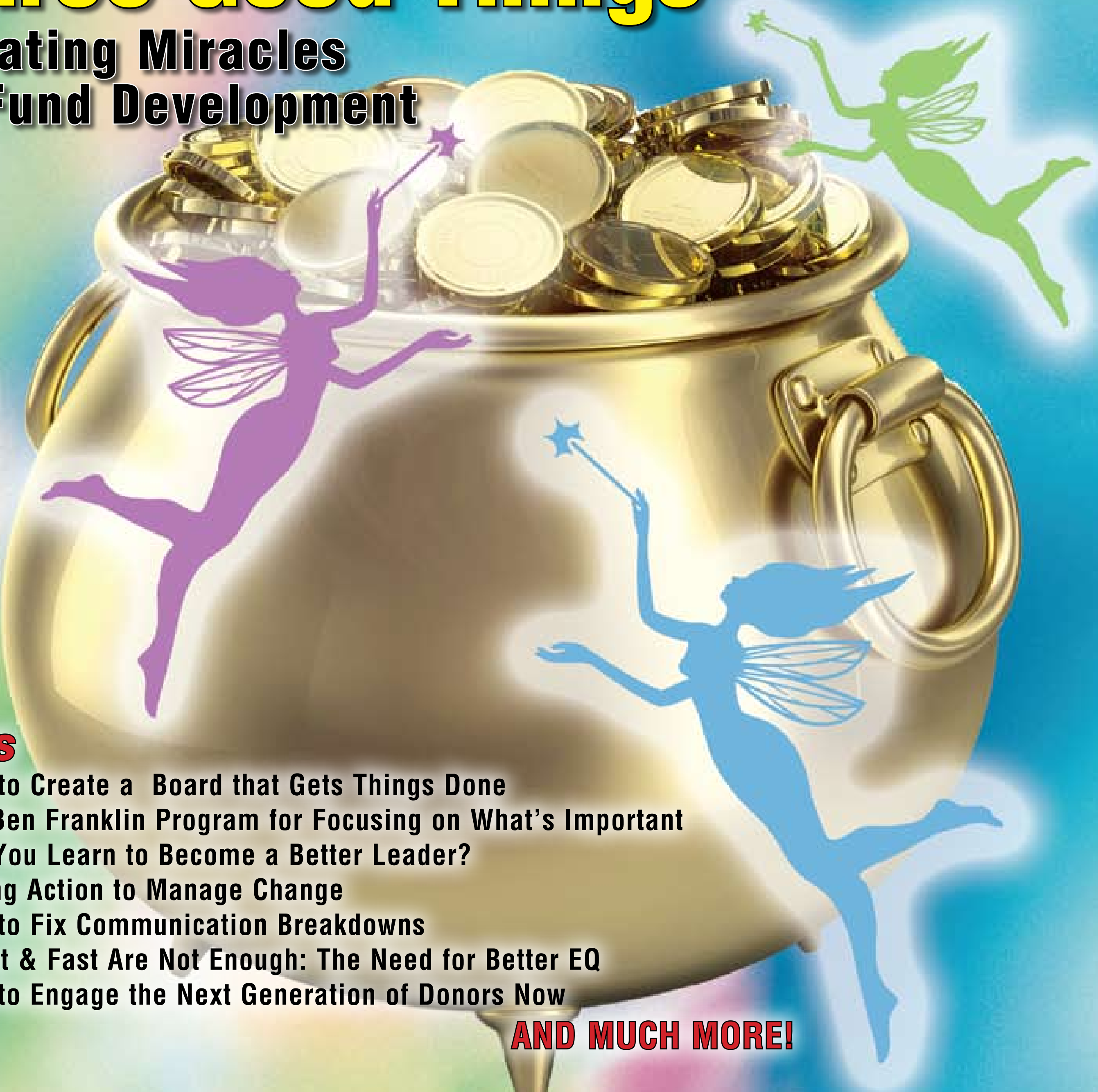
NONPROFIT World

Advancement Through Sharing

Volume 29, Number 1
January/February 2011

Three Good Things

Creating Miracles in Fund Development



PLUS

- How to Create a Board that Gets Things Done
- The Ben Franklin Program for Focusing on What's Important
- Can You Learn to Become a Better Leader?
- Taking Action to Manage Change
- How to Fix Communication Breakdowns
- Smart & Fast Are Not Enough: The Need for Better EQ
- How to Engage the Next Generation of Donors Now

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PURPOSE: The Society for Nonprofit Organizations is a 501 (c) (3) nonprofit organization. Through *Nonprofit World* and other communications with its members, the Society is dedicated to bringing together those who serve the nonprofit world in order to build a strong network of professionals throughout the country.

feature story

Raising funds is all about forging relationships, and relationships are all about communication. For creative ways to communicate, build relationships that last, and energize fund development, see "Three Good Things: Creating Miracles in Fund Development" on page 10.

This logo symbolizes the goal of the Society, which is to unify diverse segments of the nonprofit world, to draw them together, and to create a dynamic whole without losing their individuality.

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Unsolicited manuscripts and letters to the editor are welcomed. They should be addressed to **Jill Muehrcke, Editor, *Nonprofit World*, P.O. Box 44173, Madison, WI 53744-4173 or muehrcke@charter.net or jill@snpo.org.**

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An Urgent Message

"Most needed change efforts fail or aren't launched at all."

How often have you heard the adage that change is always with us? True as that dictum is, it misses the real point, as John P. Kotter notes in *A Sense of Urgency*. In today's world, the crucial point is that the rate of change is soaring in an unprecedented way and will do so for at least the next five years. Any organization unattuned to this change is putting itself at risk.

And yet, says Kotter, more than 70% of needed change efforts either fail or aren't launched at all. The reason, according to his research, is that most organizational leaders don't create a great enough sense of urgency.

The shift to continuous, skyrocketing change means that urgency is essential not just in big change programs but in day-to-day performance. It's vital to make real progress every day on challenges central to your organization's success. "Urgent Patience: An Oxymoron?" (page 28) gives you the keys to do so.

Take care not to confuse urgency with frantic activity and overstuffed schedules. True urgency is centered on critical issues. "The Ben Franklin Program for Focusing on What's Important" (page 12) assures you're paying attention to the right things.

A sense of urgency is a highly focused and affirming force. To produce it, the first step is to generate positive, future-oriented energy in your organization. "How to Be a Positive Leader" (page 27) explains how a personal management program can infuse your organization with the kind of energy you need. "Three Good Things: Creating Miracles in Fund Development" (page 10) offers exercises to spark such energy.

Building a winning culture means using language to inspire, clarify, and persuade. Whether sharing information with your board members (see "How Executives and Boards Can Improve Performance," page 26), preparing board and staff for new directions ("Taking Action to Manage Change," page 14), or smoothing communication throughout your organization ("How to Fix Communication Breakdowns," page 16), the words you use are crucial.

Perhaps the most important attribute in today's fast-moving environment is flexibility. Since we have no choice but to sway with the gales of change, we must master our ability to adapt and learn (turn to "Can You Learn to Become a Better Leader?" on page 9, "Smart and Fast Are Not Enough" on page 18, and "Diversity and Inclusion: Why Now?" on page 27).

New technologies alone are changing everything, morphing at dizzy speed. For the first time in history, technology has placed the tools for cooperating on a global scale in the hands of individuals (take a look at "Bowling Together" on page 27 and "The Power of the Volunteer Crowd" on page 28).

In a turbulent era, apathy can be fatal. The good news is that a changing world offers not only grave hazards but boundless opportunities. You can capture these possibilities by crafting a culture of positive, urgent attention throughout your organization.

Jill Muehrcke, jill@snpo.org

FIVE THINGS TO DO NEXT MONDAY

Here are a few concrete things you can do right now to begin transforming your organization.

1. **Pinpoint the issues** most critical to your organization's success (see "What Really Matters?" on page 13).
2. **Score your leadership skills** with the "Positive Leadership Assessment" on page 27.
3. **Amp up the positive energy** in your organization with the exercises on pages 10-11.
4. **Check how many "best practices"** your organization uses to enhance diversity ("The Road to Inclusion," page 21).
5. **Take the communication survival quiz** on page 17, and bolster any weaknesses you uncover.

Cause Marketing: Is This Really Fair?

I've read several articles in *Nonprofit World* about cause marketing (the cooperative effort of a for-profit business and nonprofit organization designed for mutual benefit). However, there's an ethical concern I've rarely heard mentioned—the issue of whether larger for-profit organizations can manipulate smaller nonprofit organizations in cause marketing arrangements.

In Florida, for instance, Hooters Restaurant helped sponsor the Central Florida High School Football All-Star Game, and during half-time Hooters girls presented a check to Special Olympics Florida for over $1,100 (www.specialolympicsflorida.org/news-archives/8th-annual-all-star-football-game.html). Further, Hooters has created golf tournaments to benefit Special Olympics across North Carolina. I find Hooters' partnership with Special Olympics problematic on two ethical grounds.

First, by partnering with Hooters Restaurant, Special Olympic sites become vehicles to sexually objectify women. When you click on the Hooters donation link from certain Special Olympic state Web sites, you're taken to the Hooters Web site (www.hooters.com/home.aspx), which is rife with sexual symbolism and images of women in pornographic poses. Implicitly, it seems as if Special Olympics supports the sexual objectification of women. (For a report by the American Psychological Association on how portraying women as sexual objects leads to destructive outcomes such as clinical depression, disordered eating, and appearance anxiety in women and girls, see www.apa.org/pi/wpo/sexualization.html.)

Second, could this partnership be viewed as exploitation not only of women but of people with disabilities? Is Hooters Restaurant helping those with mental disabilities, or is it preying on them to create a positive public image for itself at low cost? (Hooters walks in the shoes of many organizations that have exploited people with disabilities, such as the "freak shows" that hospitals once used in their fundraising efforts and forest groups claiming publicly to be "helping" people with disabilities, but using them for low-cost labor.)

I want to make it clear that I think highly of Special Olympics and have volunteered for many Special Olympic events. But I think its partnership with Hooters Restaurant raises many questions. Is it fair to women? Is it fair to those with cognitive disabilities—the very people Special Olympics is created to serve? Or does it go against the most central mission of Special Olympics? I think all nonprofits need to ask themselves questions such as these before they enter into any relationship with for-profit companies.

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Leading with the Heart

I was so moved and inspired by the article "Leaders as Midwives Who Birth a New World" and your essay "Into the Labyrinth" (Vol. 28, No. 5). Not only did they give me lots to think about and concrete things to do to improve my organization, but they inspired and encouraged me.

I always recommend your magazine to everyone I meet because your articles are so practical and helpful, with clear-cut steps to help us get the results we want. Yet at the same time there is always something in every issue that addresses leading with the heart. Thanks for reminding me why I do the work we do.

Mel Maks
T.E.A.C.H., Inc.
New York, New York

Please Get In Touch...

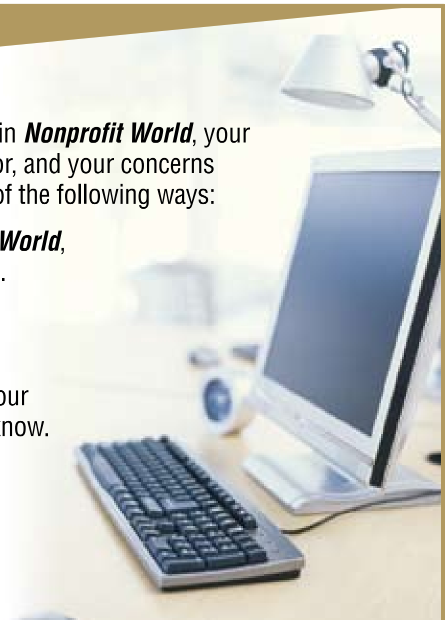
We would love to hear your response to anything in ***Nonprofit World***, your comments about any aspect of the nonprofit sector, and your concerns about your daily work. Please get in touch in any of the following ways:

Drop us a note at: Letters to the Editor, ***Nonprofit World***, P.O. Box 44173, Madison, Wisconsin 53744-4173.

E-mail to: muehrcke@charter.net or jill@snpo.org

Please include your name, organization, address, phone number, and e-mail address. If you'd like your comments to appear anonymously, please let us know. We look forward to hearing from you!

Also, we hope you'll join the discussion on the ***Nonprofit World*** Discussion Forum. Just go to www.snpo.org, sign in as a member, and click on the Nonprofit Forum link.



Food for thought

I've Been Thinking about… Program Evaluation

How can we improve evaluation to get a true measure of effectiveness?

By Martha Golensky

We've been talking about the best ways to measure service outcomes for as long as I can remember, in a career going back some 30 years, and little has changed: All parties agree on the importance of obtaining data that show which practices are most effective, but there's less unanimity on how to go about it. A recent thread on a listserv made me realize we still haven't solved the key problems.

The thread began when a consultant to nonprofits asked what's being done to analyze program outcomes. In response, a university student just back from a conference on volunteerism noted how little he'd learned about the effects of the dollars and time spent to alleviate social ills, mainly because the emphasis had been on the value of the services from the perspective of donors or service deliverers rather than recipients. An academic then offered an overview of research she and others have been doing on performance evaluation, the titles of which confirmed that most of it is dictated by organizational leaders and donors, with little to no input from those ostensibly benefiting from the programs.

Having been a nonprofit CEO, I do appreciate the competing demands on executive directors from various stakeholders, particularly the many funders for whom outcome data have become the holy grail of effectiveness. With so much on one's plate, it's tempting to concentrate on concrete services that are easier to quantify. Yet, this often means giving short shrift to our reason for being—qualitative results like improved self-esteem or decision-making ability. It isn't that these outcomes can't be measured. It just takes more effort to identify the right descriptors for the hoped-for changes.

> Why is applied research still undervalued in many colleges and universities?

Despite the challenges, we need to do a better job of understanding recipients' needs—that is, the concerns for which they're seeking help, along with their response to the services offered and, most important, what impact the services have had on their lives. Some organizations have adopted the collaborative approach known as *empowerment evaluation*, which recognizes consumers as the primary interest group; clients are trained in evaluation practices so they can help decide what will be measured, the methods used, and so forth.

A logical place to seek assistance is at your local college or university, but even here practitioners need to be clearer in communicating what they hope to learn and what they can offer, to tap into the strengths each can bring to program evaluation. One problem is that the tenure/promotion system rewards faculty more for pure research than for applied research. To change this dynamic will require influencing the mindset of those in charge of the reward system by demonstrating that doing good for the community is also good for the institution.

As a great believer in collective action, I think faculty members and nonprofit managers can work together toward this common goal through already established groups (the state association of nonprofits, for example) as well as task forces set up for this purpose. Enlightened funders such as the Kellogg and Mott Foundations (which support projects that build on existing knowledge to improve the quality of life for all) might be open to providing the wherewithal for a well-defined joint undertaking.

Let's try harder to find a practical solution to make program evaluation more productive for everybody! ■

Martha Golensky, professor emerita of social work at Grand Valley State University (golenskm@gvsu.edu), is the author of Strategic Leadership and Management in Nonprofit Organizations: Theory and Practice, *published by Lyceum Books, which draws on her 30-year career as a nonprofit executive, professor of nonprofit management, and consultant to local nonprofits on strategic planning, financial development, and board governance.*

More on Evaluating Programs
(www.snpo.org/members)

- Performance-Based Management Builds Funding & Support (Vol. 23, No. 6)
- Four Steps to Evaluation Success (Vol. 23, No. 2)
- Using Your Outcome Measurement System (Vol. 18, No. 1)

Also see Learning Institute programs on-line: Outcome Measurement (ww.snpo.org/lino).

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Ask the experts

Can an Employee Get Rid of the CEO?

How can you make sure an incompetent CEO gets fired?

Q: If a CEO is providing terrible leadership and the board hasn't done the yearly evaluation required by the bylaws, is there anything an employee can do to get the board to evaluate the CEO? When is it possible to oust a poorly performing CEO?

A: A board can terminate a CEO at any time. You should understand, however, that it's psychologically very difficult for a volunteer board to cut off the livelihood of a CEO who's given years of dedicated service, even if it hasn't been the most exemplary service. How to get the board to consider such action, or even start a review process, is a tricky question.

> How to get the board to consider such action is a tricky question.

I assume that the CEO's leadership is merely poor or wrong-headed, not illegal. I also assume that the issues haven't been—or can't be—resolved when raised in private meetings, staff meetings, or meetings with board committees. If I'm right in these assumptions, my next question is whether your view is shared by others on the staff. The group has a better chance of effecting change than a single employee.

Questions or complaints to the right board members may be enough to start the review process. If the review process doesn't include talking to staff, however, it may not pick up the issues that concern you.

If there's a group of employees who feel as you do, it may be possible to talk "off the record" to a board member you feel would be sympathetic, but I wouldn't count on maintaining confidentiality. Anonymous complaints to internal "hot lines," if you have them for issues such as whistle-blowing or harassment complaints, may also initiate an inquiry. Request for a strategic plan may be a way to raise the issues indirectly.

You need to remember, though, that the CEO may deem your questions traitorous and decide your services are no longer needed. A firing or two of staff (who, from what I infer from your question, would have no protection from any whistle-blower policies), may eventually hurt the CEO in the board's eyes, but you may be long gone before that happens.

If a few judicious questions about a review don't start the process, you may have to bide your time until the board gets around to it. If nothing's happening and the failure of leadership is seriously compromising the organization's effectiveness or you're simply not happy with the situation, you may want to find another place to utilize your talents. ■

Don Kramer
Nonprofit Issues
www.nonprofitissues.com

One more suggestion: Take a look at "CEO Evaluation: The Board's Second Most Crucial Duty" (Vol. 8, No. 3), "Evaluating the Top Administrator" (Vol. 15, No. 4), and "Reviewing the CEO: A Guide for Nonprofit Boards" (Vol. 20, No. 6) at www.snpo.org/members. Consider distributing these articles to board members as a subtle reminder of the vital importance of ongoing CEO evaluation.

—Ed.

Advertisers' Index

How to Engage the Next Generation of Donors Now

Having many generations of donors ensures a pipeline of support for decades to come. Start thinking about that future today.

By Trista Harris

There's an intensive debate going on in nonprofit fundraising circles. One side believes it's a waste of time to cultivate young donors. They say, "Go where the money is, and it sure isn't with college-loan-saddled Gen-Xer's." The other side thinks that with a Facebook page and a dream they can wrap up their capital campaign because young donors will send five-figure checks the minute they get a Facebook Causes request. The truth is somewhere in between.

Who Are Gen X and Gen Y?

While the start and end date of each generation varies by researcher, for the purpose of this discussion Gen X is made up of people born between 1961–1983 and Gen Y (sometime referred to as Millennials) is made up of people born between 1984–2002.

Why Focus on Young People?

There are many reasons why nonprofits need to develop plans that include younger donors. The most important reason is that, contrary to public perception, young people give. According to research from the University of Indiana, generation alone doesn't make a difference in the amount donors contribute or the percentage who choose to support nonprofit organizations. Any differences in contribution amounts among donors were associated with differences in income, education, and religious attendance.[1]

Young donors also have a greater financial value to your organization over their lifetime, simply because there are more years that they can support you. In addition, your organization needs a diverse donor base to carry your message to a broader audience.[2]

Use These Seven Keys to Attract Young Donors

1. Treat them like donors. Many nonprofits immediately assume that young people with an interest in their organization are good volunteer prospects. That may be true, but don't immediately write them off as annual or even major donors. Cultivate them as you would any contributor.

2. Meet them face to face, not just on Facebook. Social media tools like Facebook and Twitter are a wonderful way for your nonprofit to reach new supporters, especially Gen X and Gen Y donors, who often use those tools. Let social media be one way to connect with donors but not the only way. Meeting donors and prospects in person or through peers is still an important development strategy.

> Contrary to public perception, young people give.

3. Let them know your impact. Donors want to hear how you're making a difference. This isn't just some passing phase; it's a permanent change in how much information donors want to receive about how their donations are making an impact. Twitter, Facebook, and your newsletter are great ways to state this case. Donors want you to use the communications channels they use. Since the chances that you'll be on CNN.com are small, get in their Facebook feed instead.

4. Help them help you. What's more useful to your organization—a donor who writes you a $100 check and doesn't tell a soul or one who writes you a $50 check and asks 350 Facebook friends to do the same? Millennials and Gen X donors are more likely to make giving a group activity using tools like Facebook Causes. Donor prospecting can be costly; reach out to donors who will do this prospecting for you for free.

5. Appeal to their sense of connectedness to the world. According to a study by Indiana University, Millennials are much more likely than any other generation to say that they give to "make the world a better place." Whether your organization is an international NGO or a local initiative to clean a watershed in your neighborhood, you're part of a larger global picture. Make that connection clear to donors in your case for support.

6. Don't put them at the little kids' table. It's condescending to

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> Millennials and Gen X donors are more likely to make giving a group activity.

induct someone onto a junior board if they're just holding a space with no real authority. If you really want a multi-generational perspective in your organization, you must have young people at the table where the real decisions are being made. If you're changing the diversity of your organization's board, you need to have three people from that group represented so that they have a real voice rather than being a token. If you want multiple generations represented, make sure you don't have one lone voice that's expected to represent all young people.

7. Give them their own space. When it comes to the social events that your organization holds, there's a place for young-professional-focused events. People want to spend their socializing time with their peers. If there's only one person under 50 at an event, the young professional probably won't come back next time. So build a space where young people can learn about your organization and have fun with their peers. A word of caution: Young-donor-focused events are an important part of a cultivation strategy, but don't let these events be the end of your engagement. Too many organizations start a young donor society or hold a special event but don't find other ways to reach out to young donors through publications, face-to-face meetings, or other annual events. Special events should be a starting point, not a substitute for real engagement.

Refer Your Young Donors to These Resources

Show young donors you care about them by connecting them to organizations and publications such as these:

Resource Generation (www.resourcegeneration.org) is a national organization that works with young people with financial wealth. Its purpose is to promote innovative ways for young people with wealth to align their values, vision, and financial resources to deepen their civic engagement.

21/64 (www.2164.net) offers services—including consulting, resource materials, networks, and communication tools—in times of generational transition. Today, with four generations above the age of 21 around philanthropic tables, multiple generations must learn to understand each others' "generational personalities," values, and visions. 21/64 helps multigenerational families define and achieve their individual and collective goals.

Synergos Global Philanthropy Circle , or GPC (www.synergos.org/philanthropistscircle) is a network of philanthropic families from across the world committed to using their time, influence, and resources to fight global poverty and social injustice. GPC hosts a number of affinity groups. One of them, the Next Generation Group, helps younger family members engage with their peers

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Creative Fundraising Ideas

Organize Brown-Bag Get-Togethers

An easy way for your board members and other supporters to raise money is by hosting brown-bag lunches. Have them ask their co-workers to pack a lunch at home, bring it to work one day a week for a month, then donate the money they would have spent at a restaurant. Or, if they prefer, your supporters can conduct brown-bag fundraisers in their homes. Instead of meeting friends for lunch or dinner at a restaurant, they can invite them to bring a sack lunch to their home and then donate what they would have spent eating out.

Seek Donations of Service

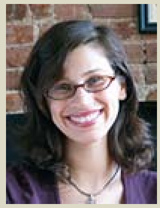
Combine your next event with an auction, either silent, live, online, or all three, and ask your supporters to donate gifts of service. Examples:

- creation of a dress or other garment by someone skilled in sewing
- Web site design or redesign created by a graphic designer or college student
- dinner for one or more couples prepared in someone's home, especially if the cuisine is somewhat exotic
- car detailing by a local car dealer
- a prairie walk by someone who can discuss prairie plants.

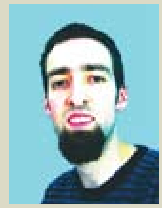
Plunge into Fun

Ask supporters to gather pledges to jump in frigid lakes, as Wisconsin's Special Olympics does each winter throughout the state. The Polar Plunge has helped raise more than $7 million in 10 years. Those who don't want to do a total plunge can take the "Big Toe Plunge" or "Pinky Plunge." Or if they're "Too Chicken to Plunge," there are special events for them, too. For more information, contact www.specialolymbicswisconsin.org. For more creative fundraising ideas, see "Special Events Galore!" (www.stevensoninc.com).

Young Donors in Action



At the age of 25, Karen Pittelman decided to dissolve the $3 million dollar trust fund that her family had set up for her and use the proceeds to support grassroots groups run by and for low-income women in Boston.



Jamie Schweser was a tutor in New Orleans when one of his 15-year-old students was arrested for drug charges and faced six years in prison. Jamie advocated for him and as a result the judge gave the student probation. That experience informed Jamie's views on the criminal justice system. While in his 20s Jamie put $500,000 into the Beyond Prisons Fund. He works with an advisory board of eight long-time activists to promote alternatives to incarceration.

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to develop as global philanthropists.

Grand Street (www.grandstreetnetwork.net) offers a unique opportunity for young Jews to explore what it means to be in a family involved with Jewish philanthropy. Against a backdrop of a generational wealth transfer and changing dynamics in the American Jewish community, the Grand Street network is a place where young Jews (18-28 years old) who are involved or will be involved as leaders in their family's philanthropy come together.

Classified: How to Stop Hiding Your Privilege and Use It for Social Change by Karen Pittelman and Resource Generation, with illustrations by Molly Hein, is a guide for people with class privilege who are tired of cover-ups and ready to dig through the buried files and figure out how their privilege really works. Complete with comics, exercises, and personal stories, *Classified* gives its readers the tools they need to stop hiding their privilege and instead put it to work.

Creating Change through Family Philanthropy: The Next Generation, by Alison Goldberg, Karen Pittelman, and Resource Generation gives young people the tools they need not just to participate in philanthropy but help transform the field itself. Complete with personal stories and exercises, this guide is an essential resource for anyone who works with families with wealth. ■

Footnotes

[1]See *Men, Women, X and Y: Generational and Gender Differences in Motivations for Giving* by Melissa Brown, Patrick Rooney, Hao Han, and Shaun Miller at http://www.philanthropy.iupui.edu/womensphilanthropyinstitute/docs/GenderGenerationalDifferences.pdf.

[2]For a snapshot of the types of young, wealthy professionals available, see "Who Are the Young Leaders?" by Emily Davis in *Nonprofit World,* Vol. 28, No. 6 (www.snpo.org/members).

WEBINAR – February 23, 2011, 1:00 PM EST

Join Trista for a new webinar: *How to Engage the Next Generation of Donors Now*. Visit www.snpo.org/lino

Trista Harris (tristaharris@gmail.com, headwatersfoundation.org) is executive director of the Headwaters Foundation for Justice, a community foundation acting as a catalyst for social, racial, economic, and environmental justice. Trista is nationally known as a passionate advocate for new leaders in the philanthropic and nonprofit sectors. She is a leading voice for Generations X and Y and seeks to create professional development opportunities throughout the sector. She writes about generational change in the foundation field in her blog, New Voices of Philanthropy (www.NewVoicesofPhilanthropy.org), and is an international speaker on working across generations to create social change.

Can You Learn to Become a Better Leader?

What makes a leader, and how do you develop those abilities in yourself and your team?

By Bill Huddleston

Did you learn to swim by reading a book?

The answer of course is no, even if you did read about the different strokes, breathing methods, and types of kicks. Sooner or later, you had to get into the water.

In the realm of leadership development, the same principle applies. You can take courses, read about the subject, talk to people, and observe leaders in action. You can join organizations that give you experience (such as Toastmasters International). All are valuable, but they're incomplete. To develop your leadership skills, you have to lead people.

So where can you find these leadership opportunities?

Eli Manning and Peyton Manning didn't play their first football game in the Superbowl; Yo Yo Ma didn't have his first concert at Carnegie Hall. Even the best in the world find a good place to practice before the performance. They develop their skills before they go on stage, whatever the type of stage is.

What Capabilities Do You Need?

The keys to successful leadership include:

- interpersonal skills (including team building)
- oral and written communication
- continual learning
- integrity, honesty, and authenticity
- project management skills.

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> Even the best in the world find a good place to practice before the performance.

How Can You Develop These Capabilities?

Those in the nonprofit sector can develop their leadership skills by participating in workplace giving campaigns, such as United Way, America's Charities, and the Combined Federal Campaign (CFC). Such campaigns include charity fairs, where charities staff tables, give out their materials, and answer potential donors' questions.

Attending such fairs gives you (and other staff members who go with you) a chance to develop skills in areas such as communicating and team building. You can practice your "elevator speech" dozens of times and listen to hundreds of people in your community, learning what's most important to them and discovering whether your mission resonates with them. You'll develop your writing skills by preparing an analysis of community comments for your board.

Because workplace giving programs aren't high risk or high cost, they're ideal practice fields and rehearsal halls for leadership development. No one is going to "blow" a major gift solicitation at a charity fair, but future leaders can gain a wealth of experience in reading people, connecting with them, and spreading the organization's message. ■

> To develop your leadership skills, you have to lead people.

Bill Huddleston (BillHuddleston@verizon.net) is an expert on the Combined Federal Campaign (CFC), the world's largest workplace giving campaign. For a free copy of his report about the CFC, visit www.cfcfundraising.com.

More Ways to Practice the Leadership Keys

For more on developing the skills needed to become an effective leader, see these *Nonprofit World* articles at www.snpo.org/members:

- **How Do Effective Nonprofit Leaders Communicate?** (Vol. 13, No. 1)
- **The Key to Building Productive Teams** (Vol. 21, No. 4)
- **The Nonprofit Executive as Chief Learning Officer** (Vol. 16, No. 2)
- **Leading from Feeling: Coaching Tools for Interpersonal & Organizational Excellence** (Vol. 27, No. 1)
- **Cynicism Rx: Authentic Communication** (Vol. 24, No. 6)
- **How to Get It Done** (Vol. 25, No. 6)
- **Face to Face** (Vol. 14, No. 1)

Three Good Things: Creating Miracles in Fund Development

When you take time to shift the energy, you'll be amazed what happens.

By Erika K. Oliver

We need more money! The economy is bad! Other nonprofits get the money we used to get! Such doomsday proclamations cause negative energy, which increases stress, diminishes listening, and decreases productivity.

Doomsday proclamations also repel donations. Today's donors are looking for good news, positive outcomes. They want the results, the social changes that will occur if they provide support.

> The sad story has lost its appeal.

To satisfy this new type of donor, you need to change your view of fund development from solicitation to communication. And not just any communication, but positive, proactive, outcome-driven communication.

Fund Development = Relationship-Building

Fund development takes a broad view, beyond the act of raising funds. Its emphasis is on long-term, mutually beneficial relationships instead of a onetime transaction. It focuses on relationships that span the continuum from event participation and annual donations to capital campaign support and planned giving.

> Just 15-20 seconds of gratitude lowers your blood pressure, decreases stress hormones, and heightens productivity.

Communication is the heart of these deeper relationships. Positive communication, emphasizing specific benefits to contributors, is required for these collaborative (not transactional) exchanges.

Negative, or problem, approaches must be replaced by positive tactics that support ongoing relationships. The first order of business is to instill a positive perspective in the fund developer who delivers the communication.

Communication Miracles

When your organization's mission connects deeply with an individual, family, corporation, foundation, or government agency, a communication miracle has occurred. Getting your message heard as you intend, explaining your benefit to another, and asking for and receiving what you need, when and how you need it, is a miracle.

Communication miracles in fund development begin from a base of gratitude and shared meaning. From there, you can truly listen to the needs of your potential donor and respond collaboratively. Otherwise, you're just shooting fundraising arrows and hoping they hit with no focus on long-term or deep commitment.

An Activity to Create the Right Energy

Here's an activity you can do every day to create a positive energy shift. Think of three good things about your day at home and three good things you've accomplished at work. Ask others in your organization to do the same, and share your results. (See "Gratitude at Every Phase" on page 11 for ways to do so.)

"Three Good Things" is a gratitude activity that brings awareness to the positive things that happen even in adverse circumstances. When done daily, this activity generates positive energy and lays the foundation to develop an upbeat message.

The cycle of fund development includes cultivating prospects, asking for their support, and building the relationship. At each phase that you apply the "Three Good Things" activity, the relationship grows, funds are developed, and a mutually beneficial synergy is accomplished. ■

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Erika K. Oliver (erikaoliver@prodigy.net), a recovering pessimist, uses positive approaches to help organizations with a social mission create communication miracles. Erika conducts personalized training, speaks at events, and is a project consultant and author of Three Good Things *(www.erikaoliver.com).*

Three Good Things: Fund Development Stories

Frozen Pies and a Warmed Heart

When a fund development professional asked a donor to share "three good things," he cited "Mrs. Smith's pies," confessing he liked the frozen pies even better than his wife's homemade pies. The following week, the fund development professional sent three Mrs. Smith's pies to the donor's office. Not only was the donor delighted, his contributions and involvement increase every year.

Everybody Knows Our Name

A relatively unknown organization shared their "Three Good Things" with their community through media releases and public service announcements. Awareness of their programs and impact on the community grew. Attendance at their annual event (the only source of discretionary income) doubled after using these positive communication methods.

The Board Takes Action

One nonprofit organization was growing so fast that the fund development professional could no longer generate, ask, and follow up with all the prospects on her own. She started telling board members three good things about the organization and asking them to relate three good things in return. As board members shared stories they heard about the organization's programs and services, they became more involved. They started following up with prospects. They began connecting with friends, who soon became donors or who helped connect the organization to major funding sources. The fund development professional didn't need to ask the board for assistance, because they were soon asking her, "How can we help?" Everyone wanted to be part of and contribute to "Three Good Things."

Gratitude at Every Phase

Here are just a few of the ways you and others in your organization can use the "Three Good Things" activity to raise funds, build relationships, and create success.

Cultivating Prospects: Share Three Good Things about the Day

1. Before you begin researching prospective donors, share three good things about your work with a coworker or fund development peer. This act of gratitude focuses your energy on what is possible, not what might be difficult.

2. Before approaching a prospect, review three good things about your day to reduce any anxiety or fear you have about the interaction. Anxiety and fear make it nearly impossible to listen carefully, and you run a huge risk of missing important information about the donor's needs and concerns.

3. When you're building rapport at the beginning of the conversation, share one of your good things. Also ask prospects about something good that happened to them that day. Prepare for them to be pleasantly surprised. It's not often that another person takes a genuine interest in someone's simple experiences, and most people aren't used to being asked about the good in their day.

Asking for Support:
Share Three Good Things about Your Organization

1. Using "Three Good Things" to begin a positive relationship with prospects, you've been able to really listen to their needs and understand specifically how contributing to your organization will benefit them. Share three specific benefits they'll realize when they provide support. Focus on the impact of the donation, and turn an ask from the organization into an opportunity for the donor.

2. Mentally remind yourself of three good things about your organization before making a clear and specific ask. The grateful energy you create will keep you focused on your organization's purpose and the bigger picture of the relationship you're developing, no matter what the prospect's response.

3. Just 15-20 seconds of gratitude lowers your blood pressure, decreases stress hormones, and heightens productivity. Keep "Three Good Things" that your mission does for the community in front of you—on your desk, in your calendar, and on your key chain—to keep your thoughts focused on the good work. Make sure your positive energy reserves stay high so that burnout isn't part of your reality.

Building Relationships:
Share Three Good Things You & Your Organization Do

1. Plan to share three good things with each donor throughout the year. Share the good work caused by their donation, publicly recognize the relationship, and support their work or interests.

2. Begin each organizational meeting by sharing three good things each person has accomplished at work. This activity helps you appreciate all the components of your organization and understand how the mission is lived each day. It helps increase respect and support for each coworker, results in a strong team, and allows everyone in the organization to contribute to fund development efforts.

3. Share three good things with your community through local media, your organizational newsletter, and at board and community meetings. Your organization will become a source of positive energy, better known and seen as a contributor in a bigger framework. Many people keep the good news to themselves but are quick to share the bad. This generates negative energy which doesn't result in sympathetic support but creates a distance.

The Ben Franklin Program for Focusing on What's Important

Wishing you could jumpstart a new level of performance? Try these suggestions.

By Paul Lemberg

Here's a curious question: Do all your daily efforts push your organization toward your objectives?

For most organizations, the answer is no. People spend a fair amount of time doing things that don't really make the organization more successful. When you stop to consider it, there are a limited number of areas that make your organization succeed. Here's how to find those areas and use them to propel your organization to success:

There are a limited number of areas that make your organization succeed.

Pinpoint Your Success Factors.

First, identify your critical success factors—those areas most vital to your organization's success. See "What Really Matters?" on page 13 to start you thinking.

Be specific when you identify your factors. Don't say "people" when the issue is recruiting, employee satisfaction, training, or compensation.

Test your assumptions by imagining a decline in a particular factor. How would that affect your organization? Now imagine an improvement in that factor. What would the impact be?

Do all your daily efforts push your organization toward your objectives?

In selecting factors, limit your list to no more than seven. Why seven? Cognitive theory suggests that human minds are efficient at juggling from five to nine separate trains of thought. The average and oft-quoted number is seven. Our plan is for you to keep your eye on the ball, so you want to limit the balls to those you can keep your eye on.

Score Yourself.

Next, decide how well your organization is fulfilling each critical factor. If one of your target areas is your board of directors, for example, ask yourself questions such as these: Are all the board seats filled? Does the board fulfill its intended purpose? Are board members active, enthusiastic, and committed to your organization's mission? Then indicate how well you're meeting those criteria by assigning your organization a number between 1 and 10: non-performing (1), poor (2-3), mediocre (4-5), good (6-7), great (8-9), or outstanding (10). Although this ultimately is a subjective process, you want to make it as objective as possible.

Set New Goals.

Now determine a target score for each factor. If you've assessed your current employee training at a 4 (mediocre), are you shooting for a 7 (good) or a 9 (great)? The higher your goal, of course, the more resources and energy you must allocate to fulfill it.

Close the Gap.

For each factor, ask yourself: What will close the gap between the current and desired scores? What actions will raise performance in that area to a higher level?

You may have intuitive responses to these questions, and when appropriate, trust your gut. If need be, back that gut response with research—but only when cost effective. (Sometimes the most cost effective research is implementation, particularly in simple matters.)

Limit your list to no more than seven.

Depending on the specific factor and the size of the gap, you may plan to close it in stages or shoot the gap all at once. You can launch one initiative at a time or implement several initiatives in parallel.

Once you launch your gap-closing initiatives, continually measure your results. Report your progress to participants and stakeholders, and post it publicly.

Follow the Ben Franklin Rotation Program.

As a young adult, Ben Franklin identified 13 virtues he aspired to.

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Sometimes the most cost effective research is implementation.

To implement these virtues in his life, he devised a "Plan for Self Examination," a program whereby he focused his attention, one virtue at a time, for one week at a time, rotating through the entire list four times a year. He kept a detailed log of the actions he took to develop the virtues in himself, along with his personal results.

I've adapted Franklin's concept and called it the Ben Franklin Rotation Program. When you use this program, you'll always have a strategy in place to improve every one of your critical factors. But in any given week, your primary attention will be on only one factor.

Using Franklin's principles, at the beginning of each week, focus your mind—or the collective mind of your management team—on improving that week's factor. What new actions can you take, what new attitudes can you adopt, what new or renewed approaches are available to enhance your performance in that one specific area? Do that "thing" wholeheartedly for the entire week.

Franklin also suggests how to track your progress in this venture. Create a score sheet detailing your critical success factors. On this sheet, list each factor, its measurements, your current 1-10 rating, your target rating, and your next action steps for improving that rating. (For score sheet templates to help you in this process, visit www.lemberg.com.)

Also, give each factor a weight to indicate its relative importance so that you can develop an overall score. Each week, re-rate all the factors on the score sheet, and graph your progress. You may also graph the overall score. Publish the score sheet and the graphs. You can establish a reward system based on individual progress or total progress.

This simple system will focus your attention on improving each one of your critical success factors. With carefully selected factors, you insure both rapid performance increases and balance in your organization. ■

Paul Lemberg is the director of Stratamax Research, a strategic consulting and coaching firm (www.paullemberg.com, 760-741-1747, paul@lemberg.com).

What Really Matters?

Review this list of success factors, and circle those you believe are most important. You may have to add other, more specific or subtle factors to the list to describe the critical influences on your organization's success.

- Program development
- Sufficient working capital
- Customer satisfaction
- Technical support
- Continuous quality improvement
- Fund development
- Volunteer management
- Employee recruitment
- Personnel retention programs
- Expense management
- Marketing communications
- Executive leadership
- Staff training and development
- Strategic objectives
- Values and beliefs
- Mission, purpose, and vision
- Individual accountability
- Productivity and effectiveness metrics
- Internal communications
- Strategic and tactical planning
- Financial controls and risk management
- Executive team
- Board of directors
- Board of advisors
- Market research

Your Go-To List

Begin your journey toward high performance with these *Nonprofit World* articles at www.snpo.org/members:

- **What to Do Next** (Vol. 24, No. 1
- **Seven Ps for Sustaining Success** (Vol. 21, No. 5)
- **A New Way to Evaluate Performance: Measure Your Use of Time** (Vol. 19, No. 4)
- **You've Got to Know When to Hold 'Em, Know When to Fold 'Em** (Vol. 17, No. 1)

Taking Action to Manage Change

Follow these six steps to avoid the pitfalls of change.

By Bart Wendell

Although organizational change is normal, managing it isn't easy for nonprofits. While for-profit CEOs usually have the leverage to address issues as they occur, it's different for nonprofit executives. Because the board is involved, decision-making takes longer. In addition, board members often shun open conflict and discussion, which is needed during challenging times. Although an involved board generally signals a healthy organization, too much board involvement without the right structures in place can impede innovation.

You can become an effective change agent by preparing yourself and your organization before difficult times occur. Learn to speak openly and help board members become comfortable with issues of authority and conflict.

> Being nice inevitably leads to chaos.

Be sure you understand the difference between being a good executive and a nice one. *Nice* executive directors try not to step on anyone's toes. They mistake passivity for consensus, and they rarely take charge of a situation. *Good* executives take authority, understand the need for push and pull between board and executive, and avoid false consensus and groupthink.

During times of change, being nice inevitably leads to chaos. Being good lets you take action and address the tough issues. To use change to your advantage rather than letting it control you, follow these steps:

Step One: Set the Right Tone at the Beginning

Take charge from the very start —before you're even hired. When applying for an executive director position, take advantage of the interview process. Asking the right questions during the interview will help you understand how the organization functions. Some questions that will tell you a great deal:

- **What percentage** of the strategic plan is written and led by the executive director? What percentage is written and led by the board?
- **How much** of the agenda for board meetings is decided by the executive director and how much by the board chair?
- **How many hours a month** and in what capacities does each board member contribute to the organization?

In addition, ask members of the interviewing committee why they joined the board and how these reasons relate to the organization's mission. Board members' receptiveness to such dialogue is telling about the level of governance at which the board operates.

Use the interviewing process to find out what your responsibilities will be when the organization faces hard times, as well as what role board members intend to play. Understanding what's expected is critical to your ability to manage a difficult situation; waiting until one occurs is too late. Ask to see bylaws or other materials that address the issue of board-executive roles; inquire if this subject has been raised at a board meeting; and, if so, ask to see that meeting's minutes. If you believe there's any confusion regarding responsibilities, request that work be conducted after you're hired to ensure the following:

> Recognizing the signs that something's wrong is your first line of defense.

- **The roles** of the executive director and board are clearly defined.
- **The necessary bylaws** are developed and approved.
- **Board members** are educated about their obligations.

Defining responsibilities for troubled times before taking a professional position will help you avoid future misunderstandings and obstacles to managing change.

Step Two: Build a Strong Board

Immediately after you're hired, work with the board chair to develop a board that functions well as a team. An annual retreat is one of the best ways to maintain an effective board. Don't avoid retreats for fear they'll take up too much time. Many organizations, such as the American Red Cross, have board retreats every year, because they understand that strategic planning sessions are an excellent use of everyone's time. Retreats are so critical to establishing a high-impact board that you need to push for them even if the board chair is reluctant to hold one.

Why are retreats so important? A focused, annual, strategic planning session will result in a board that's more informed, involved, and com-

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mitted. You can neither foster true commitment nor gain a real understanding of board members' expertise without spending an extended period of time with them.

Retreats also forge bonds among board members. These connections will smooth the decision-making process and build trust.

Board retreats with the best outcomes usually begin in the late afternoon, continue with a dinner, and pick up the next morning so that everyone has time to reflect overnight on the issues. Unproductive board retreats are usually disorganized, don't allow enough time for people to share their thoughts, or ignore the tougher issues facing the organization.

Step Three: Notice the Warning Signs

Recognizing signs of trouble is your first line of defense. Changes in board or staff members' behavior are usually the strongest indicators that something's wrong. For example, board members may suddenly become unavailable, stop attending meetings, show up unprepared, try to take over meetings, become overly critical, or change decisions mid-stream. Similarly, staff may skip work, arrive late, or miss deadlines.

> The very asking of the question can be an act of change in itself.

It's not unusual for executive directors to ignore these signals or think the problem lies with one individual. Unfortunately, such changes in behavior typically reflect problems that permeate the entire organization.

Step Four: Communicate

It's crucial to communicate regularly with the board chair. Without open lines of communication, you won't have the leverage needed to manage a difficult situation.

As soon as you observe warning signs, set up a meeting with the board chair. Choose a venue that's comfortable for you both. A private meeting over lunch or dinner is usually a safe setting and will allow enough time to share observations. The board chair's insights will be critical to determining root causes and deciding how to move forward with the rest of the board.

Step Five: Include the Board

Be sure to involve the board early in the change process. Since this group has the ability to either help or hinder your efforts, don't let them feel excluded.

When the situation is serious, urge the board to call a special meeting rather than wait for a regular board meeting. After the meeting, be certain that minutes are sent out quickly to inform those board members who couldn't attend. In circumstances that require extensive review, urge the board to hold weekly meetings until the problem is solved.

Step Six: Consider Using a Consultant

Explore with the board chair and management team the issue of outside assistance. Ask key staff and board members, "How will we know when we could benefit from some outside help?" This question introduces subjects—such as conflict, board composition, commitment, transition, and management team functioning—that otherwise might be difficult to broach. The very asking of the question can be an act of change in itself.

When it comes to consultants, most organizations make one of two mistakes. They either move too fast and over-rely on an advisor, or they move too slowly and under-utilize outside help. The best approach is to involve consultants on an occasional but consistent basis. Such involvement will result in better advice in general, as well as useful help during critical times.

Consultants are most effective when they have a working knowledge of the organization, familiarity with the culture, and strong relationships with the executive director and board chair. If consultants are brought in at the last minute, their unfamiliarity with the organization can lead to confusion, poor advice, and an extended decision-making process, delaying resolution of the problem.

Regular meetings with a facilitator or other advisor will help you take a step back from day-to-day operations and look critically at how the board is functioning and how well the organization is fulfilling its mission. A professional can address burn-out and other issues that executive directors face, bring objectivity to a board retreat, and provide fresh insights. ■

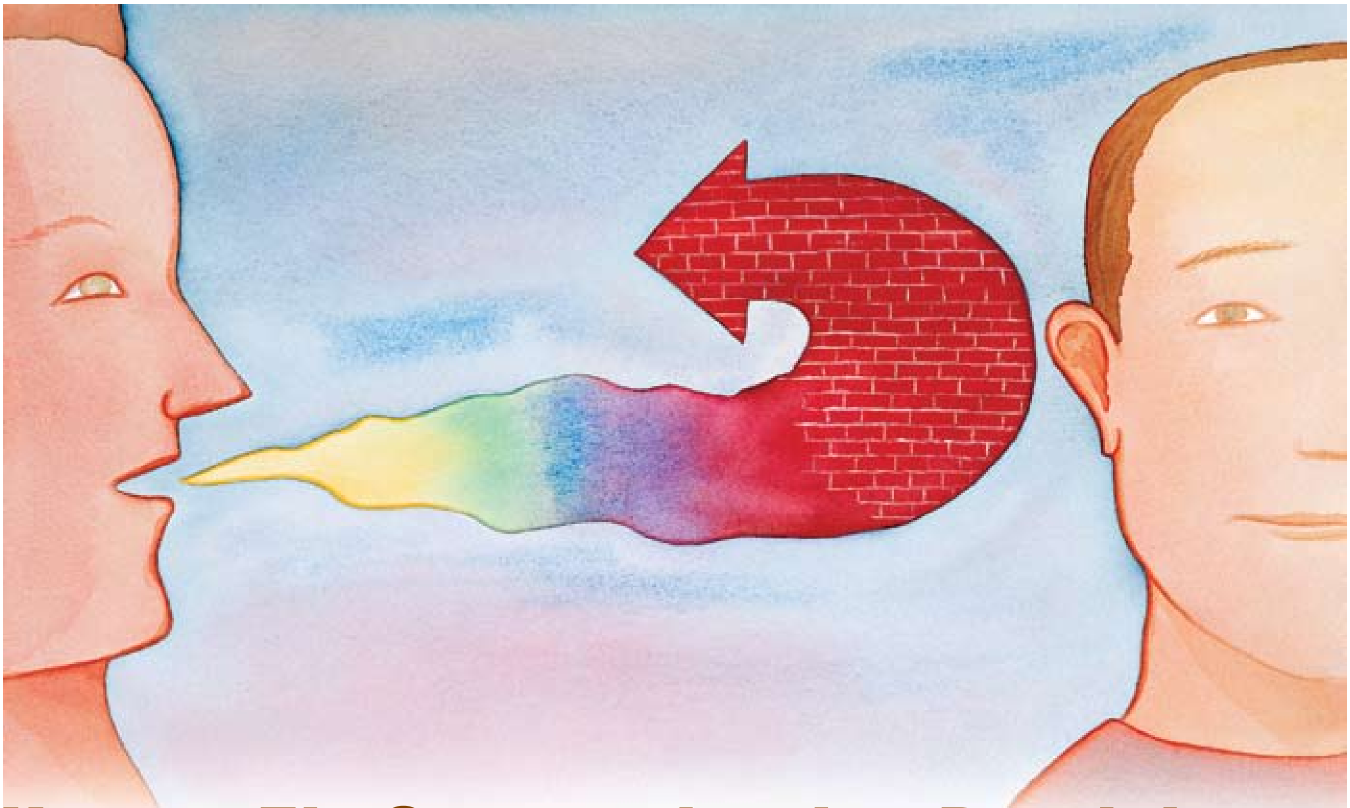
Bart Wendell, Ph.D., is a management consultant who specializes in assisting nonprofit organizations transition during times of uncertainty and conflict. A skilled facilitator, Dr. Wendell has spent over 25 years guiding boards and senior management teams through complex situations, as well as assisting organizations with tough issues. As principal of Wendell Management, Dr. Wendell brings a specialized expertise in leadership and management to his work with nonprofit CEOs, boards, partnerships, and partner-led firms. To learn more, visit www.wendellmanagement.com.

Spring into Action

Tough issues are a given in the nonprofit world. You can solve most problems if you speak frankly and foster true commitment among board members.

Use the following *Nonprofit World* resources (available at www.snpo.org/members) to put the six steps into action:

- **How to Present Information to Your Board** (Vol. 21, No. 1)
- **The Promise and Pitfalls of Organizational Change** (Vol. 28, No. 4)
- **Seven Creative Ways to Energize Your Board** (Vol. 16, No. 3)
- **Building a Strong Board-Exec Relationship** (Vol. 21, No. 4)
- **Secrets to Finding the Perfect Consultant** (Vol 28, No. 3)
- **Five Golden Rules for Board-Executive Retreats** (Vol. 26, No. 1)
- **Board Members Beware! Warning Signs of a Dysfunctional Organization** (Vol. 16, No. 2)
- **Learning Institute programs on-line:** Board Governance (www.snpo.org/lino)



How to Fix Communication Breakdowns

A great leader is a great communicator. Here's the place to begin.

By Gini Graham Scott

Communication often breaks down because people don't say something that needs to be said or because they say it the wrong way. Here are some foolproof tactics to overcome such problems in your organization:

Explain yourself if you're in a hurry. If you sound rushed and distracted, people may think you're uninterested. When you're in a rush, explain that you're busy with something now but do want to talk and will get in contact later.

Clarify assumptions. Often breakdowns occur because someone has false assumptions. For example, a boss or co-worker assumes you'll be taking on a particular responsibility, but you understand it differently. Check assumptions by confirming your expectations in conversations, memos, or e-mails.

> If you sound rushed and distracted, people may think you're uninterested.

> Explain that you do want to talk and will get in contact later.

Encourage questions. Sometimes people don't ask for clarification because they're shy or fear they'll appear stupid. Or perhaps they don't want to admit they weren't listening. The approach to use here is to make people feel comfortable and safe to ask questions. Another tip is to invite someone to provide a brief recap of what you just said. Conversely, if you're unclear about something, ask. Or try feeding back what you do understand and invite the other person to clarify any misconceptions. ■

Your Communications Checklist

Brush up your communication skills with these *Nonprofit World* articles (www.snpo.org/members):

- **How Jargon Undermines Communication** (Vol. 27, No. 2)
- **11 Communication Keys that Will Change the Way You Lead** (Vol. 14, No. 2)
- **Cynicism Rx: Authentic Communication** (Vol. 24, No. 6)
- **How Do Effective Nonprofit Leaders Communicate?** (Vol. 13, No. 1)
- **Eight Steps to Managing Conflict** (Vol. 20, No. 4)
- **Face to Face** (Vol. 14, No. 1)
- **Be a Better Leader by Becoming a Better Listener** (Vol. 28, No. 2)

> Invite someone to provide a brief recap of what you just said.

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Sometimes people don't want to admit they weren't listening.

Gini Graham Scott, Ph.D. (www.workwithgini.com and www.ginigrahamscott.com) is the author of over 50 books and a seminar and workshop leader, specializing in work relationships and professional and personal development. Her latest books include Want It, See It, Get It *and* Enjoy! 101 Little Ways to Add Fun to Your Work Every Day, *both from AMACOM (www.amanet.org). For more ideas on overcoming communication problems, see* Disagreements, Disputes, and All-Out War *at www.workingwithhumans.com.*

Make people feel comfortable and safe to ask questions.

What's Your Communication Survival Quotient? A Self-Assessment Quiz

Give yourself 0-10 points for each statement (0 = never, 10 = always).

____ When someone is speaking, I actively engage my mind so I can fully listen.

____ I'm aware of people's differences in personality, values, interests, and cultures, and I adapt the way I relate to them accordingly.

____ I avoid jargon and communicate clearly and concisely.

____ When other people are being difficult, I try to understand them so I can better communicate with them and work out problems.

____ I'm open and honest, which includes admitting my mistakes.

____ When a message is truly important, I deliver it by speaking face-to-face.

____ I make it a point to listen to what others say, and I ask for clarification to be sure I understand.

____ I say what I mean and check that others have gotten my message.

____ I look for the facts and seek to understand what's going on before I decide how to take action in a conflict.

____ I know nobody's perfect, and I have answered the previous questions as honestly as I can.

____ TOTAL SCORE

The Rating System: **90+** = Are you sure? You could be cheating or delusional. If not, great job! **80–89** = You are a superb relationship builder and great to work with. **70–79** = You can expect problems but will usually recover and pull through. **60–69** = Consider reading some books and articles on communication skills. **40–59** = Seek help as soon as possible. **0-39** = Your survival chances are slim to none unless you make some quick corrections now.

Smart and Fast Are Not Enough:
The Need for Better EQ

Do you have the EQ skills you need?

By Irene Becker

Far more than your intellectual potential (IQ), your emotional quotient (EQ) predicts your success. In a study of workers at all levels, the single most important factor that distinguished star performers was EQ, as Daniel Goleman reports in *Working with Emotional Intelligence.* Of all the strengths required for excellence, 67% are emotional competencies.

Emotional intelligence is a set of abilities that helps you manage your emotions and relate to others. Stress tolerance, leadership, communication, collaboration, social responsibility, problem solving, creativity, and self-actualization all require high EQ.

With appropriate education and training, you can develop EQ throughout your life. One of the best ways to improve your EQ competencies is to find a coach whose practice is EQ focused, because the learning is in the doing.

To better understand the power of EQ, let's look at how our brains are constructed.

Your Brain Is Built to Be Emotionally Intelligent

The oldest part of our brain is the reptilian brain. It controls very rudimentary things—breathing, swallowing, heartbeat, the visual tracking system a frog uses to snap up flies, or the startle reflex that human infants are born with.

The next part of the brain to evolve was the limbic brain. The limbic brain can be expressive and intuitive, but it doesn't reason, isn't logical, and doesn't respond to our will. It's pivotal to human functioning because it's what makes our relationships possible. It's this part of our brain that leads us to desire companionship and bond with others.

The functions of the reptilian and limbic brains are involuntary. While what you do with your feelings is under your control, the actual emotions you feel are not. The reptilian and limbic brains won't take orders. Rather, they work to send you signals about your feelings so you can tune into these signals and stay safe.

> The single most important factor that distinguished star performers was EQ.

Just because you *feel* something, of course, doesn't mean it's beneficial to *act* on it. The ability to control your actions in the face of strong emotions is created in the third and largest part of the brain, the neocortex. Neo means "new," and the neocortex is the most recently evolved part of the brain. It's the seat of your thinking, logic, and reasoning. It can modulate feelings and integrate them, and it can *talk* about them.

To solve problems, you need the reptilian brain, limbic system, and neocortex to work together. Making good decisions means engaging emotional intelligence, and that demands getting in touch with your feelings and using your whole brain.

> The ability to model empathy is the best way to motivate others.

It's the human ability to align instincts, emotions, and thoughts that gives you the capacity to increase your emotional intelligence. And it's the ability to use the changes, challenges, and even crucibles you face to develop self-awareness that can help you lead better, communicate better, and succeed in your life and career.

Do You Have What It Takes?

Here's a list of the major EQ competencies that make up a fully integrated personality. Ask yourself the questions that follow to see if you have these essential traits:

Emotional self-awareness: Do you notice your feelings and attribute them properly?

Emotional expression: Are you able to express your feelings and gut-level instincts?

Emotional awareness of others: Can you intuit what others may be feeling from their words, body language, or other clues?

Creativity: Do you tap into resources to help you envision new ideas, frame alternative solutions, and find effective ways of doing things?

Resilience: Do you bounce back and retain curiosity and hope in the face of adversity, change, and challenge?

Interpersonal connections: Have you formed a network of people with whom you can be your real

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Of all the strengths required for excellence, 67% are emotional competencies.

and whole self?

Constructive discontent: Do you stay calm, focused, and emotionally grounded during disagreements and conflict?

Optimism: Do you keep a positive outlook?

Empathy: Do you appreciate and honor others' feelings?

Intuition: Do you notice, trust, and use your hunches, gut-level reactions, and other non-cognitive responses produced by the senses, emotions, mind, and body?

Intentionality: Do you say what you mean and mean what you say? Are you willing to forgo distractions and temptations in order to be responsible for your actions?

Trust radius: Do you believe people are "good" until proven otherwise while at the same time not trusting in a naive way?

Personal power: Do you believe you can meet challenges and live the life you choose?

EQ's Role in Your Organization

Here are some of the ways EQ can help you manage, lead, and connect with people in your organization:

EQ is a powerful way to read people, understand them, and use what they're feeling to move past conflict.

Communication demands high EQ. While we know that 90% of communication is non-verbal, we're often so focused on the facts that we forget the feelings. Emotion is what non-verbal communication is made of.

Increasing your EQ will help you lessen stress, develop better strategies, and establish successful collaborations.

It takes EQ skills to understand people's different perspectives, win people to your side, and help them contribute to the greatest extent possible.

We like to think we're rational beings, but most decisions are made on the basis of how we feel about the facts we've uncovered. Emotions, not facts, move people. Hence, you need to use the challenges at hand to understand what really matters to people, how they need to be validated, what they really want.

When you help others in your organization increase their EQs, they'll be better able to adapt to change and embrace creative solutions.

"Motivation" and "emotion" come from the same root, and both are contagious. The ability to model empathy (an EQ competency) is the best way to motivate others.

"Motivation" and " emotion" come from the same root, and both are contagious.

In a world of unprecedented change and challenge, your EQ will help you build the leadership, communication, and collaboration needed to lead a better life, build a better organization, and contribute to a better world. ■

Irene Becker, CCTA (irene@justcoachit.com, www.justcoachit.com), is president of Just Coach It, a professional coaching practice dedicated to helping executives, senior managers, coaches, and professionals increase emotional intelligence.

Resources from *Nonprofit World*

• Adams, Tom, "Do You Need a Coach?" (Vol. 27, No. 5).

• Boyle, James, "Use Coaching to Retain the Leader's Edge" (Vol. 28, No. 2).

• Craig, Jeanne Anne, "No Need to Work on EQ" and "Ten Ways to Raise Your EQ" (Vol. 23, No. 5) and "12 Heuristics that Will Raise Your EQ" (Vol. 26, No. 4).

• Himot, Oshana, "Leading from Feeling: Coaching Tools for Interpersonal & Organizational Excellence" (Vol. 27, No. 1).

These resources are available at www.snpo.org/members.

Diversity and Inclusion—Why Now?

New research reveals ways to make diversity a reality.

By Tangie Newborn

Nonprofits have been trying for years to find ways to address diversity and inclusion (D&I). A recent study probed the problems and successes of these efforts. Hosting roundtables in various regions, Immense Business Solutions (IBS) engaged 100 nonprofit leaders to talk candidly about incorporating diversity into their organizations.

The Problems

Starting with the question, "Why diversity now?" participants assessed their organization's culture, practices, and policies. As they discussed their experiences, they realized that few of them had been deliberate in their inclusive practices outside of workforce issues. Almost none had focused on people's attitudes, behaviors, and emotions, all of which are at the heart of an inclusive environment.

> You can't legislate people's feelings, but you ***can*** and ***must*** help change their behavior.

Several participants agreed that board members often challenge the organization's D&I program, especially during the budget process. Since it's hard for boards to see the "value proposition" or "return on investment" for such a program, it isn't a strategic priority for the organization. Without deliberate action, D&I initiatives frequently get the budget axe.

Some senior managers said their boards felt diversity should be left to corporations to figure out and nonprofits can borrow from them. Others said that since the media has proclaimed this a "post-racial era," we can leave diversity issues in the past. And others argued that we shouldn't spend energy focusing on diversity "right now" since we're in an economic downturn and need to keep all our attention on raising money, finding new donors, and remaining sustainable.

Another problem identified by participants is that measuring success is difficult since it means focusing on changing attitudes and behavior. How do we measure the way we think, speak, and feel?

The roundtables also made it clear that the terms "diversity" and "inclusion" are often defined narrowly, and people think they're addressing the issue if they're inclusive in their hiring practices. But focusing on workforce issues is only the tip of the iceberg. In addition to a diverse staff, organizations need diversity in their boards, committees, and suppliers, coupled with diverse thinking and approaches.

The Successes

Despite these challenges, roundtable participants shared compelling stories of success. Some have built diverse staffs and boards, created disable-friendly environments, increased gender equity, and encouraged LGBT (lesbian, gay, bisexual, transgendered) inclusiveness. Some have formed diversity committees,

> Post your diversity policy in a prominent place.

> Use change theory to increase people's tolerance for difference.

created diversity statements, and added inclusion as an essential policy in their manuals and a goal in their strategic planning. Some have embraced diversity not only of race but of age, creed, lifestyle, and physical ability.

Where Are We Now?

The question still arises: Are we where we should be today? Hardly, and we have a long way to go.

We need to weave diversity considerations into our daily work. Otherwise, we'll begin to lose good workers. We'll be at risk for discrimination lawsuits around unfair policies and practices. Worst of all, we won't meet the diverse needs of our stakeholders, and our organizations will become dormant and static.

> Hold regular, ongoing training.

We must make a serious effort to look honestly at our organizations and be sure our operations (internal and external) demonstrate commitment to diversity at every level. Not only will such an effort improve the sector and society, but it's the best way to compete for funding, attract new supporters, and tap into the best talent. ■

Tangie Newborn is president of Immense Business Solutions (www.immensesolutions.com, tangie@immensesolutions.com), a full-service nonprofit management company that serves nonprofits globally.

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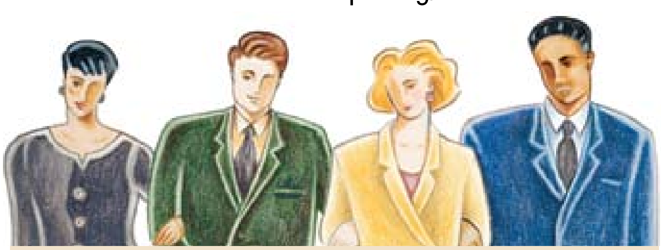
The Road To Inclusion

Use these best practices and concrete, proven tips to increase diversity and inclusion in your organization:

- **Identify diversity as a core value.** Link it to your strategic plan, mission, vision, and ethics, and back it up with a financial commitment.
- **Conduct an organizational assessment** to understand demographics and attitudes toward diversity. Identify any gaps, and seek to fill them.
- **Focus on changing behavior, not beliefs.** Educate staff and board members about ways to manage differences between people. You can't legislate people's feelings, but you *can* and *must* help change their behavior to purge discrimination, exclusivity, and harassment in the workplace. Hold regular, ongoing training to raise awareness of diversity and help people understand what conduct is acceptable. Remember that diversity education is a continual process.
- **Help board members see** that inclusion creates important benefits. Explain that new perspectives offered by diverse participants are crucial if the organization is to be effective, competitive, and sustainable. Give the board copies of the articles noted in "Diverse Choices" below, and use these resources to hold a series of discussions.
- **Think about inclusiveness** whenever you hire staff, recruit board members, choose speakers, form committees, create partnerships, and select vendors. Understand that diversity must go beyond racial equity.
- **Create an organizational culture** of transparency and open communication—a culture that embraces different opinions, styles, and ways of thinking. Shape a safe place for innovation, continuous learning, and sharing.
- **Include people** of different generations—baby boomers, Generation X, Y, and I—in your organization's leadership (board, committees, CEO, and staff). Help people understand the different styles and viewpoints common to each generation so they can appreciate what each brings to the table.
- **Create a written policy** spelling out your organization's commitment to diversity, inclusiveness, and anti-discrimination. Post it in a prominent place.
- **Learn about change theory,** and use it to adjust people's behavior and increase their tolerance for difference. Start by reading the articles on change in "Diverse Choices" below.
- **Be a visible advocate** for embracing diversity and inclusion. If people don't see you walking the walk, they won't believe it's a priority. There must be buy-in from the organization's leaders.
- **Develop a written complaint procedure** so people can report any anti-discriminatory behavior without fear of reprisal. Be sure to investigate all complaints promptly, thoroughly, and consistently. Discipline anyone who discriminates.
- **Use teams and coaching** to boost solidarity and help people appreciate those who are different from them. Develop mentoring programs to encourage access and participation. Face-to-face interaction is the best way to change people's minds and hearts.

WEBINAR – March 15, 2011, 1:00 PM EST
Diversity and Inclusion – Why Now?
Visit www.snpo.org/lino



Diverse Choices

These and other articles at www.snpo.org/members will deepen the knowledge of everyone in your organization:

- **Beyond Diversity** (Vol. 18, No. 2)
- **The Promise and Pitfalls of Organizational Change** (Vol. 28, No. 4)
- **Creating an Inclusive Workforce** (Vol. 24, No. 4)
- **Diversity Is an International Issue** (Vol. 16, No. 4)
- **Eliminating Resistance to Change: The Magic Formula** (Vol. 10, No. 5)
- **Is Your Organization Culturally Competent?** (Vol. 26, No. 6)
- **Board Diversity: Your Biggest Challenge** (Vol. 27, No. 3)

WHAT'S UP ONLINE?

To broaden online discussions on nonprofit topics, we're expanding our Discussion Forum with a ListServe, provided by Yahoo Groups. To join, you can either click on the "Yahoo" button at:

http://www.snpo.org/social/
(free Yahoo login required)
or send a blank e-mail to:
snpo-subscribe@yahoogroups.com

If you have any questions, contact Jason Chmura at jchmura@snpo.org.

How to Create a Board that Gets Things Done

Is your board the best it could be? Here are ways to assure productivity.

By Corwin P. King

Typically, there are four overlapping reasons to create a nonprofit board: to satisfy legal requirements, to add legitimacy to the organization, to provide community input to the organization's decisions, and to promote community involvement in the organization's activities. To create an effective board, you first need to decide which of these functions is most important—or if all are equally important—to your organization. Only with a clear understanding of your board's main functions can you effectively choose, recruit, and motivate board members.

WHO SHOULD BE ON THE BOARD?

With the board's chief functions in mind, there are four obvious types of people to recruit as board members: people who are interested in the organization's mission, people who are knowledgeable about the organization's mission, people with "standing" in the community, and people who are representative of the community.

> There are four reasons to create a nonprofit board.

People already familiar with the organization are natural choices. Past customers, clients, or contributors are good sources, as are board members of other organizations. (But beware of "board pollution," selecting the same old people with the same old ideas.)

> First you need a clear understanding of your board's main functions.

In some cases, people's prominence is important, since "names" tend to beget "names" for fundraising and membership purposes. If the board should reflect its constituents (as in a service agency, for example), getting people from various racial, social, and economic backgrounds may be important to provide community balance.

Essential questions to ask are: Who has the time, talent, and temperament to serve? Are candidates able to contribute to the board, attend board meetings, and perform board duties? Do they have abilities (financial, artistic, creative, and so on) that the board needs? And can they work with others? Serving on a board requires cooperation and compromise; you don't always get your way, even when you know you're "right." Some otherwise fine people never seem to accept that, and are probably better off serving as board consultants than members.

HOW SHOULD YOU SELECT BOARD MEMBERS?

There are a number of ways to recruit board members. Many organizations rely on referrals, recommendations, or personal contacts of current board members. Others turn to board banks, which help match nonprofits with people who want to serve. (For more on board banks, see "Defining Your Board's Needs" in "Weapons of Board Instruction" on page 23.)

Any method is acceptable, provided it recruits good people. Critical questions to ask: Who should contact prospective members? And what information should candidates be given regarding board responsibilities? There's sometimes a temptation to downplay board responsibilities lest good candidates be driven away. Honesty is important, however. A common reason for board resignations is that members didn't realize what they were getting into, especially in terms of financial obligations or legal liabilities. To avoid misunderstandings, it's a good idea to have new board members sign a contract detailing what's expected of them.

THE CARE AND FEEDING OF THE BOARD

Consider why a person would want to serve on your board. Social concern? Civic duty? Ego gratification? Personal advancement? Networking? Friend making? Maybe it's a bit of all these.

Since there are seldom many extrinsic rewards (such as money) for being on a board, you must capitalize on intrinsic ones (such as self-satisfaction and a sense of achievement) to motivate people. Here are some suggestions:

Orient them. Boards are increasingly being held liable for the actions of their organization, so it's important that they know their obligations. An orientation program

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> Some people are better off serving as board consultants than members.

for new members is essential, along with periodic training sessions (workshops, seminars, retreats) for everyone.

Keep them informed. They're organizational insiders, not outsiders. They should never have to learn about an organizational activity by seeing it in the local newspaper or hearing about it from friends. Hold regular meetings to keep board members involved in the organization's work. Provide them with professional publications. Include them in the conferences staff members attend.

Give them something specific to do. Make sure they feel their work is meaningful—unlike an arts director who once described his function on the board as "to raise money and stay out of the way." A third of that board quit, and the director didn't last long either.

Give them feedback. If you expect the board to give advice, you have to listen to it. When board members make suggestions, respond promptly and thoughtfully. Board members who can't talk to the staff will often talk to people outside the organization, and that's not good.

Recognize them for what they do. Mention their names in publicity pieces. Acknowledge their service with awards. Specifically invite them to organizational social events. Treat them as the crucially important people they are.

A good board is a priceless asset. When the board's function is well defined and members well selected and well treated, everyone wins—especially those the organization serves. ■

Corwin King, Ph.D. (Kingc@cwu.edu) is a professor of communication at Central Washington University in Ellensburg, Washington. He comes by his knowledge as a member of several boards for civic, religious, and government agencies.

Weapons of Board Instruction

These and many other articles on boards are available at www.snpo.org/members:

- **Defining Your Board's Needs** (Vol. 26, No. 1)
- **How to Assess and Improve Your Board's Performance** (Vol. 24, No. 1)
- **Look Beyond Tradition to Diversify Your Board** (Vol. 22, No. 4)
- **Eight Questions Every Board Member Needs to Answer** (Vol. 22, No. 3)
- **Reciprocal Board Agreements: What Do Board Members Give? What Do They Receive in Return?** (Vol. 28, No. 1)
- **How to Prepare Board Members to Govern Effectively** (Vol. 25, No. 6)
- **Reduce Your Risk of Liability** (Vol. 21. No. 3)

Also see Learning Institute programs on-line: Board Governance (www.snpo.org/lino).

Use Background Checks to Avoid Legal Pitfalls

Are you screening your volunteers and paid staff to avoid problem workers? If not, you may be risking your organization's future.

By William F. Hauswirth

More and more nonprofits are mandating screening and background checks of their staff—both paid and volunteer. Verifying the backgrounds of prospective workers is increasingly vital to identify potential problems, especially those related to undisclosed criminal history.

Failing to perform such screening may cause your organization to lose community support, funding, and public trust as well as to face lawsuits and legal damages for the actions of a problem worker. Suits can allege that your organization failed to uncover information indicating an applicant's likelihood of improper behavior. The legal concept of negligent hiring is common in lawsuits dealing with improper conduct, injury, and death.

Proper screening and recruiting processes can save your organization from criminals, sex offenders, and thieves. Criminal background checks can reveal whether a prospective worker has been convicted of a crime or has engaged in any inappropriate act.

Follow the rules of the Fair Credit Reporting Act.

Supplying false information on an application is a red flag, indicating potential risk.

You can also use the background-check report to determine whether a candidate has been honest on the application. Supplying false information on an application is a red flag, indicating potential risk.

Here are best practices to keep in mind:

- **Develop policies** that promote a safe work environment and reduce risk—including the risk of violence, harassment, theft, and fraud.
- **Perform background checks** that include a combination of national database and single-county searches.
- **Create a universal screening policy** rather than conduct background checks case by case.
- **Be sure your screening policy** has the full support of your organization's leaders.
- **Establish criteria** to evaluate information about potential workers. Decide what will cause you to disqualify an applicant.
- **Treat sensitive information carefully and confidentially,** and follow the rules of the Fair Credit Reporting Act (www.ftc.gov), which was enacted to promote the accuracy and privacy of people's personal information during background checks.
- **Make sure the information used to select or deny candidates** is based on facts and is relevant to the specific position for which you're recruiting.
- **View employee screening** as a continual process, not a one-time event. Conduct periodic screenings of both volunteers and paid staff.

Background screening reduces the occurrence of theft, sexual misconduct, and violence. With a consistent, comprehensive screening policy, you can avoid costly hiring and recruiting mistakes, mitigate exposure to litigation, and reassure the community you serve that those working for you have been properly vetted. ■

Proper screening can save your organization from criminals, sex offenders, and thieves.

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Risk Management Starts Here

For more on protecting your organization from negligent hiring, see these articles at www.snpo.org/members:

- **How to Hire the Best People without Breaking the Law** (Vol. 20, No. 5)
- **Volunteers: Resource Or Risk?** (Vol. 15, No. 5)
- **Don't Be Sued for Negligent Hiring** (Vol. 21, No. 3)
- **The Most Likely Lawsuits—and How to Protect Yourself** (Vol. 19, No. 1)
- **The Need for Anti-Bias Policies** (Vol. 22, No. 5)
- **Do You Think Sex When You Hear Harassment?** (Vol. 24, No. 4)
- **Fraud: How to Prevent It in Your Organization** (Vol. 26, No. 3)

William Hauswirth is president of IntelliCorp® (www.intellicorp.net, info@intellicorp.net), a wholly owned subsidiary of ISO. A nationwide provider of background checks and employment and volunteer screening, IntelliCorp also maintains the most complete and reliable data repository of nationwide criminal records.

How Executives and Boards Can Improve Performance

Two books zero in on tactics to assure a high-functioning board.

By Terrence Fernsler

Getting the Best from Your Board: An Executive's Guide to a Successful Partnership

By Sherill K. Williams & Kathleen A. McGinnis. 73 pages. Softcover. BoardSource, www.boardsource.org.

Nonprofit executives sometimes get so mired in day-to-day operations that they lose sight of the reason for what they're doing. One way to reconnect to the mission and how it impacts people is to ask board members why they're committed to the organization. Tips like this one make *Getting the Best From Your Board* a valuable book for executives and boards.

A nonprofit chief executive is responsible for the executive-board partnership, which will determine the organization's performance. The executive must translate the board's concepts into practices and programs, sharing information to engage the board in strategic questions.

The book explains how the executive can enhance the executive-board relationship in six vital ways:

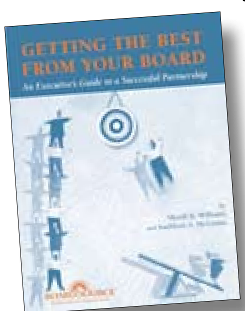
Cultivate a passion for the organization's mission.

Build habits and interactions that engage the board in a constructive partnership.

Inspire board members with information about the organization's history, culture, perceptions, and community context.

Prepare the board by sharing information and demonstrating meaningful communication.

Help balance expectations, and solicit and offer constructive feedback.



Involve board members by creating a process for their activities and encouraging them to open doors to resources and relationships.

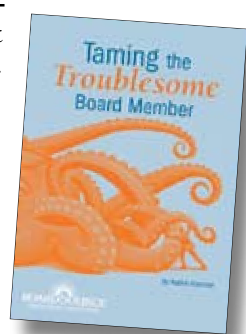
The qualities of a true partnership—support, trust, honesty, respect, forthrightness, and understanding—must flow both ways. Such an alliance between the executive and board chair is crucial to the organization's success.

Ask board members why they're committed to the organization.

Leaders must intervene directly, humanely, promptly, and with unity.

Taming the Troublesome Board Member

By Katha Kissman. 102 pages. Softcover. BoardSource, www.boardsource.org.



A board member's bad behavior can be one of the greatest detriments to an organization. The first step to a resolution is recognizing that the behavior stems from something specific and tailoring a solution to the unique situation. The next step is for leaders to intervene directly, humanely, promptly, and with unity.

Effective conflict resolution is easiest to achieve when people treat each other with dignity and respect. The strategies in this book emphasize that fact. With sound guidance, Katha Kissman addresses such behaviors as disrupting meetings, micromanaging, deviating from the mission, publicly criticizing the organization, or being derailed by conflicts of interest. Kissman also explains what to do about illegal activity, emotional issues, founder's syndrome, and troublesome board-chair or chief-executive behavior.

Figuring out the cause of troublesome behavior in any context starts with compassion and understanding. The most effective approach is to address the behavior, not judge the person. It all comes down to human interaction and relationship-building.

Using one's talents, skills, and experience on a nonprofit board should be a satisfying experience. Resolving troublesome behavior can renew energy and commitment to the organization for all board members. *Taming the Troublesome Board Member* provides excellent suggestions for handling such behavior and improving board performance. ■

Terrence Fernsler has been a nonprofit professional for nearly 30 years.

How to Be a Positive Leader

If you want your organization to achieve performance above the norm, you need to become a positive leader. According to Kim Cameron, author of *Positive Leadership: Strategies for Extraordinary Performance* (Berrett-Koehler Publishers, www.berrett-koehler.com), doing so requires four strategies: 1. Create a positive work climate. 2. Build positive relationships among workers. 3. Foster positive communication. 4. Associate the work being done with positive meaning.

Positive leaders bring about extraordinary results by implementing these four strategies through a personal management interview (PMI) program. With such a program, managers meet individually with the staff members in their sphere of influence. At these meetings, managers clarify expectations, responsibilities, and standards. These one-on-one meetings are held on a regular basis, at least monthly, and aren't top-down discussions but collaborative conversations. Such meetings give leaders a chance to coach people and help them improve.

People respond remarkably better to positive, affirming leadership than to control-and-demand tactics. The guidelines in this compelling book will encourage everyone in the organization to model acts of compassion, feel a sense of calling, and work together to improve performance for the whole organization.

Positive Leadership Assessment

Answer each question with Never (1), Seldom (2), Sometimes (3), Frequently (4), or Always (5).

As a leader, to what extent do you:

___1. Provide a ratio of around five positive messages for every negative message to those with whom you interact?

___2. Give employees notes or cards complimenting their performance?

___3. Help people understand the long-term benefits of their work?

___4. Emphasize development of strong interpersonal relationships among staff?

___5. Offer regular personal-development opportunities for employees?

___6. Spend more time with strong performers than with weak performers?

___7. Clarify how the organization's goals mesh with people's personal values?

Effective leaders score in the 3, 4, and 5 range on each of these questions, with an average rating of about 4 per question.

Bowling Together

When Robert Putnam published *Bowling Alone* in 2000, he noted the decrease of social groups in the U.S. and concluded that one of our country's greatest assets was ebbing away. Scott Heiferman took this as an opportunity, and created Meetup (www.meetup.com), a portal that helps people with shared interests meet online and then get together in the real world. A host of such social-media tools, from text messaging to blogs, are revolutionizing group interaction, helping networking take off as never before.

> Now, anyone with a laptop or a cellphone can spark a movement that will transform the world.

These new communication vehicles offer nonprofits a unique chance to advance their causes, as Clay Shirky explains in *Here Comes Everybody: The Power of Organizing without Organizations* (Penguin Books, www.penguinbooks.com, www.shirky.com). The old model for coordinating group action required convincing people to care more so they'd be inspired to act. Today, only a few highly motivated people are needed, since they can use online tools to help slightly motivated people be effective without having to become activists themselves. Now, anyone with a laptop or a cellphone can spark a movement that will transform the world.

For more, see www.shirky.com, www.herecomeseverybody.com, and these *Nonprofit World* articles at www.snpo.org: "Using Social Media to Advance Your Goals" (Vol. 27, No. 1), "How to Make Social-Media Fundraising Work for You" (Vol. 27, No. 2), "Using Web 2.0 Technologies to Connect with New Supporters" (Vol. 27, No. 4).

Leading from Your Inner Self

Definitions of leadership tend to focus on outward manifestations—vision, innovation, results, drive, etc.—instead of getting to the fundamental essence of leadership: that it comes from within. Leadership is an intimate expression of who we are, arising from our values, principles, and life experiences.

Leadership from the Inside Out by Kevin Cashman (Berrett-Koehler Publishers, www.berrett-koehler.com) describes how we can improve our leadership skills by working on our personal development, discovering and developing our inner capabilities to make a more positive contribution. The key to exceptional leadership is growing the whole person to grow the whole leader. This means connecting core values and core talents to our organizations, to our constituents, and to our lives.

—reviewed by Terrence Fernsler

continued on page 28

The Power of the Volunteer Crowd

Using "crowdsourcing" (inviting people online to perform a task usually done by paid employees) is especially suited to nonprofits, since it's much like managing any large volunteer group. Like all volunteers, crowdsourcing groups contribute their time and talents to benefit a cause that's close to their hearts. Here are some crowdsourcing success keys:

• **Pinpoint your goal.** Do you want to find an illustrator to redesign your organization's logo, raise money for a special project, ask your customers which of your services are most important to them, or get ideas for new services you should develop? Your answer will help you craft a message for your purpose and reach the people you need.

• **Offer the right incentives.** Crowdsourcing projects are often launched in the form of a contest with prizes for the best ideas. Even token amounts of money can make people feel rewarded for their efforts. As with any group of volunteers, the important thing is to understand what motivates them, whether it's the chance to interact with like-minded peers, improve their skills, or learn something new. If you don't meet people's needs, they won't contribute.

• **Divide every task** into its smallest components so people can choose to do a lot or a little. At iStockphoto, for example, people can simply upload a photograph or two, or become "inspectors" spending hours examining the uploaded photos to ensure they meet basic standards of quality and don't violate copyright.

• **Remember the Benevolent Dictator Principle,** which suggests that all groups need leaders (called "benevolent dictators" in open-source software projects) to provide direction. But the "dictator's" authority is moral and persuasive, not absolute. The best crowdsourcing projects are collaborations between crowds and their leaders.

• **Make your appeal clear and simple.** People are more likely to contribute when they understand exactly what's needed.

– adapted from *Crowdsourcing* (Crown Business Publishers, www.randomhouse.com/crown/business)

Urgent Patience: An Oxymoron?

People must see change before they can act on it. Without urgency, people don't look hard enough, as John P. Kotter tells us in *A Sense of Urgency* (Harvard Business Press, www.harvardbusiness.org).

Urgency means "of pressing importance." When people have a sense of urgency, they're eager to come to work each day, ready to take action on critical issues. Here are tips to create a sense of urgency in your organization:

• **Send out "scouts"** to bring back information about the world. Invariably, they'll return with the kind of stories and excitement that inspire an urgent response.

• **Bring in outsiders,** such as consultants, experts, new hires, or new board members, to provide new perspectives.

• **Share relevant data** with others in your organization in a way that's eye-catching, surprising, interesting, or dramatic, and that appeals to the heart as well as the head.

• **Constantly scan the environment** inside and outside your organization for information relevant to success.

• **Listen to staff** who work directly with customers, and widely share what they tell you.

• **Purge and delegate,** focusing only on key issues. Cancel distracting projects and unnecessary meetings. Eliminate clutter from meetings that you must attend, and never end a meeting without clarity about who'll do what and when (the sooner the better).

• **Talk frequently** about the need to move, adapt, and change. Be sure people feel a sense of urgency about looking for your organization's critical opportunities and hazards. Don't allow contentment with the status quo.

• **Watch that you don't create a false sense of urgency,** and don't mistake frenetic activity with productivity. Dashing from meeting to meeting is counterproductive and undermines real urgency. People motivated by true urgency don't waste time or add stress by engaging in irrelevancies. Truly urgent behavior is determined, nonblaming, passionate, competent, and highly fulfilling. It also demands patience. While "urgent patience" may sound contradictory, it's not. It means working hard each day to advance your goals while understanding that great accomplishments can require years.

Donor-Advised Funds Offer Good News

In the midst of declines in giving, here's a small but positive sign of growth: The National Philanthropic Trust notes that donor-advised funds (DAFs) grew by 3% in 2009.

Donor-advised funds let people donate to a public foundation and direct their money to charities of their choice. Such funds are increasingly popular because they're an easy-to-create alternative to giving directly to a charity or donating to a private foundation.

Other key findings of the 2010 Donor-Advised Funds Report:

• More than 152,000 donor-advised funds now exist, outnumbering private foundations by more than two to one.

• In 2009, donor-advised funds' grants to nonprofits exceeded the amount of contributions into donor-advised funds.

• Indications are strong that donor-advised funds will continue to experience even greater growth.

The full report is available at www.nptrust.org/pdf/2010_DAF_Report.pdf. For more on donor-advised funds, see "Will Donor-Advised Funds Revolutionize Philanthropy?" (Vol. 19, No. 2) at www.snpo.org.

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Online Training – Feb/Mar 2011

Two powerful courses taught by two of today's thought leaders. Discover their strategies for jump starting 2011. These live online courses are:

How to Engage the Next Generation of Donors Now

Date: February 23, 2011
Time: 1-2:30pm ET
Location: Online/Phone

Having a sustainable pipeline of donors is critical for nonprofit organizations. But for many organizations, younger donors are not a part of that pipeline. Young donors have a great financial value to your organization and can help get your messages to new audiences. Start building your organization's pipeline today.

Class participants will learn:

- Why young donors are critical to your organization's present and future success
- 7 Keys to Attracting Young Donors
- Which organizations are dedicated to supporting young donors and how to connect to their expertise

Instructor: Trista Harris
Executive Director, Headwaters Foundation for Justice

Diversity and Inclusion – Why Now?

Date: March 15, 2011
Time: 1-2:30pm ET
Location: Online/Phone

For years, nonprofits have been trying to find ways to address diversity and inclusion (D&I). Many start out with forming a committee, publishing a diversity statement, or looking to HR for workforce approaches.

Measuring success in diversity and inclusion efforts [beyond the numbers] has proved difficult over the years. True success would mean focusing on changing our attitudes and behavior.

So how do we begin to measure the way we think, speak, and feel? How can we really embrace diversity and be more inclusive? How do we measure our success?

Join us to learn how over 100 nonprofit leaders approached these questions and more during a year-long study in 2010 conducted by Immense Business Solutions.

Instructor: Tangie Newborn
President, Immense Business Solutions

Learn More Online at http://www.snpo.org/courses

The class will be conducted live via a combination of online and phone conferencing (i.e., "webinar"). The online conference will include a PowerPoint presentation and text chat capabilities. Students will have opportunities to ask questions and interact with the instructor and other students via chat and teleconference.

We encourage all learners to bring other colleagues and co-workers to this training. There is no additional fee for multiple participants at the same location, as long as all individuals share the same phone and computer connection.

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