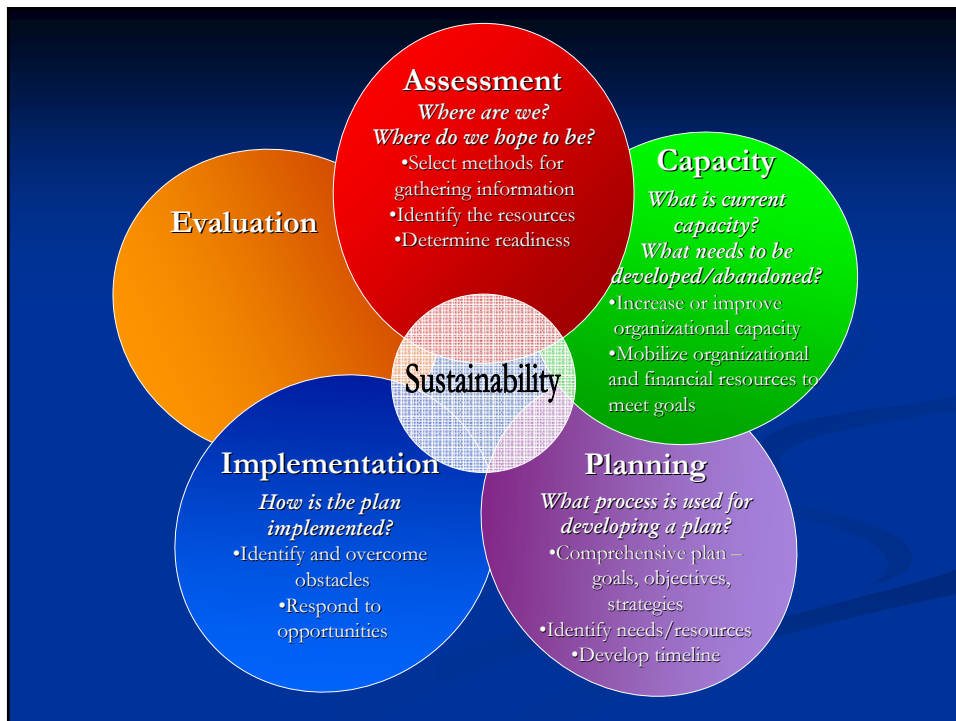
Notes/Comments:



Potential Barriers

Exercise 12

- Sidetracked
- Broad vs. Narrow
- Decision Making Process
- Right People





Implementation

Everything eventually
deteriorates into work.



Implementation: Key Components Exercise 13

Carry out the plan

“Just Do It”

Document

Feedback loop

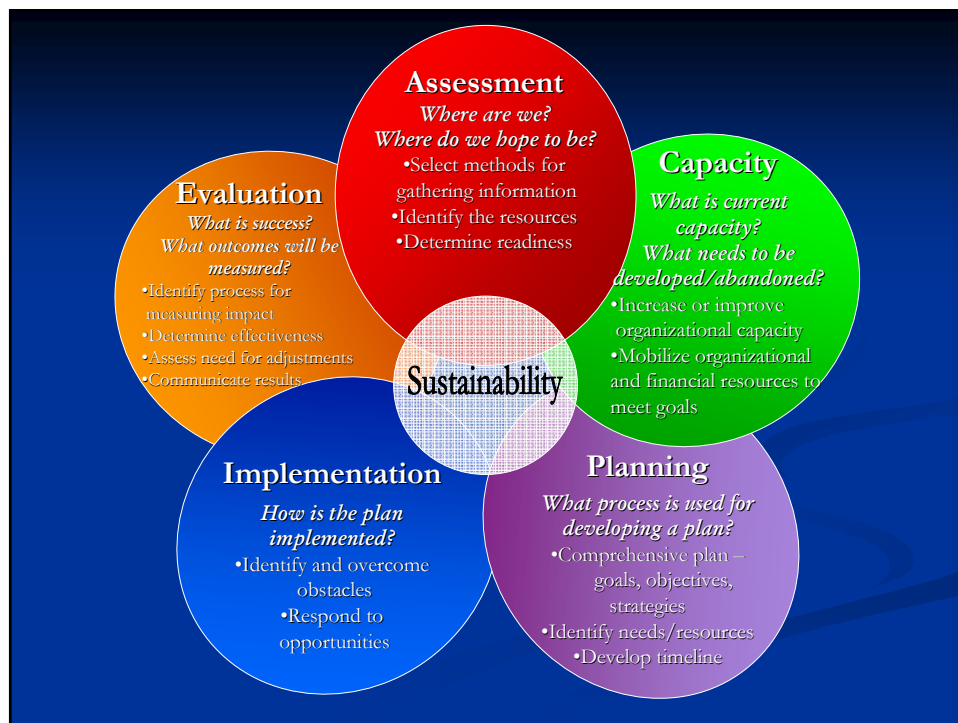
Change Course



Potential Barriers

Exercise 14

- Best laid plans
- Tyranny of the urgent
- Fatigue
- Scarlett O'Hare syndrome





Evaluation Exercise 15

- What is success?
- What are the criteria by which success is measured?
- How will results be communicated?



Evaluation Realities

- Challenge of measurements – means different things to different people
- Little hard evidence that capacity building produces a significant rate of return on investment
- No single pathway

Match

Right Effort +
Right Problem/Opportunity +
Right Time +
Right People +
Right Reason =
Greater Probability of Success!

Evaluation

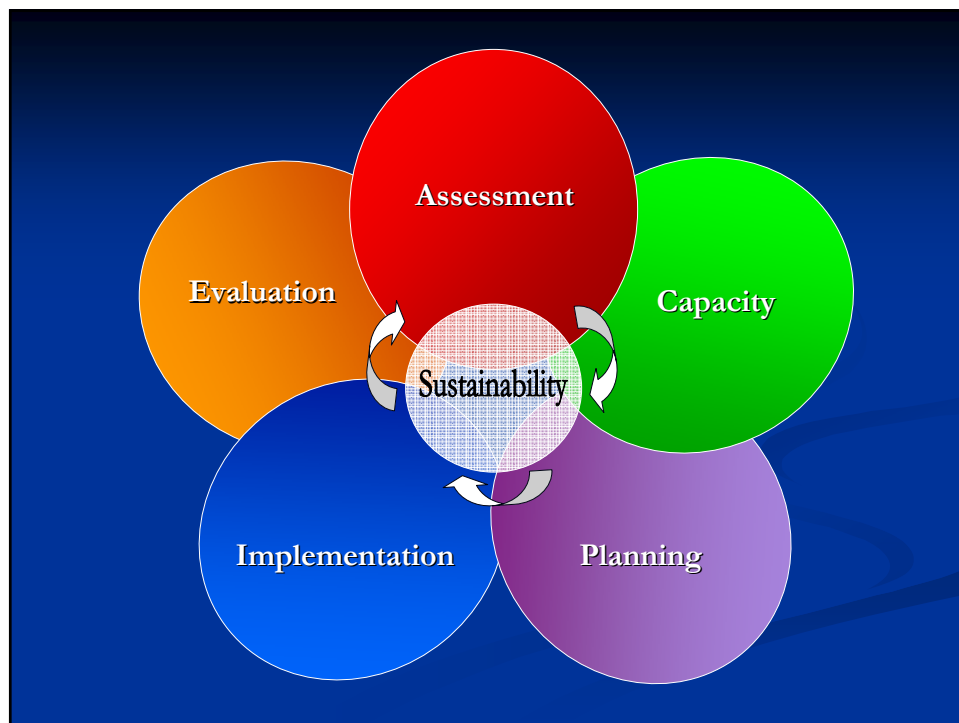
Things to Remember

- Realistic expectations
- Take it slow
- Balance reinforcement of administrative side with building the service side
- Do homework – feasibility studies
- Allocate adequate funding
- Human resources
- Staff commitment, board leadership, effective consultants



Potential Barriers Exercise 16

- Expensive
- Time consuming
- Expertise





Success Stories

Improvement in:

- Program Impact
- Organizational Management
- Ability to use resources effectively
- Morale of management and staff
- Staff's ability to do jobs more effectively
- Innovativeness of the organization
- Client satisfaction
- Accountability among management and staff
- Decision making processes
- Public reputation
- Funding of the organization

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Your Success Story Exercise 17

As a result of this workshop what will be the first thing you do Monday morning?

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Resources

- Grantmakers for Effective Organizations
- Stanford Social Innovation Review
www.ssireview.org
- Good to Great and the Social Sectors
Jim Collins
- Your Leadership Legacy
Robert M. Galford, Regina Fazio Maruca
- Anything by Peter Drucker
- Community Tool Box
- Sustaining Nonprofit Performance: The Case for Capacity Building and the Evidenced to Support It
Paul C. Light, Brookings Institution Press

Resources

- Bridgespan Group www.bridgespan.org
- Bridgestar www.bridgestar.com
- CompassPoint www.compasspoint.org
- Transition Guides www.transitionguides.com
- Leader to Leader
Institute www.leadertoleader.org