

What's Leadership Got to Do With It

*The Evolution of Excellence in the Nonprofit Sector
and How Leadership Helps Organizations Achieve Greater Impact*

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Set up – Evolution of Excellence

Leadership Qualities – Self Awareness, Self Confidence & Selflessness

- Case studies and examples
- Discuss staff and board ramifications
- Conversation time for each

Tools and Resources

- Examples
- Discussion



Evolution of Excellence



- Things are different. What was excellent 10 years ago seems routine/expected today.
- Questions are changing. Ours, yours, everyone's. *What is excellent?*
- New signs and new indicators; harder to track on a balance sheet, perhaps even in an annual report.



Nonprofit Narrative

Resilience and Learning

Sustainability and Adaptability

System Thinking and Collaborative Networks

Capacity Building and Metrics

Impact and Engagement



Story from the Management Excellence Award

- Seen a significant change over the years, started asking new questions
- New focus on “leadership”
- Looked at semifinalists from 2015, finalists from 2015 and finalists from 2014
- Found some traits in common
 - Result was a paper – *“What’s Leadership Got to Do With it?”*



Common Qualities



Those exceptional organizations share three qualities in common:

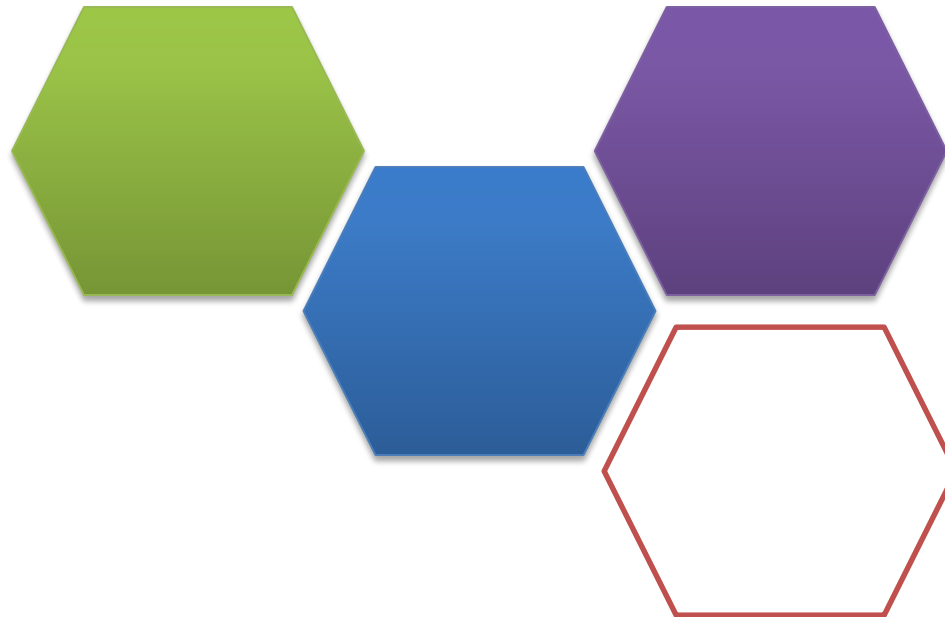


Self Awareness





Real Examples and Real Implications



Self Confidence

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Acknowledging your
competencies

Demonstrating a track
record, data

Implementing sound
management practices

Advocating for your position,
cause, issue, etc.

Inviting others
in to join you

Creating a movement

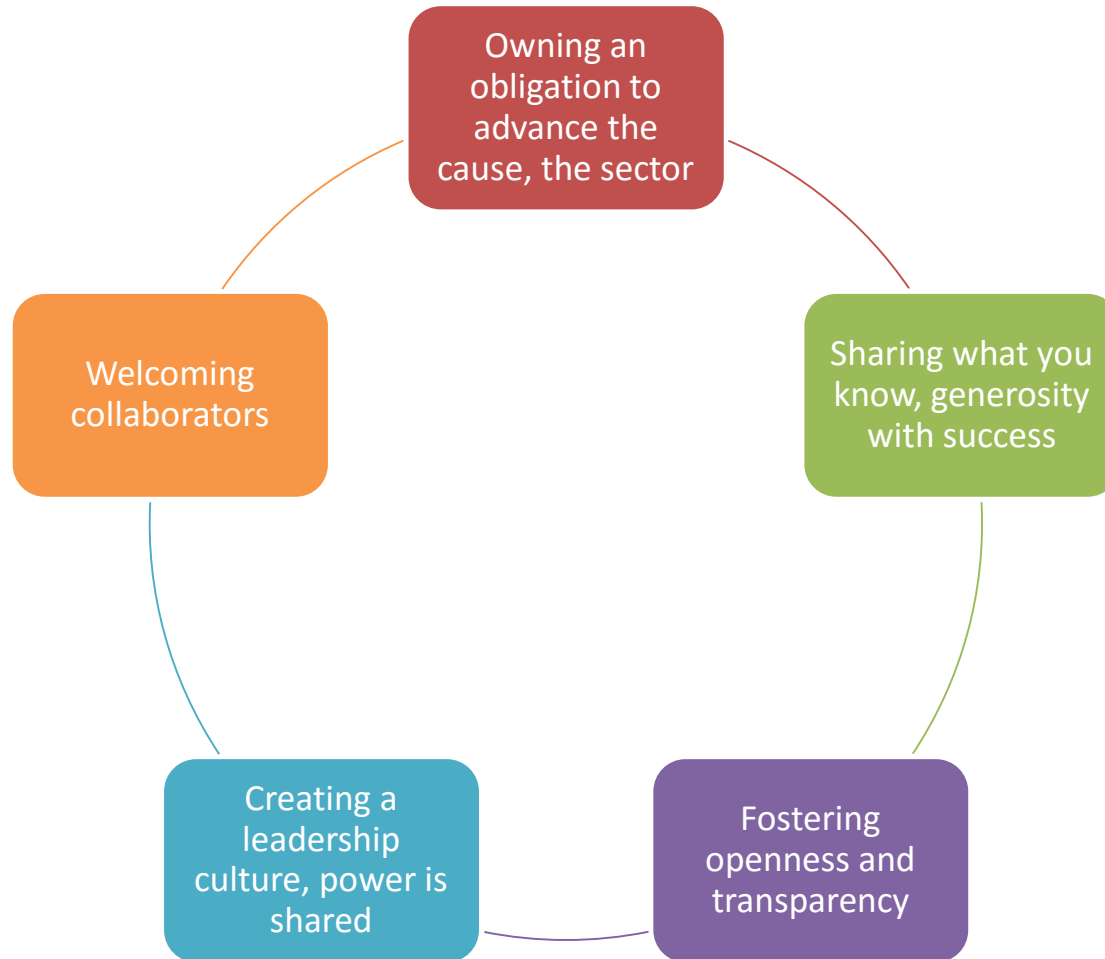
Self Confidence



Real Examples and Real Implications



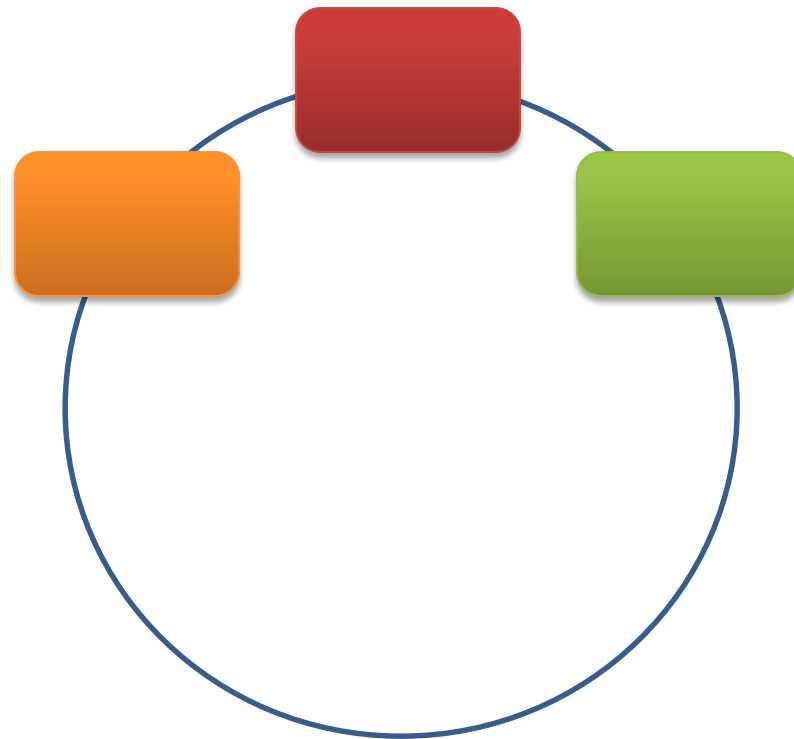
Selflessness



Selflessness



Real Examples and Real Implications



Impact of Excellence



Creates organizational distinctiveness

**Builds organizational capacity
– leads to greater impact**

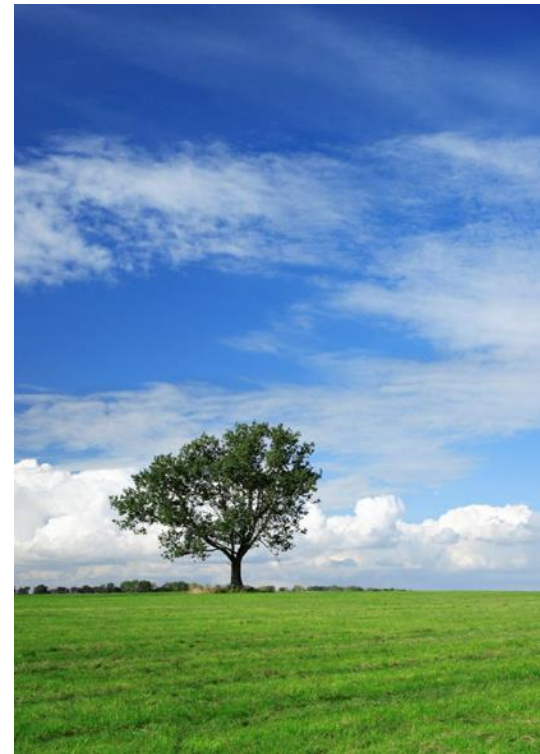
Practical benefits:

- Funding opportunities
- Partners
- Staff retention
- Stakeholder engagement
- Organizational resilience



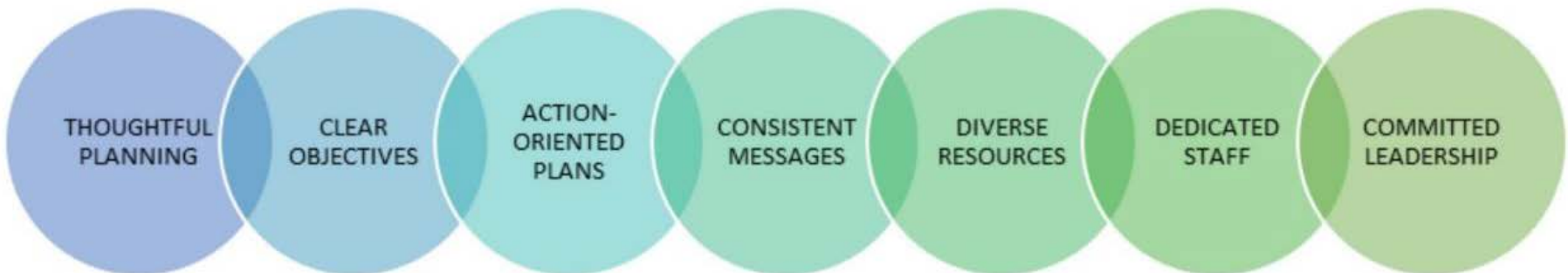
Resources to help/support your organization

- Sustainability Success Factors and Scorecard
- Matrix Map
- Framework for Impact
- Standards of Excellence Institute



Sustainability Success Factors

- Developed by **Marshall H. Ginn, CFRE** of Capital Development Strategies
- Seven areas of organizational focus to maximize impact; important to keep your eyes on all of these, not just one
- Scorecard; a tool to assess how you're doing
- Visit www.capdevstrat.com/examples to learn more.



The Matrix Map and Nonprofit Sustainability

- Developed by **Jeanne Bell, Jan Masaoka & Steve Zimmerman** from CompassPoint and Spectrum Nonprofit Services
- Looks at sustainability both from a financial standpoint as well as a programmatic one; the “intertwined implications of mission and money”
- Part of a larger work: *Nonprofit Sustainability: Making Strategic Decisions for Financial Viability*, available on Amazon.com
- Visit www.nonprofitsustainability.org for templates and more information



The Heart Quadrant

Starting Point: Keep and contain costs

- Can we envision this program achieving the same impact – or very close to it – with a different cost structure?
- Is there a different revenue strategy to consider?



The Star Quadrant

Starting Point: Invest and grow

- Do we understand the needs and motivations of stakeholders who make the star possible?
- Are there opportunities (i.e. new geography, new population, complementary programming) to expand the program's impact and revenue?



The Stop Sign Quadrant

Starting Point: Close or give away

- Can we innovate this program to move out of this quadrant?
- How long will we give ourselves to move the stop sign?
- Is that the best use of resources?



The Money Tree Quadrant

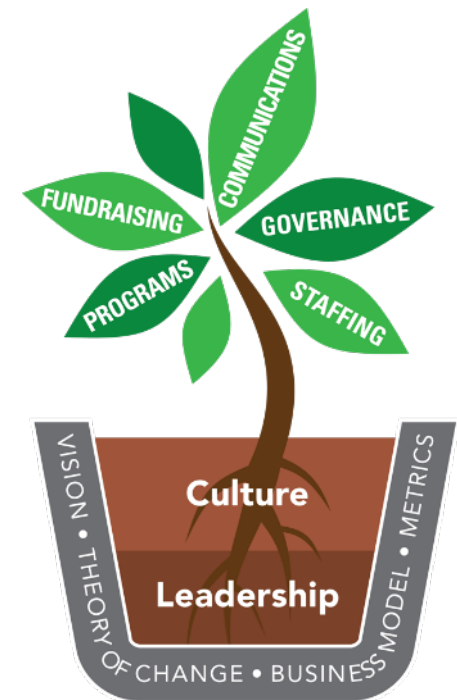
Starting Point: Water and harvest, increase impact

- Can the net surplus be increased and, if so, what investment will that growth require?
- Are there means to reducing the program's cost and improve the margin?
- Are there ways to achieve greater impact by making the program stronger?



Framework for Impact

- Developed by **Alexa Cortes Culwell** of Philanthropy Futures and **Heather McLeod Grant** of McLeod-Grant Advisors
- A tool for focusing on high performance and resilience
- Core elements – Vision, Theory of Change, Business Model and Metrics
 - Can be used for organizational assessment
- Visit <http://philanthropyfutures.com/framework-for-greater-impact/> to learn more, including a video of the framework being created



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Standards of Excellence Institute

- A project of Maryland Nonprofits
- A national initiative established to promote the highest standards of ethics, effectiveness, and accountability in nonprofit governance, management, and operations, and to help all nonprofit organizations meet these high benchmarks.
- Includes a comprehensive code, including an accreditation/recognition process
- www.standardsofexcellenceinstitute.org to learn more and to join



Recap



- Excellence in nonprofit management has evolved.
- Organizations that are becoming leaders in the sector reflect a complex range of characteristics and qualities.
- There are many tools that can help organizations achieve excellence, become leaders and ultimately increase their impact.

Challenge



- Share something you've heard today with a colleague, friend, partner
- Start a conversation at your nonprofit using one or all of these tools
- Challenge yourself and your organization to take it to the next level

Thank you!



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