



ASK *the experts*

Can Your Organization Become More Entrepreneurial?

Interested in earning money for your organization? How do you start?

Q:

I have been receiving your magazine for a year now and find it illuminating. I have noticed that every issue addresses the need for nonprofit organizations to be “entrepreneurial.” I understand the importance of an entrepreneurial, risk-taking culture in order to begin earning money for our organization. But such a culture is very foreign to the way we’ve always done things, and we don’t have any discretionary funds to invest in change. What can we do?

A:

Changing the culture of your organization will cost you time, money, and psychic energy. If you begin the process with a “cost” mentality, you will probably wind up frustrated and upset. The truth is, you won’t be able to recoup your expenditures in a year or even

two or three years. But over time, the financial and social returns could be substantial.

The best approach, therefore, is to adopt an “investment” mentality and stop trying to recover your expenditures immediately. And if you’re still asking yourself where the time, dollars, and energy will come from, remember this: If you’re genuinely entrepreneurial, you *will* find

the resources you need—and if you’re not, you won’t.

That may sound blunt, but one of the hallmarks of an entrepreneur—or an entrepreneurial organization—is the ability to find the resources that are needed. It’s almost a *sine qua non* of entrepreneurship. ■

Jerr Boschee
(jerr@orbis.net)

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Nonprofit World • Volume 20, Number 3 May/June 2002
Published by the Society for Nonprofit Organizations
5820 Canton Center Road, Suite 165, Canton, Michigan 48187
800-424-7367 • www.snpo.org