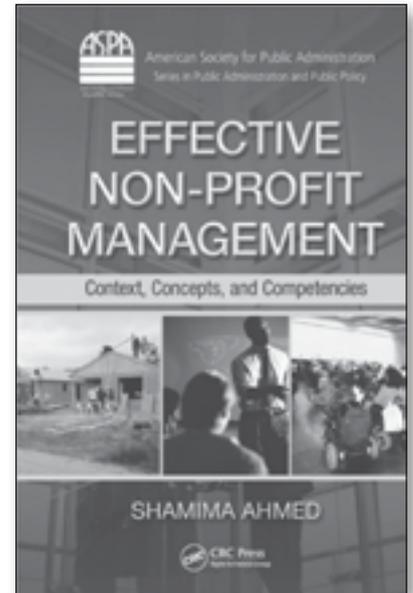


Nonprofit Management through Leadership

Here are best practices for leading and managing.

By Terrence Fernsler

Effective Nonprofit Management: Context, Concepts, and Competencies. By Shamima Ahmed. Hardcover. 320 pages. CRC Press, crcpress.com.



Lately a number of new books attempt to cover the entire topic of nonprofit management. That's a tall order for any one book, since nonprofit managers must fill multiple roles and satisfy many different stakeholders. *Effective Non-Profit Management*, however, is exactly what's needed.

The author, Shamima Ahmed, uses the terms “management” and “leadership” somewhat interchangeably. What's necessary to run today's nonprofit organization, she argues, is a Manager-Leader.

Ahmed provides information about competencies, values, and skills needed by the Manager-Leader. She takes a broad theoretical perspective, demonstrating the complex nature of leading a nonprofit. While providing fundamental information regarding nonprofit law, governance, human resource management, resource acquisition, marketing, and technology, Ahmed gives readers the flexibility to decide how to apply these management aspects to their organizations.

Although primarily intended for an academic audience, her book is grounded in the shared experiences of practitioners, balancing theory and practice. Each of the 12 chapters concludes with a discussion of a current issue.

These discussions ask the tough questions practitioners face. Topics include: falsifying outputs to enhance performance appearance, the blurring of personal and organizational life caused by social media, sexual orientation challenges at nonprofit workplaces, and the perils of accepting tainted money.

Catchy boxes — many of which come from recent issues of *Nonprofit World* — enliven the material. These boxes make it easy to find step-by-step ways to implement ideas.

The decisions nonprofit leaders make today will shape our futures. Ahmed's book provides an excellent guide for nonprofit leaders to manage their organizations in ways that can dramatically increase benefits to communities. 

Terrence Fernsler has been a nonprofit professional for over 30 years and is currently in the School of Strategic Leadership Studies Ph.D. program at James Madison University in Virginia.

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Some Ways to Assure Financial Stability

Financial leadership is about making good decisions that strengthen your financial position. An effective system includes the following:

- **a board with clear, written internal control policies codes of conduct**, confidentiality, and conflict of interest signed by board and staff
- **a whistle-blower program**, making it easy for people to report theft, impropriety, and other problems
- **an understanding of warning signs**, which include:
 - **Budget reductions.** Cutbacks lower morale and increase the likelihood of fraud.
 - **High turnover.** This is a sign of an unhappy work climate. Employees leaving under adverse conditions are more apt to cheat and steal.
 - **Refusal to take perks.** Those engaged in financial misuse don't take vacations or promotions for fear of having their thefts discovered.
 - **Overemphasis on short-term fundraising goals**, which may lead to less focus on internal controls and accurate financial reporting.