

Nonprofit Roadmap to Success

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**COOPERATIVE
EXTENSION**

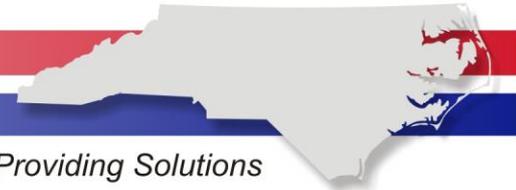
Empowering People • Providing Solutions

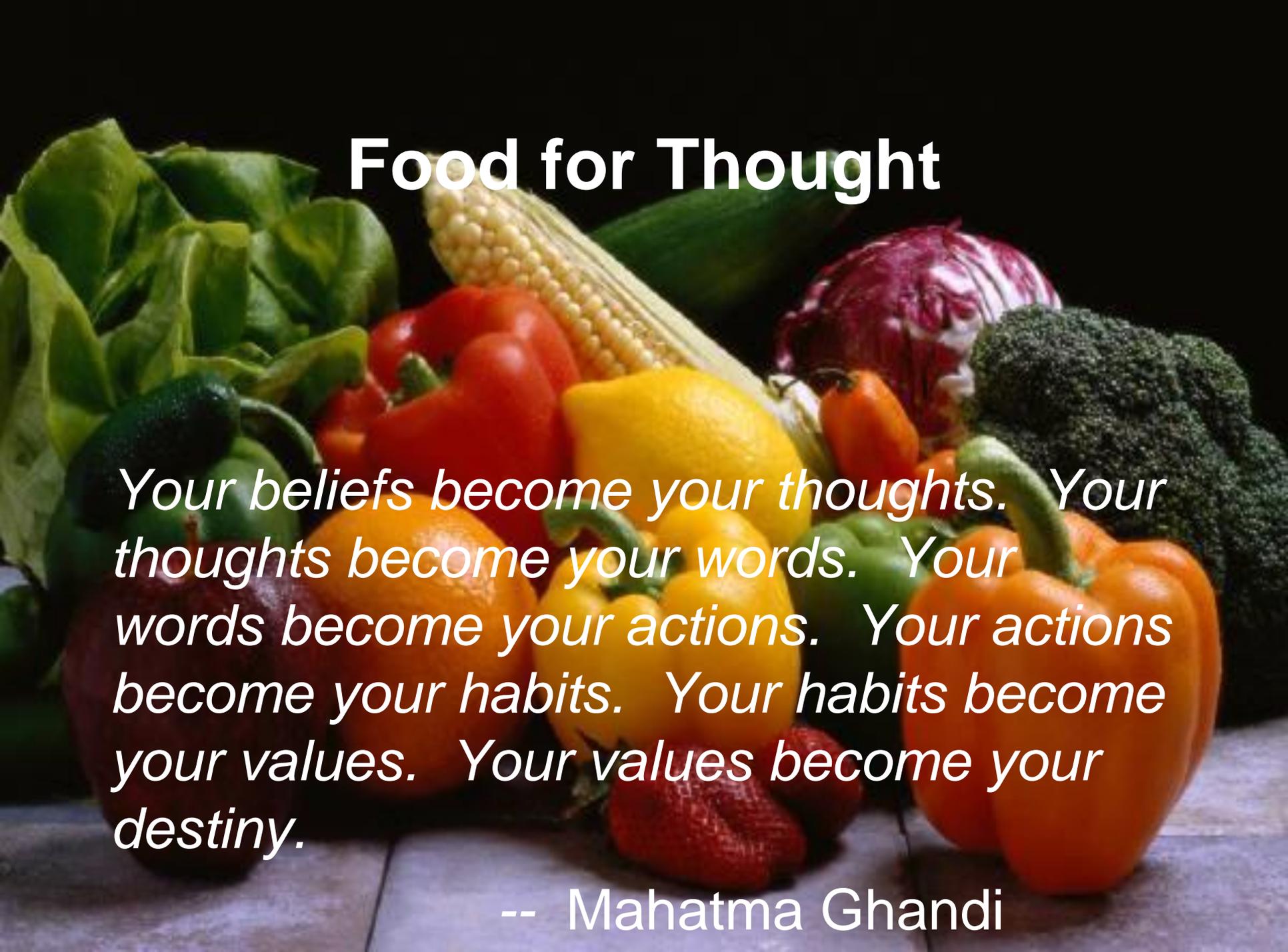
Mission, Vision, Values



Why are they important?

Which comes first?





Food for Thought

Your beliefs become your thoughts. Your thoughts become your words. Your words become your actions. Your actions become your habits. Your habits become your values. Your values become your destiny.

-- Mahatma Gandhi

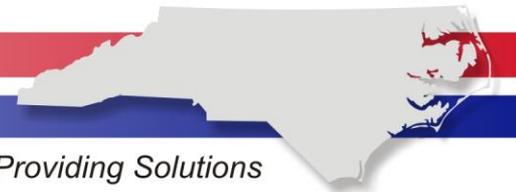
Organizational Values

<http://www.youtube.com/watch?v=g6WHAfWqX3s>



Core Values

- Govern personal relationships
- Guide business processes
- Clarify who we are
- Articulate what we stand for
- Help explain why we do business the way we do
- Guide us on how to teach
- Inform us on how to reward
- Guide us in making decisions
- Underpin the whole organization
- Require no external justification
- Essential tenets



Sample Core Values



Protect the quality of the environment

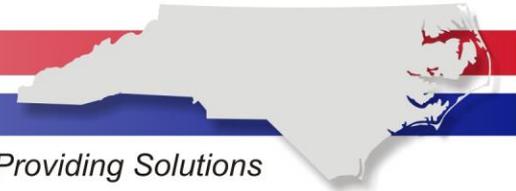
Ensure equal access to resources

Encourage innovation/creativity

Practice sustainable development

Sample Core Values

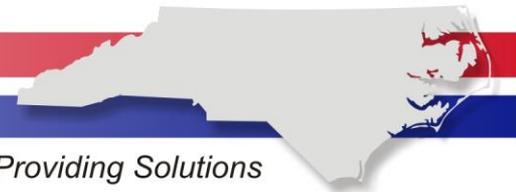
- Diversity
- Efficiency
- Giving back
- Transparency
- Integrity
- Leadership
- Passion



How to determine core values

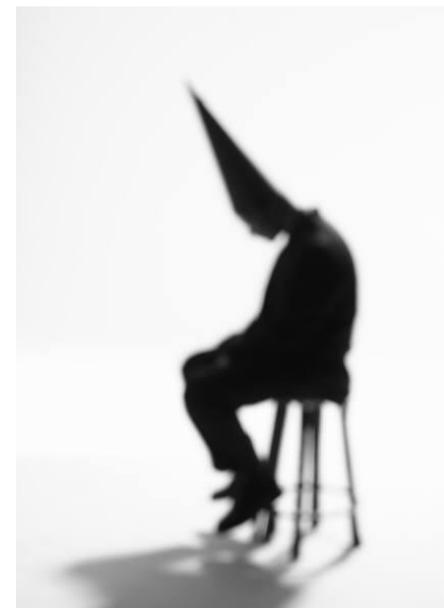


- What are your 3 greatest accomplishments and why
- What are your 3 greatest moments of efficiency
- In the group, are there common themes?



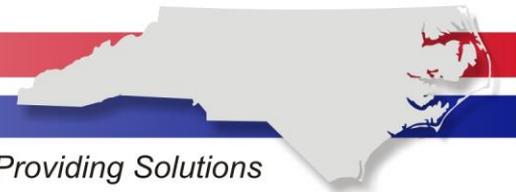
How to determine core values

- What have been your 3 greatest failures?
- What have been your 3 greatest moments of inefficiency?
- In the group, are there common themes?



How to determine core values

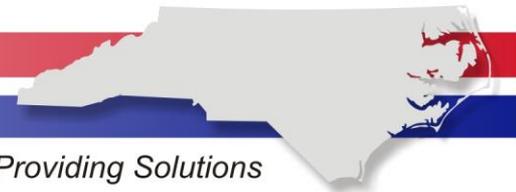
1. Write 2-3 sentences of advice you would give to the group based on these commonalities.
2. Distill these sentences into a few words
3. Test the value (these words). Think of a situation where following your core value hurts you rather than helps you.
4. If it hurts you, don't use it.



What is a mission statement?



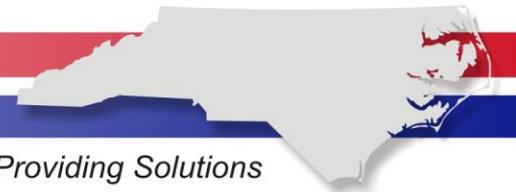
Who is responsible for its content?



Sample Mission Statements

Disney: *To make people happy.*

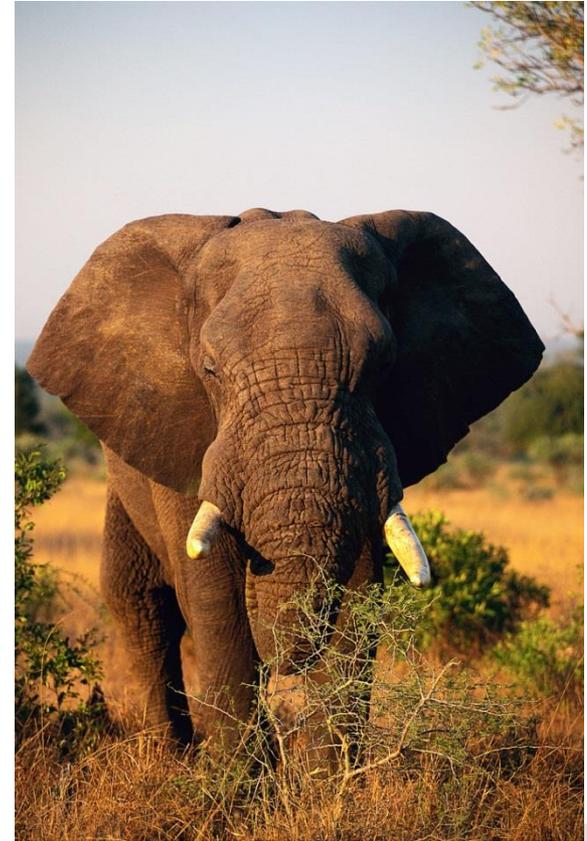
Ben & Jerry's Ice Cream: *To make, distribute and sell the finest quality all natural ice cream and euphoric concoctions with a continued commitment to incorporating wholesome, natural ingredients and promoting business practices that respect the Earth and the Environment.*



Sample Mission Statements

The Elephant Sanctuary:

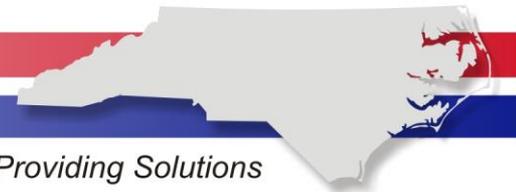
*A Natural-Habitat Refuge
Where Sick, Old and Needy
Elephants Can Once Again
Walk the Earth in Peace and
Dignity.*



Mission Statement Defined

A mission statement helps everyone understand the organization's purpose.

How is a company's mission distinguished from its purpose, as stated in its articles of incorporation?

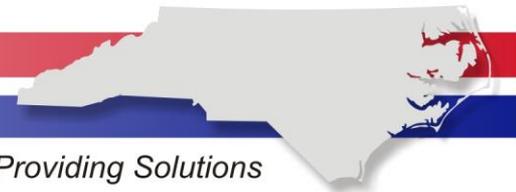


Mission vs. Purpose

The company's purpose is framed in its articles of incorporation and, if a nonprofit, must be tied to *charitable, scientific, or educational work*.

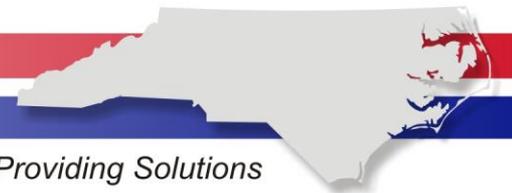


For nonprofits, the mission statement will also generally be tied to a societal need.



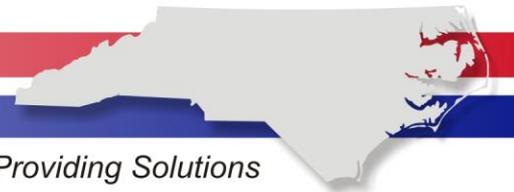
Mission Statements

- Define the company's reason for existence
- Are the why behind goals and objectives in planning documents
- Provide focus and consistency
- Build shared insight among all levels of people
- Communicate organizational intentions
- Gain employee participation, insights, and commitment to quality and service
- Provide a clear and objective framework for decision-making
- Identify the market and stakeholders and what your company can do for them.



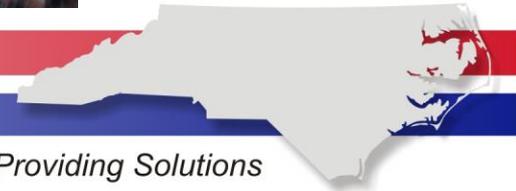
Who should be involved

- After the articles and bylaws, the core values, and then the mission statement should be prepared
- In order to be effective, must include stakeholders in their preparation



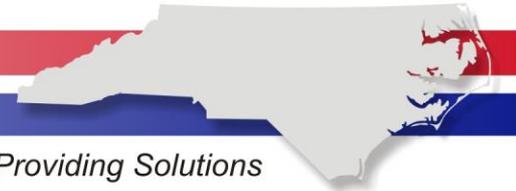
Why involve stakeholders?

- If done well – it REALLY improves investment by the community when they are involved in the planning.
- Many more ideas from different perspectives support innovation and applicability



Determining Stakeholders

- Pick an organization
- List everyone who is a stakeholder of that organization
- Decide who you want to involve



Writing Mission Statements

- Can range from a statement of what the organization stands for to very systematic – who-what-when-where

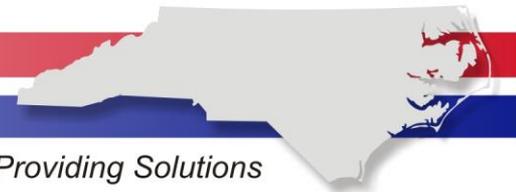


- More commonly used for organizational communication than vision or values
- Must be Short-Clear-Captivating (capturing the heart of what you are trying to do)

Writing Mission Statements

Method A:

1. Describe what your organization does
2. Describe how you do it (by incorporating your core values)
3. Add why you do it and include your core competencies (determined through a SWOT analysis).



Writing Mission Statements

Method B:

Our purpose, desire, intent is to
create/develop/foster/nurture/build/provide . . .

Mix and Match tables of 6-8

“3 minutes” to brainstorm

“3 minutes” to get up, go around and test ideas

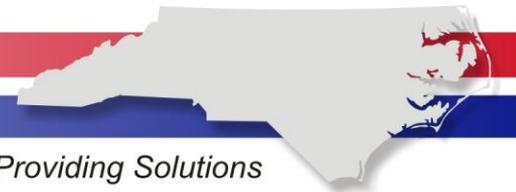
“5 minutes” to summarize

Volunteers present on flip chart paper

Tables redraft with all ideas – chunking into ideas

Vote

Writing team writes, then tests



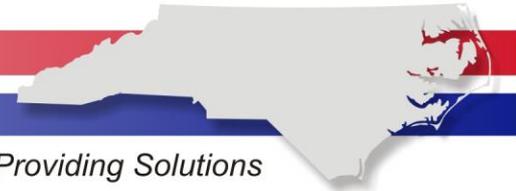
-
-
- Must pass the “mother” test.

If your mother doesn't understand it, start over!

- You don't need to reinvent the wheel, but your mission must inspire you.
- Must be a living document. If it isn't current, you may want to revisit your mission statement.

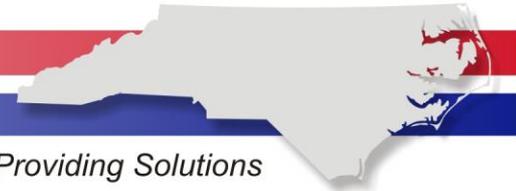


What is a
vision
statement?



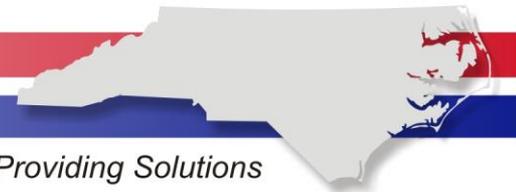
Vision Statement Defined

A compelling, vivid picture of what the organizational target will look like in the future (if the organization achieves its purpose).



Importance of Vision Statements

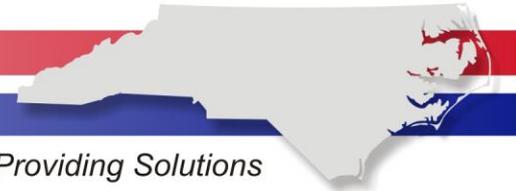
- Brief explanation of your organization's future
- Take a look at your mission statement and think 5-10 years from now, what have you accomplished
- It's all about dreaming and thinking big.
- Process of creating a vision statement builds teams, provides a common path to achievement.



Sample Vision Statements

A personal computer in every home running Microsoft software.

To be the company that best understands the product, service, and self-fulfillment needs of women – globally.





DUCKS UNLIMITED



Ducks Unlimited: Our Mission

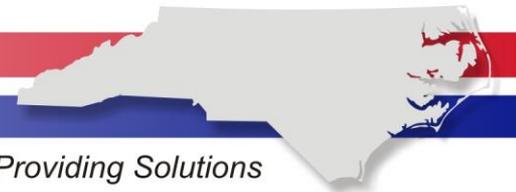
Ducks Unlimited conserves, restores, and manages wetlands and associated habitats for North America's waterfowl. These habitats also benefit other wildlife and people.



Ducks Unlimited: Our Vision

Waterfowl conservation is facing important challenges as wetlands and other habitats are being degraded and destroyed across the continent. Ducks Unlimited has a vision to reverse this trend.

The vision of Ducks Unlimited is wetlands sufficient to fill the skies with waterfowl today, tomorrow and forever.





DU will achieve our vision through diverse public and private partnerships to address the full range of factors that continue to erode waterfowl habitat across North America.

Ducks Unlimited Core Values

- **Waterfowl and Wetlands**

We [conserve](#) North America's waterfowl and wetlands.

- **Ethics**

We act to uphold the reputation of DU, treating people and wildlife with respect.

- **Science-Based Decisions**

We evaluate our programs to guide us and ensure credibility.

- **Team DU**

We work together as volunteers and staff.

- **Waterfowling**

We value and enjoy the sport and [heritage of hunting](#).

- **Collaboration, Not Confrontation**

We partner with those who share common goals and values.

- **Wise Investments**

We commit at least 80 percent of our resources to our conservation mission.

Last year, [86 percent](#) was successfully committed to conservation.

- **Passion & Commitment**

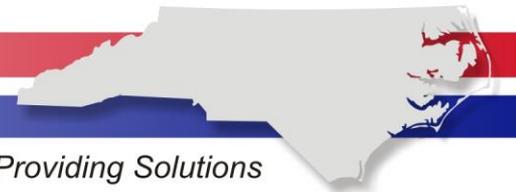
We celebrate the culture of DU as we serve our [members](#).



DU Statement on Firearms

The potential for new firearms regulations or legislation is a complicated and divisive issue, and while there are no simple answers to the problem of reducing violence in our country, DU will continue to remain steadfast and focused on our mission of wetlands and [waterfowl conservation](#), and in our support for hunters and a continued strong [waterfowling tradition](#).

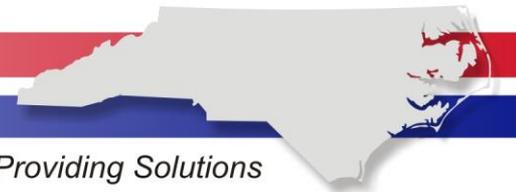
Ducks Unlimited was founded by hunter-conservationists 76 years ago, and conservation remains our mission. DU is first and foremost an organization dedicated to conserving wetlands for waterfowl, and the majority of our members are hunters. DU strongly supports the right to bear arms and believes that with that right comes a responsibility to use firearms lawfully and safely. The ownership and use of firearms is intertwined with wildlife management and conservation in North America, and we strongly support hunting. Without hunters and recreational shooters and their financial contributions through hunting licenses and excise taxes on sporting arms, national conservation funding would be decimated. We will continue to hold ourselves to the highest standards of gun safety, hunting ethics, and responsible firearms ownership and use.



After the Break



How do mission, vision, and values impact your organization's strategic planning efforts?

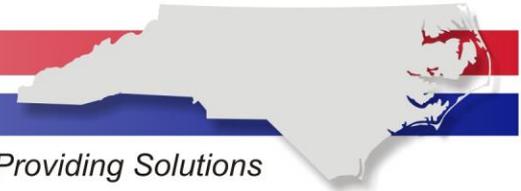
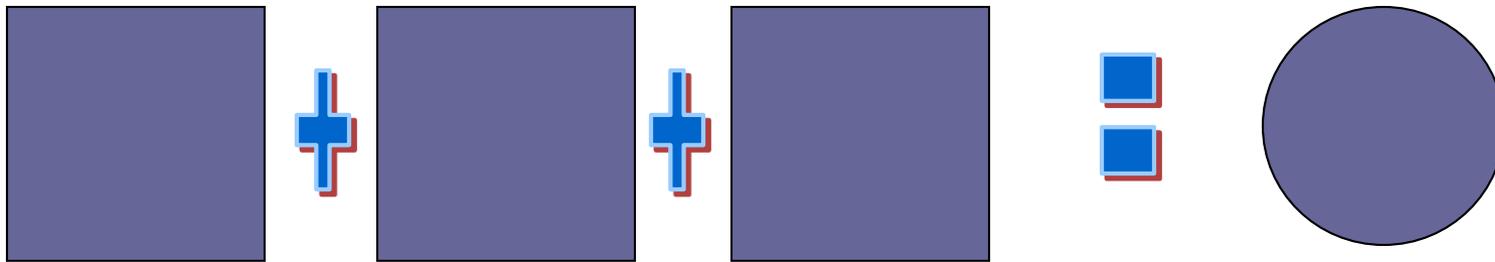


Agenda

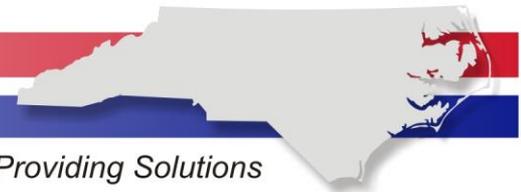
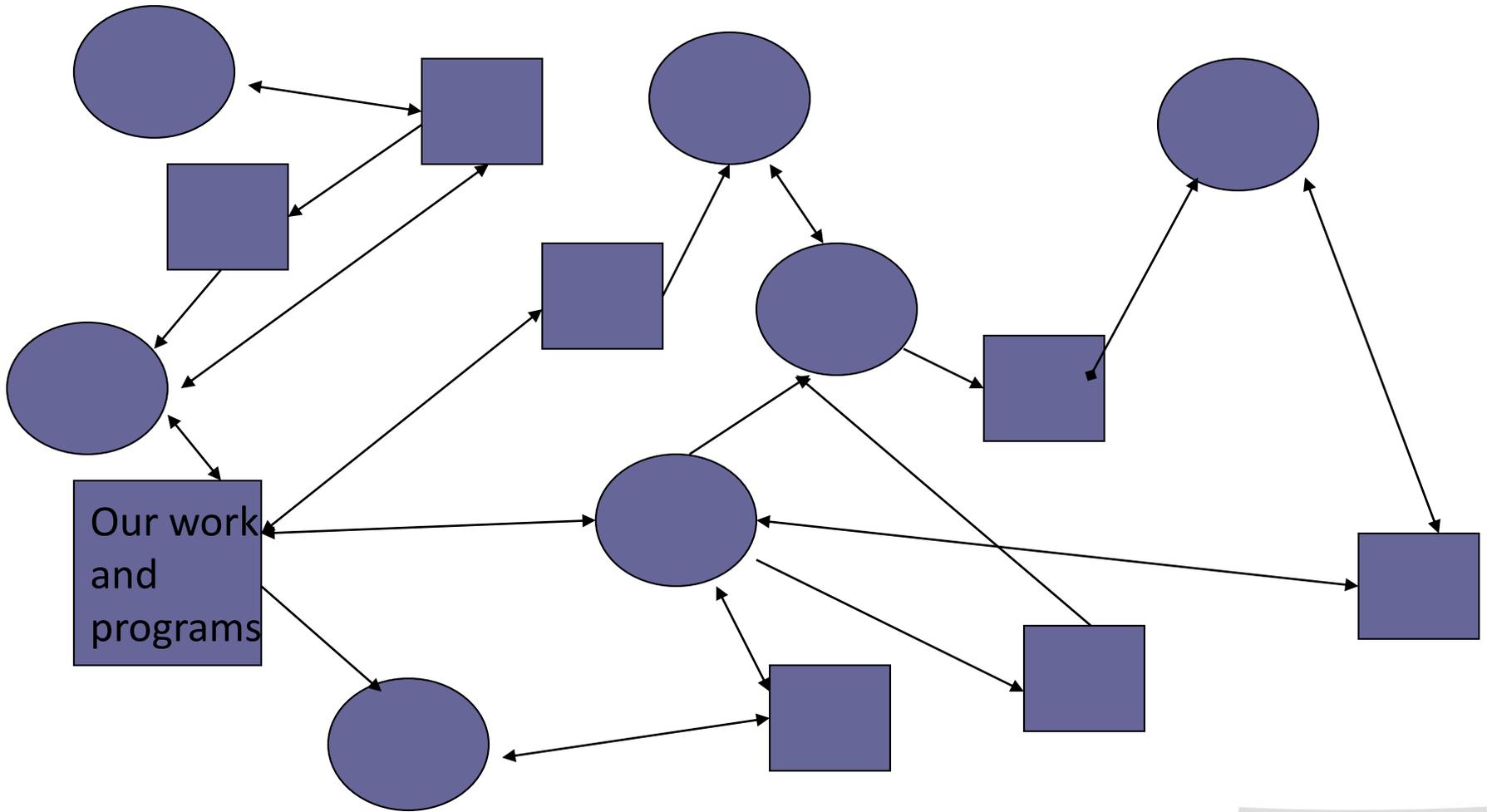
- What is planning and why do it?
- Using program logic to guide planning
- Moving from Mission to Action



How we are taught to plan



Reality

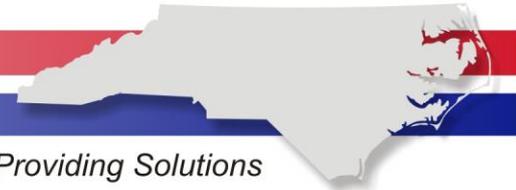


What does good planning do for the organization?

(adapted from Carter McNamara)

Planning serves a variety of purposes in organization, it helps to:

- Define the purpose
- Establish realistic goals and objectives
- Communicate those goals and objectives
- Develop a sense of ownership of the plan
- Use organization's resources effectively
- Focus on organization's priorities
- Helps frame evaluation
- Build a consensus around the organization's direction



Moving Forward: Start with the End in Mind

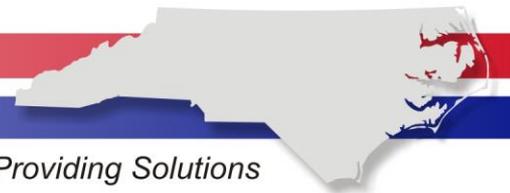
Successful planning means
thinking with the end result in mind.



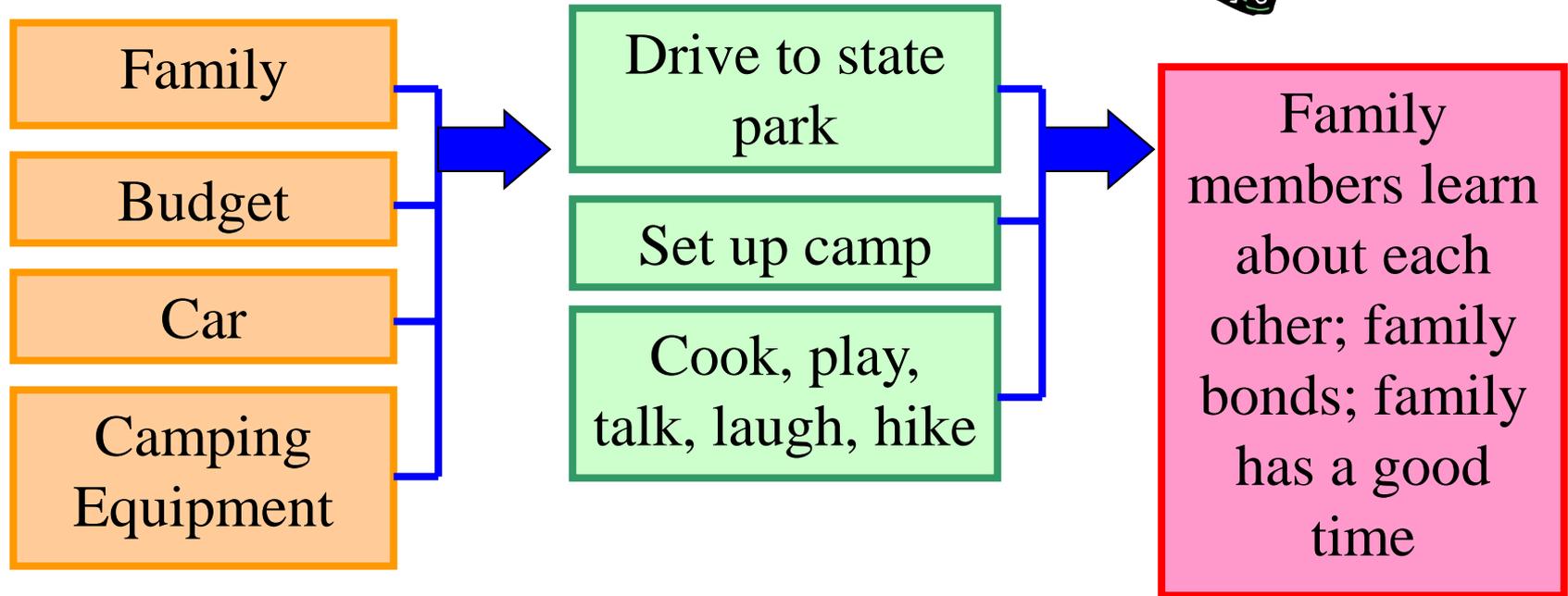
Success

Logic Models

- A logical picture of what the program is doing and what it expects to happen as a result of the work



Every day logic model – Family Vacation

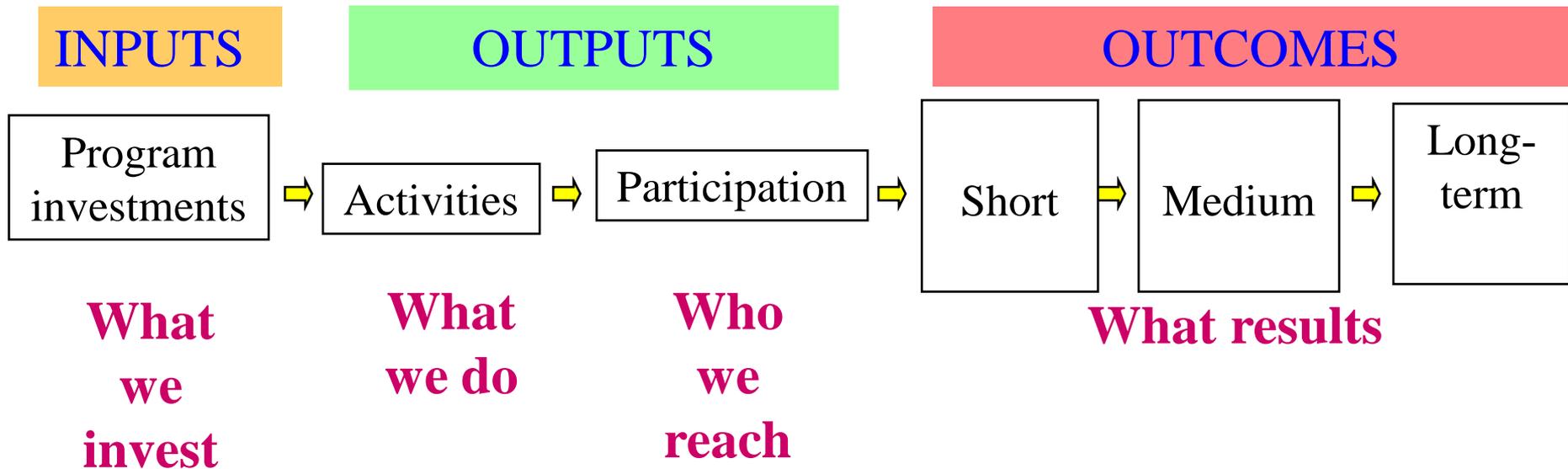


INPUTS

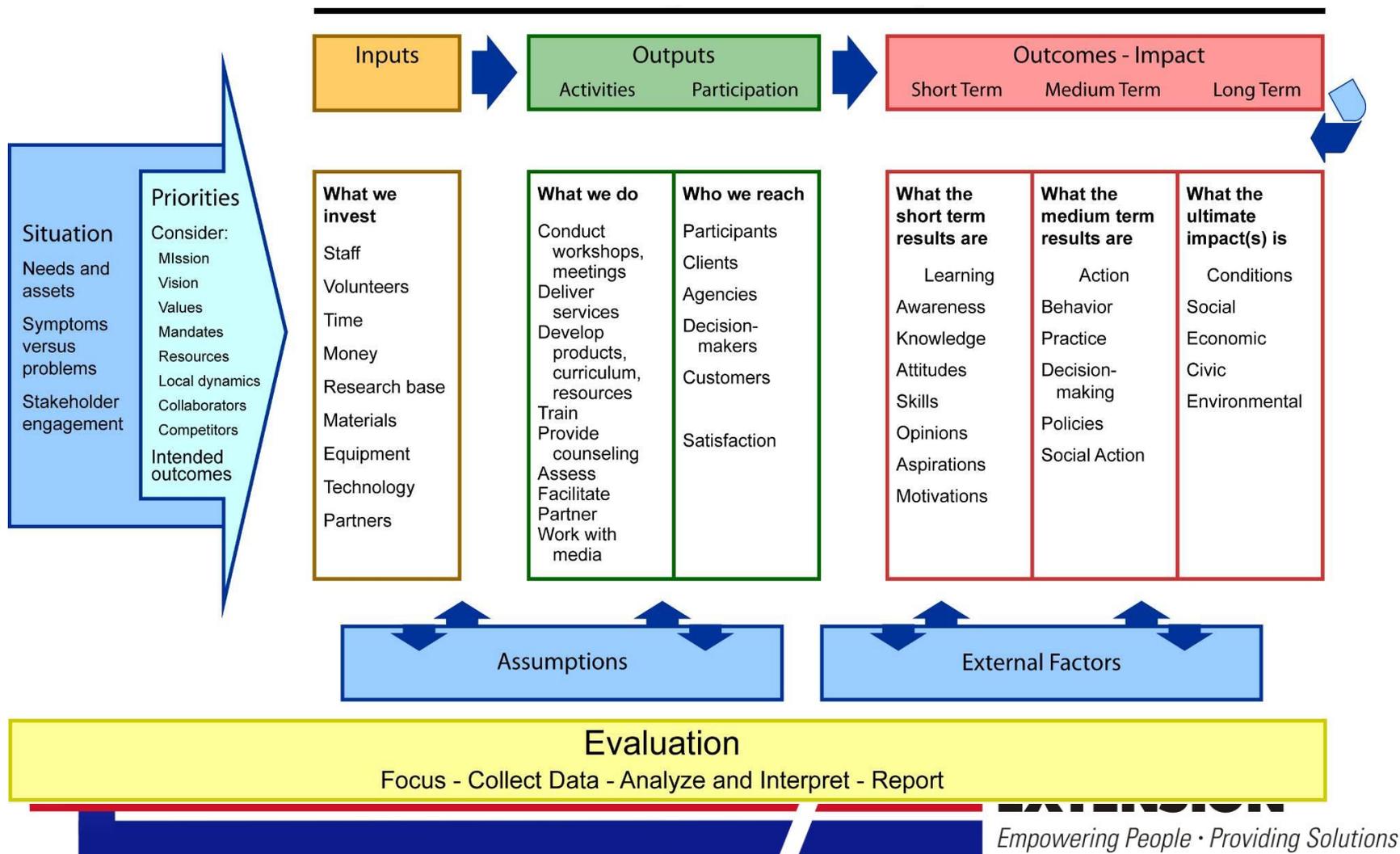
OUTPUTS

OUTCOMES

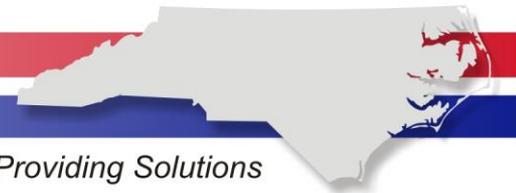
Logical chain of connections showing what the program is to accomplish



Fully detailed logic model



DEFINING THE GOAL: GETTING ON THE SAME PATH

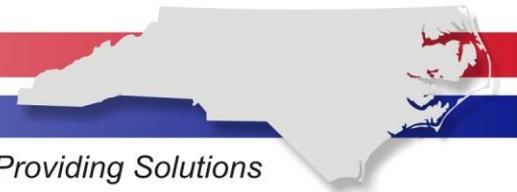


Considering Potential Goals

- Should come from the long term outcomes in your logic model
- Any ideas missing?
- Don't get bogged down in detail.
- Consensus is not necessary *yet*.



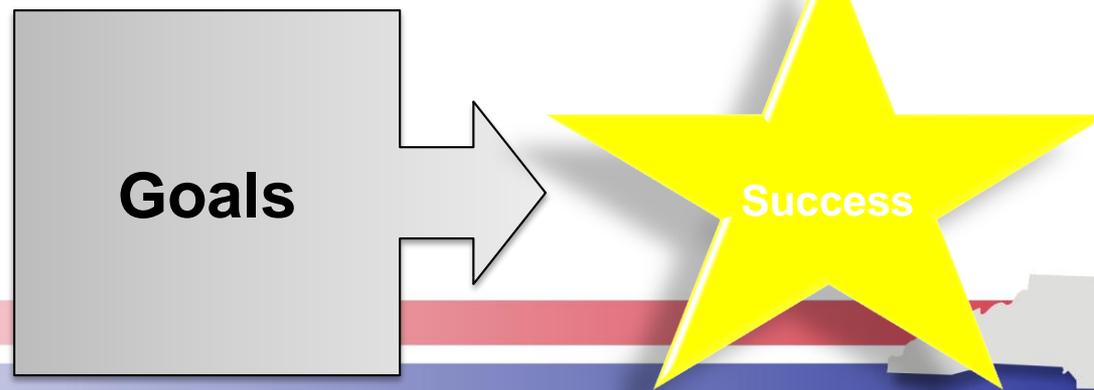
Elements to Consider



Your Plan: Writing Goals for Your Program

Imagine ___ years from now....

- What do you hope is different in your community? (Your Outcomes)
- How will you know it has changed?



Writing SMART Goals

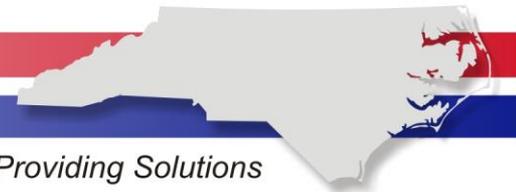
Specific

Measureable

Attainable

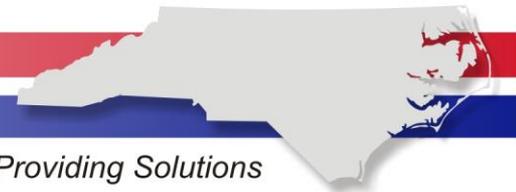
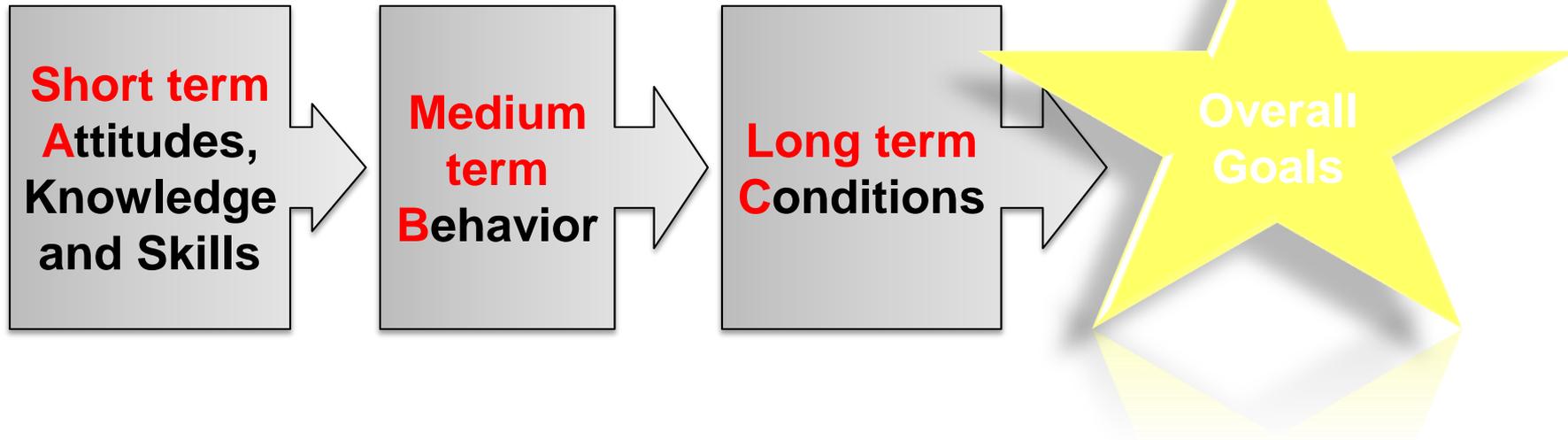
Relevant

Time-Framed



Making Changes that Matter

Do You Know Your ABCs?



Condition

Conditions are the overarching changes you hope to see as a result of your efforts.

Changes in conditions
take the longest to achieve.

Typically 5 years or more



Examples of Long Term Changes to Conditions

- Within a given community or population:
 - Reducing unemployment rate
 - Reducing poverty rate
 - Improving high school graduation rate
 - Expanding number of profitable entrepreneurs
 - Increasing number of jobs paying good, livable wages



Behaviors

Behaviors are concrete actions that individuals or groups take. These require **doing** something.

Typically 1-2 years

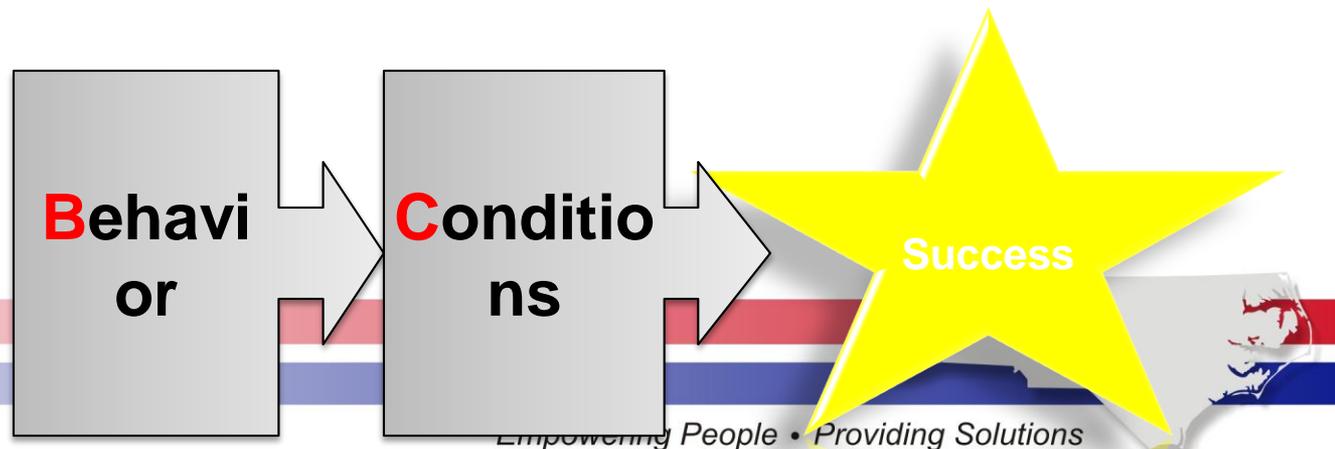


Your Plan:

Go back to the **condition** you identified.

What **behaviors** need to change to reach that condition?

Who needs to make those changes?



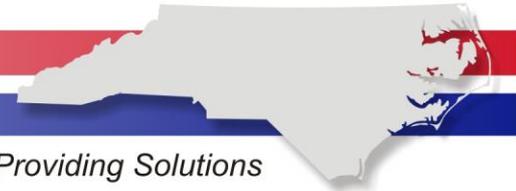
Attitudes, Knowledge and Skills

Attitudes, knowledge and skills

are elements individuals or groups can learn or develop in a rather short time.

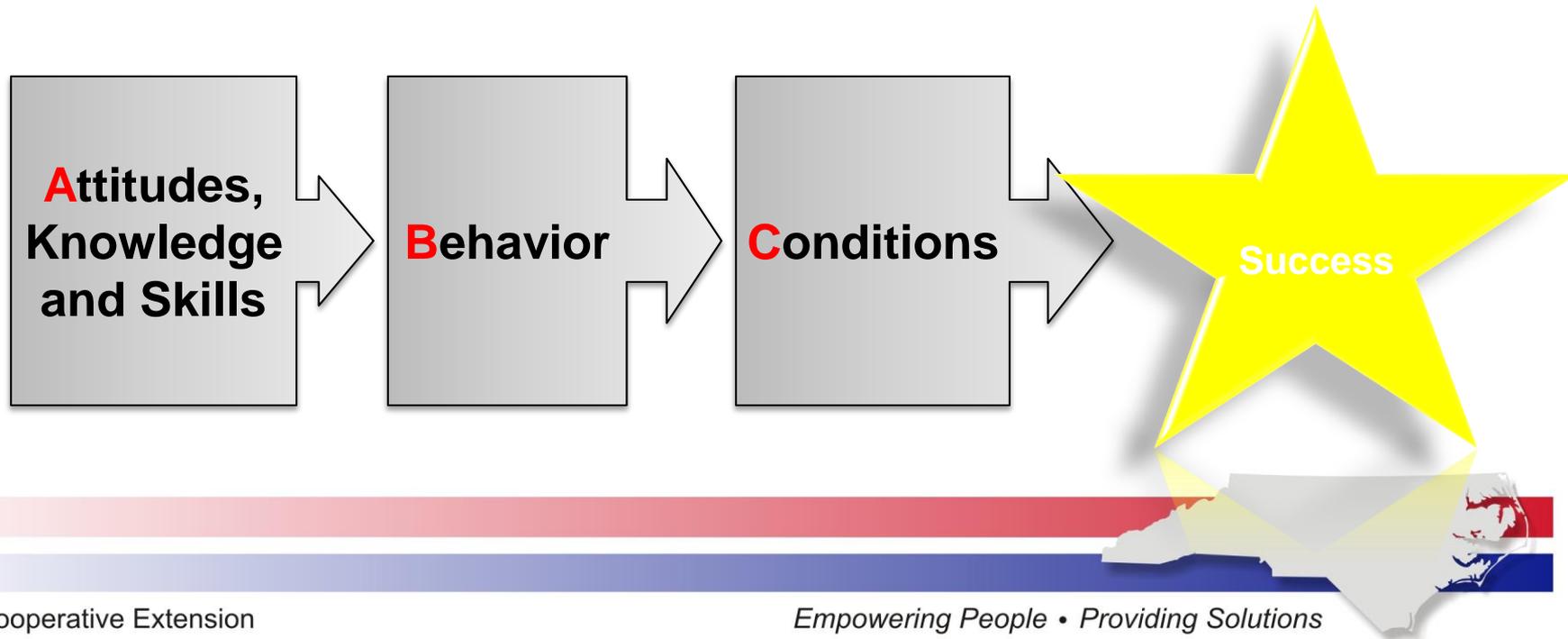


Typically within the first 6-12 months

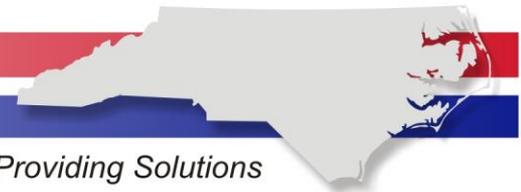


Your Plan

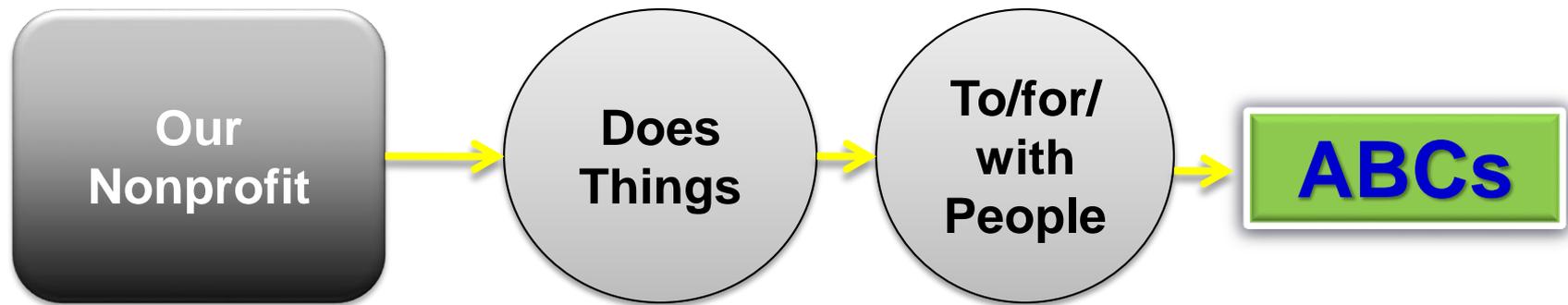
In order to get to the **behaviors** you want to change, what **attitudes, skills or knowledge** need to change?



SELECTING STRATEGIES

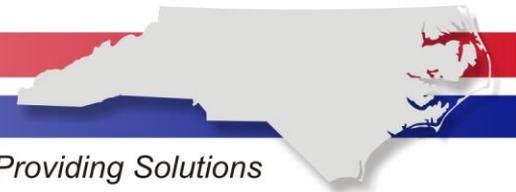


Strategies: What We Do



- Workshops
- Counseling
- Technical Assist.
- Materials

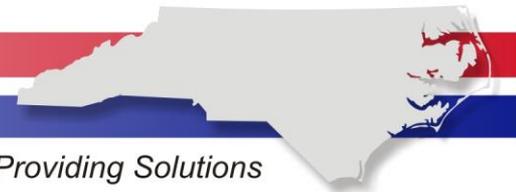
- Clients
- Stakeholders
- Partners
- Businesses



Strategies: Key Questions

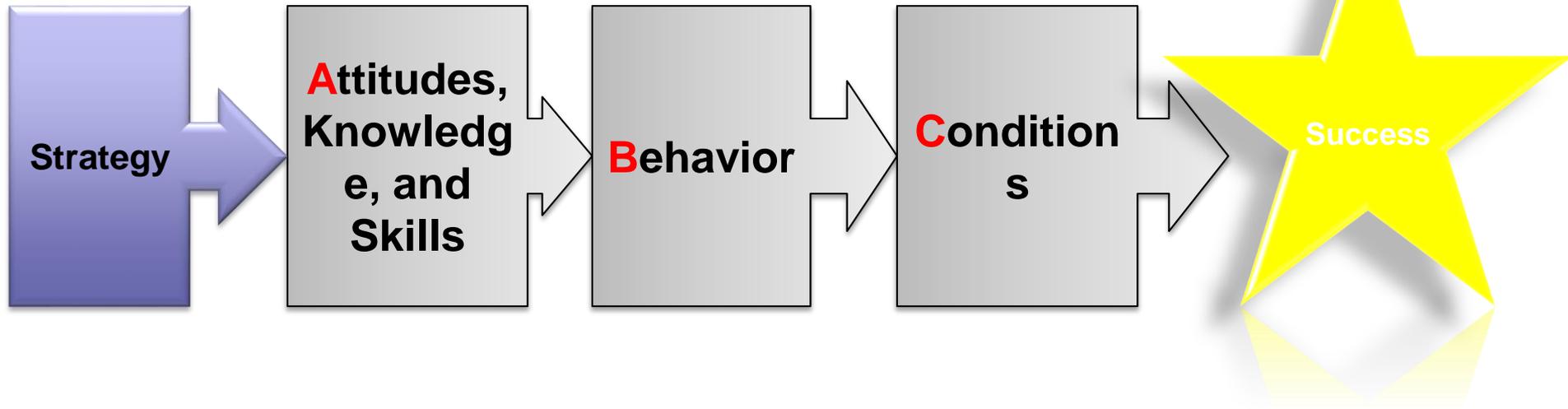
Which ones will:

- Come closest to producing the desired outcomes (ABCs)?
- Appeal most to your target audience?
- Make the best uses of resources and assets?
- Help overcome key barriers?



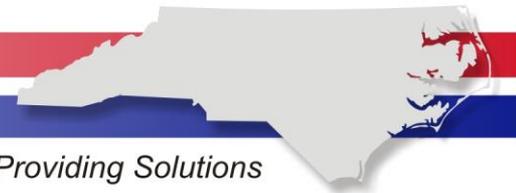
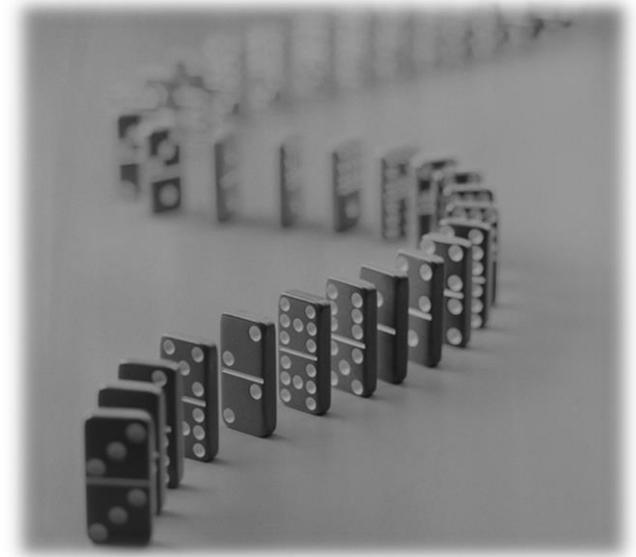
Connecting the Pieces

Should Tell a Logical Story



Your Plan: Checking the Story

- Does your strategy match your ABCs?
- A logical story should move from your strategy, through your ABCs, to the success you anticipate.



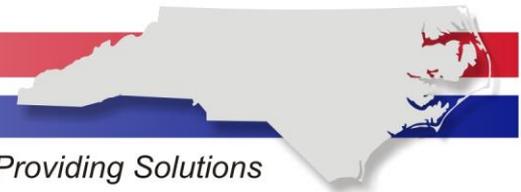
Inputs: The Engine

Individuals, organizations and resources you will need to implement your strategy

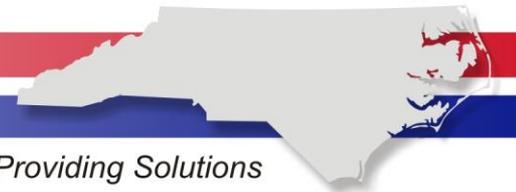


Your Plan: Inputs

- Identify your inputs:
 - What organizations are contributing?
 - What individuals are contributing?
- Are there missing pieces? If so, who can help with these?



PLANNING FOR ACTION



Developing a Plan of Action

Four Key Elements:

- **Specific steps** to be carried out
- **Person** who will take leadership for each step
- **Realistic timetable** for completion of each step
- **Regular checkpoints** to ensure progress & address barriers



How to be strategic and flexible

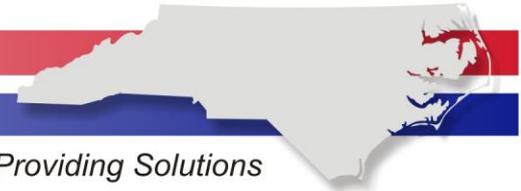
Strategically
planned
structure



Flexibility to
innovate and
adapt



What were the elements of an organization with a clear, flexible, and adaptive plan?

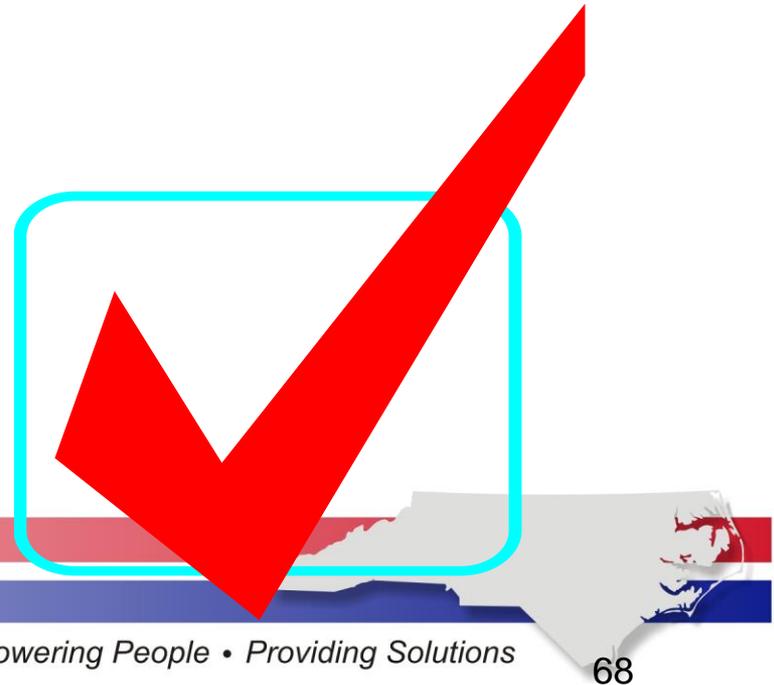


The Art of the Question in Leadership and Change

- What's the biggest problem here?
- Why the same problems keep recurring?
- What can we fix easily?
- What can we do better next time?
- What possibilities exist that we have not yet considered?
- What's the smallest change that could make the biggest impact?
- What would create a win win?

Best Way to Build High Engagement and Enthusiasm?

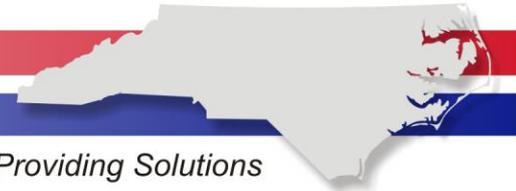
- ❖ Magnify and learn from moment of **highest** engagement & enthusiasm?



Leading rapid, positive change in organizations

(Bushe, 2007, p. 7)

- Make sure everyone KNOWS where they/we want to go
- All levels don't need permission to act
- Willingness to and support for taking voluntary, visible action
- Leaders track innovation and progress and fan flames of innovation and initiative



Supporting literature

- Cooperrider, D., Whitney, D., Stavros, J. (2008). The Appreciative Inquiry Handbook. Crown Custom Publishing, Brunswick Ohio.
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