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World

Volume 29, Number 4
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Creating a Climate for Innovation

PLUS

- Change Your Mind, Change Your World
- Who Are the New Interns, and How Can They Help You?
- The Night Your Nonprofit Died
- The *Real* Secret: Moving Beyond the Law of Attraction
- How to Present Training Workshops that Educate and Inspire
- Why Your Employees Are Losing Motivation—and What to Do about It

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The Society for Nonprofit Organizations
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



The most successful organizations are bold, innovative, and forward-thinking. For ideas on nourishing such a culture in your organization, take a look at “Creating a Climate for Innovation” on page 12.



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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Change Your Mind, Change Your World



Treat each moment with curiosity and awe.

Zen master Shunryu Suzuki once noted that in the beginner's mind there are many possibilities, but in the expert's there are few. Those who consider themselves authorities have whittled the world's boundless opportunities down to a few preconceived options. But when you view things as a beginner would, you open yourself fully to the moment, without assumptions, judgment, or limits.

An ideal way to cultivate a beginner's attitude is by practicing mindfulness. Mindful leaders treat each moment

with curiosity, close attention, and awe. They're awake, aware, and attuned to themselves, others, and their environment, as Michael Carroll tells us in *The Mindful Leader* (check out "Seven Tips and Exercises to Encourage Mindfulness" on page 28).

In "The Night Your Nonprofit Died" (page 22), the futurist Bruce Glasrud alludes to the great philosopher Yogi Berra, who, as always, produced the perfect Zen koan for the situation: "You can observe a lot just by watching." And on page 16, Paul Lemberg shows how to put that advice to work in your organization by focusing your energy on what's most important.

Nothing's more pivotal to leadership than helping people change—not through commands or constraints but through gentle nudges that help them make the best choices. Turn to "The Nudge Factor: How to Help People Overcome Biases in Making Decisions" (page 26) for ways to avoid the blunders inherent in a world of complex choices.

One way to nudge people toward good decisions is through training (take a look at "How to Present Training Workshops that Educate and Inspire" on page 17). Another is by providing feedback, as explored in "Why Your Employees Are Losing Motivation—and What to Do about It" (page 20) and "Improve Your Workplace with Feedback" (page 27).

Mindful leaders live in full consciousness of others, showing empathy and compassion for the people they lead. They understand that, while of course they'll make mistakes, an apology is a powerful tool. Apologies not only heal old relationships but build new ones, revealing leaders as accountable, humble, and trustworthy. That's why an apology shouldn't be your last resort. Think of it as your *first* resort, John Kabor urges in *Effective Apology* (see "I'm Sorry" on page 26).

Being mindful means holding loosely to your plans and opening yourself to serendipity. Dwight D. Eisenhower put it well when he remarked that planning is essential but plans are useless. "Strategic Planning that Works" (page 18) describes how to envision a future and make it come true.

Mindfulness is practically synonymous with innovation, since when you discard old certainties, you expand the world around you. (See "Creating a Climate for Innovation" on page 12 and "How to Turn a Raw Idea into Brilliant Success" on page 27.)

To kindle creativity, give people an abundance of choices. Be tolerant of uncertainty and deviations from routine ways of doing things. Every novel approach provides a chance to create new categories, explore multiple perspectives, and see the world anew.

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. **Prepare yourself to give and receive useful feedback** (see "Tips for Giving Feedback" and "Tips for Receiving Feedback" on page 27).
2. **Consider new ways of finding interns** to help you do more with less. See "Who Are the New Interns, and How Can They Help You?" on page 14.
3. **Do some research into corporate sponsorships**, using the tips on pages 10-11.
4. **Choose one idea for motivating others** (pages 20-21) and put it into action today.
5. **Assess your organization** with "Questions for Nonprofit Success" (page 28).



Self-Evaluation for Nonprofit Boards

Boards that evaluate themselves are more effective, and their organizations have better financial outcomes.

By Jeff Hannah

Boards don't like to make the news. Yet because of lax board oversight, poor decision-making, or a board member's improprieties, there's no shortage of screw-ups that have brought unwanted scrutiny—and unflattering headlines—to governance boards across the country.

Perhaps some of these problems could have been avoided with stricter adherence to bylaws or more thorough vetting of potential directors. But one of the best ways for a governance body to monitor itself is on-going evaluation of its performance and processes.

Rigorous self-evaluation is a hallmark of a strong work team, and it's no less essential for the teams charged with providing direction to nonprofits. As important as strategic planning and program development, evaluation can optimize board performance, resulting in decreased administrative costs, fewer

wasted resources, improved financial outcomes, and enhanced community image.

When surveyed, CEOs consistently indicate that a board that self-evaluates is perceived as more competent.¹ Boards that don't evaluate themselves run the risk of falling out of touch with their constituents and making themselves ineffectual and irrelevant.

The functions of self-evaluation are to identify ways to (1) enhance the board's effectiveness, (2) increase the knowledge and skills sets of individual officers and board members, and (3) improve the organization's performance and outcomes.

BEFORE YOU BEGIN

Before self-evaluation can begin, the CEO and board chair, along with other senior executives and officers, need to select or create a survey. This survey will form the basis of the evaluation, so it's important that survey items measure criteria that are key to board performance.

Before administering the survey, be sure each item is specific so that feedback will be concrete and actionable. Include open-ended survey items, to more deeply explore respondent perceptions (for example, "Identify the top three topics for board education in the next year.") Also make certain to phrase

evaluation items positively rather than negatively ("The board minimizes organization's exposure to risk" rather than "The board doesn't place the organization in a position of excessive exposure to risk."). Use a consistent, easily-understood rating scale, such as Strongly Agree/Agree/Disagree/Strongly Disagree.

There are three levels of board evaluation:

1. FULL BOARD SELF-EVALUATION

The first level—self-evaluation of the full board—should be completed every two to three years. During this evaluation, the board should review its strategic goals, asking: Have our objectives been accomplished—our measurable targets met—within prescribed time frames? And if not, why not?

Continued on page 4

Make Self-Evaluation a Regular Thing

Ideally, a board should review strategic objectives at regular intervals throughout the year, to allow mid-stream adjustments. One nonprofit board, for instance, decided during a mid-year assessment that a fundraising goal was no longer achievable in light of a weakened economy. Subsequently, the goal was scaled back to a more realistic target.

Be sure to phrase evaluation items positively rather than negatively.

A board that self-evaluates is perceived as more competent.

There are two common ways to administer full board evaluations:

(1) Survey all board members. When using this option, let directors complete the survey tools independently, on their own time. Then compile and aggregate results to ensure the anonymity of responses.

(2) Delegate the task to a board committee, such as the governance committee. (If you don't have a governance committee, you can use the nominating committee.) The difference between this and the first option is that, with this method, specific feedback from the governance (or nominating) committee is critical.

Full board evaluation measures the criteria that are key to functioning at a high level. For instance, you might include the following survey items to evaluate the full board, asking board members to rate each item from Strongly Agree to Strongly Disagree:

- Maintains appropriate balance between strategic and operational focus.
- Effectively monitors key financial and non-financial indicators.
- Assures that discussions at board meetings are open and that everyone provides input.
- Focuses on long-term sustainability through funding diversification and balance.

The evaluation should also examine the relationship of board members with executives, with the community, and with donors and constituents, as well as relationships within the board itself.

After you've tallied the surveys, schedule a meeting of the full board. Have board members review the results and, on the basis of what the surveys show, answer the following questions:

- What is the board doing well?
- What board functions need to be monitored further?
- What board functions need to change?

Based on their answers to these questions, it's now time for board members to develop action plans to address identified areas of need. (An outside facilitator can be useful in this process.) Action items should be specific, with timelines, deadlines, and observable, measurable outcomes. It's useful to designate a champion for each action item—someone to assure that it gets done. Distribute these assignments among the entire board.

Schedule opportunities for regular updates and progress reports. Updates can become a standing agenda item at board meetings and retreats. Or updates can be covered in special follow-up meetings. It's imperative that progress on action items be continuously monitored and reviewed.

Self-evaluation is a hallmark of a strong work team.

2. SELF-EVALUATION OF BOARD OFFICERS

Formal appraisal of board leadership is a less-common practice than full board evaluation. Considering the critical nature of officers' responsibilities, this is an unfortunate oversight and a disservice to those who hold those roles. Leadership evaluation can accomplish the following:

- Determine if officers are fulfilling expectations for their roles.
- Provide valuable feedback on an officer's leadership and management skills.
- Identify opportunities for individual development and growth.

Such evaluation is best conducted after board members have served in the leadership role for at least one year and then every year or two thereafter. The survey should evaluate officers on their ability to ensure that board practices are followed and that adequate information, resources, and support are provided to committees and directors. Key survey items for the board chair, for

example, might include:

- Ensures that bylaws, policies, and practices are reviewed on a regular basis and updated as necessary.
- Ensures that key financial reports and data are provided to board members in a timely manner.
- Ensures that committee membership reflects diversity of perspective, background, and skills, and is balanced among board members.
- Ensures that an agenda is distributed prior to each meeting and that minutes are distributed in a timely manner.
- Maintains effective, constructive relationship with CEO.
- Effectively and proactively manages problems, conflicts, and issues concerning board members and teams.

Two methods for leader evaluation are: (1) formal review by the governance committee and (2) 360-degree assessment. The 360-degree assessment process gathers a "full circle" of feedback—from the individual being evaluated, selected board members, and senior executives from the organization.

With both methods, after feedback is collected and tabulated, a private meeting should be scheduled with the officer being evaluated. The meeting may be conducted by the CEO or with the governance committee. During this meeting, a development plan should be implemented, addressing areas for improvement through defined goals and timelines. A schedule for regular, consistent follow-up should be clarified in the action plan.

In the spirit of openness and transparency, the board officer may choose to share selected development items with other board members—the rationale being that fellow directors are then able to provide support and reinforcement.

3. SELF-EVALUATION OF INDIVIDUAL BOARD MEMBERS

A third level of board evaluation appraises the participation and contributions of individual board members. Such evaluations shouldn't be administered until the member

has completed at least one year of service with the board. After that, evaluation can be conducted every one or two years. Desired outcomes are:

- Identify opportunities to improve members' understanding of the organization, its programs, and constituents.
- Increase people's skills as board members.
- Enhance the quality of involvement in the board.

Director evaluation is most commonly accomplished through member self-evaluation and/or appraisal by the governance committee. A fairly new trend is peer appraisal, in which other directors add their input to the evaluation feedback.² Peer appraisal requires a high degree of trust among board members and an environment that values honest, constructive feedback. A well constructed survey with balanced criteria and a well-defined rating scale will help objectify the evaluation process and make it easier to gather meaningful feedback from peers. Key survey criteria with which board directors should be evaluated include:

- Demonstrates understanding of organizational mission, vision, and structures.
- Demonstrates ability to interpret financial reports and data.
- Actively participates in board decisions.

The follow-up meeting may be handled by a high-ranking board officer or a designated representative from the governance committee. As always, the meeting must respect the director's confidentiality and should result in an action plan for development, with specific objectives, timelines, and a schedule for regular follow-up.

Use Self-Evaluation to Plan Board Training

Evaluating directors can help identify board education, training, and development needs. For example, one hospital board was composed of physicians, hospital administrators, and business people. Not surprisingly, many in the latter group had only fundamental understanding of the hospital's rapidly-changing marketplace—and of healthcare in general. Recognizing a need to foster more consistent understanding of healthcare issues, the board made education a standing agenda item for meetings and retreats, on topics ranging from reading financial reports to leadership and ethics.

Review strategic objectives at regular intervals throughout the year.

THE ULTIMATE OUTCOME

Self-evaluation is an extremely powerful process. Rigorous, candid evaluation can create a governance team that's confident in its ability to make good decisions and credible to its community and constituencies. It can identify weak structures and practices, reveal areas for board members' development, and allow the board to perform more efficiently and effectively. Evaluation can facilitate a more satisfying director experience, increasing the board's ability to recruit and retain strong membership. Ultimately—significantly—board evaluation can lead to better results and outcomes.

And *those* are excellent reasons to make headlines. ■

Jeff Hannah, A.B.D., M.A. (Jeff@Touchstone-Development.net, 515-657-3641), President of Touchstone Executive Development, brings an extensive background in leadership development, team facilitation, training, and organizational development to his clients and projects. He has consulted with nonprofits, foundations, and corporate boards on strategic planning, retreat design, and board education.

Footnotes

¹Styers, David, "Board, Assess Thyself: Board Self-Assessment," BoardSource seminar, Des Moines, Iowa, April 13, 2010.

²Combes, John R., M.D., "Peer Perspective Deepens," *Hospitals & Health Networks*, (9): 56.



Evaluating directors can help identify board education needs.

Stay on Top of Governance Change

See the following *Nonprofit World* articles (www.snpo.org/members) for more on self-evaluation and creating a high-performing board:

- **Eight Questions Every Board Needs to Answer** (Vol. 22, No. 3)
- **How to Assess and Improve Your Board's Performance** (Vol. 24, No. 1)
- **Five Golden Rules for Board-Exec Retreats** (Vol. 26, No. 1)
- **Can Standing Committees Contribute to High-Impact Governing?** (Vol. 25, No. 2)
- **Leading and Managing Governance Change** (Vol. 26, No. 3)
- **35 Questions that Will Transform Your Board** (Vol. 24, No. 3)
- **A Board Member Self-Assessment** (Vol. 15, No. 6)
- **Learning Institute on-line: Board Governance** (www.snpo.org/lino)



Don't Take Risks with Social Media

Online social networks can raise legal risks. Here's what to keep in mind.

By Jeffrey S. Tenenbaum & A.J. Zottola

Social networking sites, such as MySpace, Facebook, Twitter, and LinkedIn, present new ways for your organization to connect with people, spread the word, and target messages. But incorporating social media and online networking sites into your larger communication and marketing strategies raises a number of potential legal and liability risks.

With advance planning, however, you can manage these risks. The following is a non-exhaustive list of legal tips and issues to consider whenever your organization creates, sends, or sponsors content in connection with social media.

It's More Public than You Think. There remains a disconnect be-

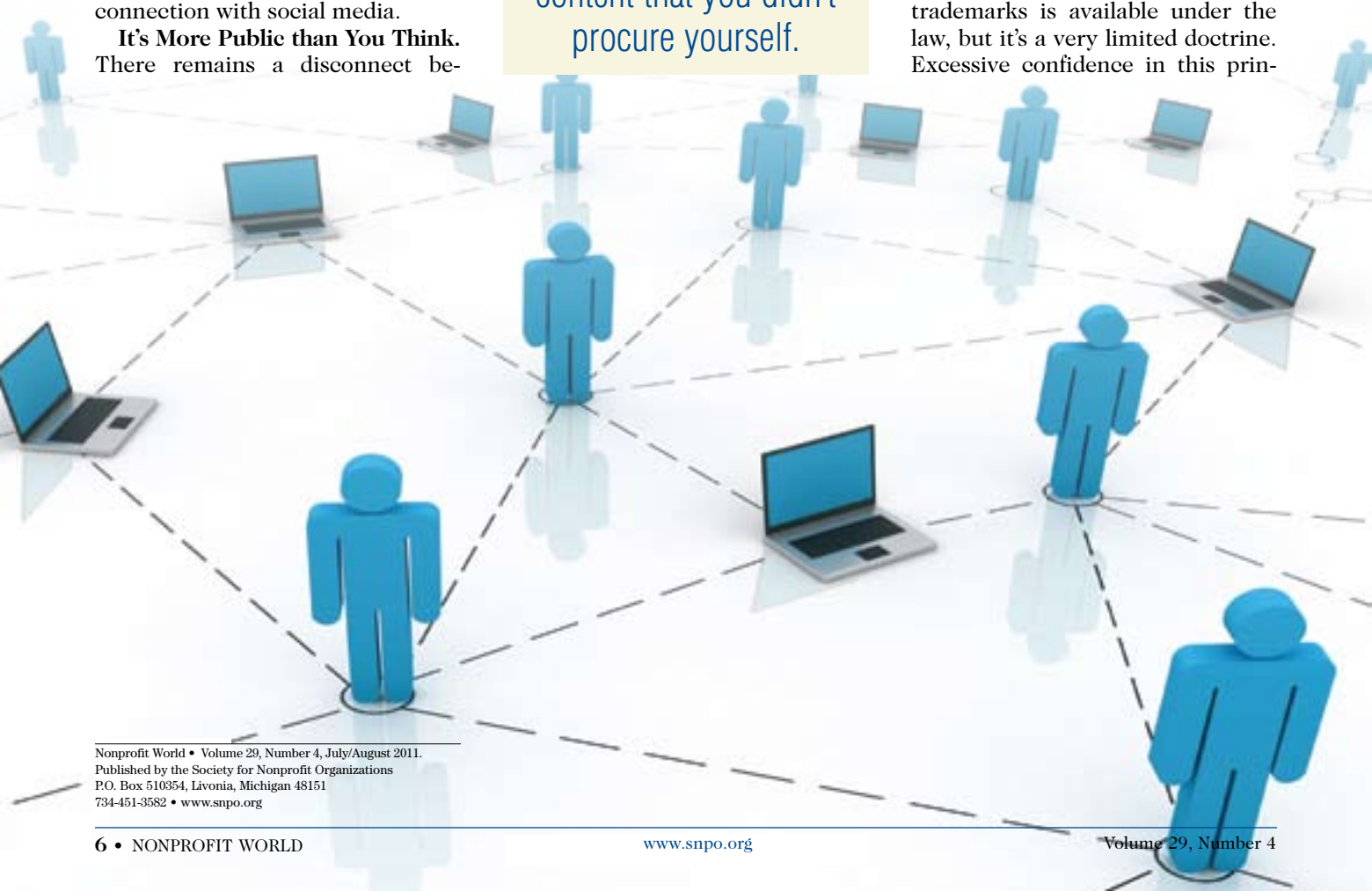
tween what people believe they're sharing on a social networking site and the reality. Far more is being preserved for future display than most people realize. You need to be careful, therefore, about what you post or send. Always assume that greater (not less) publication or disclosure is possible.

Avoid Using Material without Permission, and Provide Proper Attribution for Content from Other Sources. Given the ease with

which material can be obtained online, copyright infringement is a special concern. Use caution when posting content that you didn't procure yourself or receive permission to use. With any licensed material, abide by license terms and be sure the right to use extends to electronic formats (or modify your license permission to secure such rights). Always comply with requirements regarding attribution when using content within an online social network.

Don't rely on notions of "fair use" as a defense for your activities. Fair use of either copyrightable works or trademarks is available under the law, but it's a very limited doctrine. Excessive confidence in this prin-

Use caution when posting content that you didn't procure yourself.



Far more is being preserved for future display than most people realize.

ciple is a risky course of action.

Be Careful about Letting Others Post Content. Use special care when managing a page within a social network that lets a third party (such as one of your organization's members or supporters) post content. Such a situation can give rise to liability for copyright infringement, torts, or defamation. Avoid encouraging the copying of third-party content. Seek the consent of the author, owner, or subject before reproduction or use. This advice applies not only to posting content but also to storing content for further re-distribution or display.

Take care whenever people insert their own commentary into material created by someone else. Be especially mindful of negative content that identifies a particular person or entity. Be sure you have a take-down policy that doesn't tolerate repeat offenders.

Know Your Identity and Role. Social media and networking sites can make it easy for outsiders to pretend they're acting on behalf of your organization. Thus, it's vital for you to announce your organization's role in the content distribution, display, and publication process. Clearly state what constitutes your organization's official page, site, or communication within the online network. Distinguish your organization's official content from unaffiliated pages, sites, or communications.

Whenever you encourage people to connect to your site or add input, it's safest to function as much as possible as a passive operator, conduit, or distributor. Try not to identify your organization as an author or editor of information that was actually sent by someone else. Always monitor your interactions with other users so that you can distinguish your material from theirs.

Take Advantage of Potential Im-

munity. Certain immunities may be available when copyright infringement, tortious conduct, or defamation occurs. Although the following laws predate online social networking, they may offer immunity in some cases:

- **The Digital Millennium Copyright Act of 1998 (DMCA)** lays out safe harbors for "Internet service providers" that could protect you from copyright infringement claims.

- **The Communications Decency Act of 1996 (CDA)** protects providers or users of interactive computer services from civil liability for defamation, invasion of privacy, negligence, and trespass claims.

In both cases, immunity is available only for liability resulting from information provided by a third party. That's why it's crucial that your organization remain a mere content conduit rather than a provider or creator of posted information. The more editorial or publishing control you take, the less likely that you'll be protected under the DMCA or CDA. Moreover, to qualify for the DMCA, you must be sure to take down infringing material when notified by the copyright owner.

Be Cautious with Hyperlinks to Third-Party Sites. Linking is commonplace within online social networks. Therefore, it's important to disclaim responsibility for any third-party site or page that you can't control. Although mere linking may not suffice to find copyright or trademark liability, avoid directing anyone to exploit any material on a third-party site or page. Never frame, deep link to, or incorporate any third-party content without permission when you link to other sites or pages.

Don't Misuse Trademarks. Gain permission before using third-party trademarks in online social media. Never use third-party trademarks in user or account names, as keywords, or for search optimization.

Be Wary about Contests. Always

seek legal counsel before holding a contest through an online social network, especially if a prize having cash value will be awarded. Numerous state laws govern online raffles, lotteries, sweepstakes, and other contests. Certain prize or reward practices can constitute illegal gambling. Accordingly, for any promotion involving a contest, consider the scope of permissible participants (by state), include terms and conditions, and carefully review any fees or charges for entry.

Watch What You Say when You Market. Be careful with any practice that's really advertising in disguise. For example, certain social networking techniques, such as blogging about an organization, can be treated as advertising if a product or service is discussed. The Federal Trade Commission (FTC) may penalize bloggers who endorse a product or service without disclosing that they're being compensated or are connected to the seller in some other material way.

Don't rely on notions of "fair use."

Be sure to monitor all promotional campaigns you conduct within an online social network. The viral nature of a social network is its great advantage—but also a reason to be alert. Never leave a promotional campaign to the complete discretion of unaffiliated entities or users.

Don't Ignore Privacy Rights. Remember that privacy considerations, particularly with respect to children under the age of 13, apply to social networking sites. Be careful about publishing anyone's personal information, especially if it's not generally known or available to the public. If you plan to collect personal data, post a privacy notice describing your data collection and use practices.

Be Vigilant when Sending Unsolicited Communications. E-mail campaigns may be subject to laws governing unsolicited e-mail, such as the CAN-SPAM Act of 2003. Therefore, always consider whether the recipient has consented to re-

Continued on page 8

At a minimum, be sure to use opt-out notices.

A Checklist for Social Media Legal Notices & Policies

Here are some stipulations you may want to include when preparing policies, agreements, or legal notices associated with social networking sites:

Antitrust Policies. Remind people not to use social networking sponsored by your organization to make an anti-competitive agreement (such as price-fixing or market allocation), share competitively sensitive information, or disparage vendors, suppliers, or competitors.

Contests. For any promotion involving a sweepstakes, raffle, lottery, or other contest, set forth terms, conditions, and the scope of permissible participants (by state).

End-User Conduct. Add a clause requiring end users to take responsibility for their own actions and to abide by applicable laws and online conditions.

General Disclaimer and Limitation on Liability. Include a general disclaimer of any warranties your organization won't offer and a contractual limit on your organization's liability.

Governing Law. Specify the state law you'll use to enforce your organization's rights. With online transactions, there are no state borders in a traditional sense. So referring to an applicable state law ties your agreement to a particular location. By noting that a particular law will apply, you avoid having someone apply a law from a foreign jurisdiction, which may be unfavorable to your organization. (There's no harm in specifying a federal law as well as a state law. But there's a presumption that if a state law is cited, federal law will also apply.)

Intellectual Property. Include a provision to reserve rights in your organization's intellectual property displayed online. Add a proprietary notice for copyrightable works and trademarks.

License Grant. Include a pre-emptive license grant for people to use your organization's content, materials, and other intellectual property. When you encourage others to connect to your organization's page, to post supporting information, or to generate communications in line with your organization's objectives, you need to provide such permission or guidelines for use.

Linking Policy. Provide a specific disclaimer for interaction with third-party sites.

Opt-out notice. Give people an easy way to tell you they don't want to receive any further communications from you.

Postings. Make note of the fact that the unauthorized use or copying of third-party content, as well as the posting of any unlawful or objectionable content, is prohibited.

Privacy Policy. Furnish a cross-reference to your organization's privacy policy.

Responsibility for Use. Include a provision requiring the end user to acknowledge that your organization isn't responsible for third-party conduct.

Role Clarification. Clarify your organization's role in the content distribution, display, and publication process. This is especially important when declaring what constitutes your organization's official page, site, or communication within an online network and distinguishing it from unaffiliated pages, sites, or communications.

Take-Down Policy. With interactive forums, create a policy making it clear that you'll immediately remove any defamatory, infringing, or incorrect content.

Continued from page 7

ceive communications, and obtain such consent whenever possible for commercial messages. At a minimum, be sure to use opt-out notices.

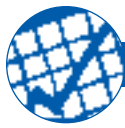
Monitor Blogs and Other Instant Communication Forums. The frequency with which blogs and other instant communication tools, such as Twitter, are updated can increase your exposure to liability. If you use a blog or similar forum, be sure to create policies clarifying your organization's responsibility for its content.

Protect Your Intellectual Property. Remain aware of new content, trademarks, domain names, or methods created with respect to social media. Seek intellectual property protection and registration for any such material. Reserve rights in your intellectual property when it's used or displayed online.

With most social networks, copying isn't only the sincerest form of flattery but also the easiest way for intellectual property rights to be infringed or diluted. Consider using a TM, @, or © symbol when placing your intellectual property online. Provide notices and conditions for any use of your intellectual property by others within an online social network. Monitor use of your intellectual property by other users.

Guard against Antitrust Risks. Social networking sites make it easy for users to let their guard down and share information that could lead to violations of antitrust laws. Be certain to enforce antitrust policies with respect to social media. Explain to users that they may not communicate via organization-sponsored social networking to make an anti-competitive agreement or share competitively sensitive information if they would be prohibited from sharing this information directly between each other.

There's more and more blurring of personal and business conduct during the day.



Boost Your Share of Corporate Sponsorships

Here are proven ways to make corporate sponsorships work for you.

By Maureen Joyce & Darlene Y. Motley



Corporate sponsorship (in which a company gives a group funding in return for publicity or other benefits) is a growing trend. And nonprofits have a unique ability to position their causes, projects, and events as marketing vehicles for corporations.

Yet nonprofits receive only about 10% of all sponsorship expenditures.¹ How can you position your organization to receive a greater portion of these dollars?

First, it's vital to understand that all companies have two types of objectives when making sponsorship decisions: goodwill-oriented and marketing-oriented objectives. Traditionally, corporations sponsor for-profit events to address their marketing aims and nonprofit causes to fulfill their goodwill goals. And they place more importance on objectives associated with marketing, which is why they expend more dollars in pursuit of these aims.² (See a summary of these objectives in Table 1).

Nonprofits tend to reinforce this attitude by stressing goodwill goals when they make their case to businesses. But if you emphasize marketing objectives as well, you can help those in the corporate world move from their usual way of thinking about sponsoring nonprofits.

An example of such an approach is the Children's Museum of Pittsburgh. It has been hugely successful in obtaining corporate sponsorships because it has gone beyond offer-

Table 1: Objectives of Corporate Sponsors

| Marketing Objectives | Goodwill Objectives |
|-------------------------|-------------------------------|
| Enhance Brand Image | Increase Goodwill Image |
| Promote Corporate Name | Expand Corporate Philanthropy |
| Reach a Target Audience | Deepen Employee Involvement |
| Advance Corporate Image | Develop Social Responsibility |
| Develop Brand Name | Broaden Community Involvement |
| Improve Overall Image | Enhance Employee Satisfaction |

ing its sponsors goodwill-focused objectives such as philanthropy, community involvement, and social commitment. It shows businesses how they can improve their marketing goals by being connected to a wonderfully imaginative nonprofit organization, which has broken away from a staid culture and for-little-kids-only image to expand its audience.

This kind of thinking requires nonprofits to alter their own philosophies and approaches to what they can offer sponsors. You need to view sponsorships as opportunities that reach far beyond one event to the development of long-term relation-

ships with continuous opportunities and connectivity.

Here are ways to create an enhanced role for your organization:

- **Learn all you can** about potential sponsors. Understand their goals and strategies. Then connect your organization to these efforts.
- **Find a champion** within the sponsoring company who can explain corporate objectives, be an inside voice for your organization, and help you develop your plans. (How to locate such a champion? Start by asking board members for their contacts.)
- **Emphasize your ability** to address both marketing and goodwill

Table 2: Keys to Linking Up with a Corporate Sponsor

1. Show the company how it will gain a return on investment by sponsoring your organization.
2. Become part of the company's marketing budget rather than its corporate giving budget.
3. Connect the money sponsors give you with direct results that advance their goals.
4. Position your cause as a vehicle that will promote the company's overall image and reputation.
5. Get to know someone in the corporation's upper management who can help you navigate the system.
6. When selling your organization to the corporation, give equal weight to the marketing and goodwill results you can provide.
7. Create a sustainable relationship that's integrated with the company's long-term plans.

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Nonprofits receive only about 10% of all sponsorship expenditures.

objectives for the company. Goodwill objectives focus on the company's image as a good citizen in the community, while marketing objectives encompass the company's overall image.

- **Keep in mind** that companies view sponsorship as a marketing activity. Approach them with a marketing mindset.
- **Show sponsors what results they'll attain** for every dollar they give you.
- **Strive to become part of the business's marketing budget** and not merely the beneficiary of corporate donations or sponsorships.
- **Create linkages** that tie directly into the sponsor's long-term goals.
- **Help your employees think** beyond this year's events. Educate them to see your sponsor not just as a contributor of funds but as a partner in attaining strategic goals. ■

Maureen Joyce, MS (Robert Morris University) is the development Web administrator for Greater Pittsburgh Community Food Bank (mjoyce@PittsburghFoodBank.org), where she manages the Food Bank's online marketing and fundraising programs. Darlene Y. Motley, Ph.D. (University of Pittsburgh), is an assistant professor at Robert Morris University (motley@rmu.edu) and director of the Master of Science in Human Resource Management Program.

Footnotes

¹"International Events Group Sponsorship Report," Cause Marketing Forum, <http://www.causemarketingforum.com/page.asp?ID=188>.

²Kelley, C. and T. Kowalczyk, "Cause Marketing: Opportunities for Assisting Exempt Organizations and Sponsors," *The CPA Journal*, Vol. 23, No. 2; Mack, R., "Event Sponsorship: An Exploratory Study of Small Business Objectives, Practices, and Perceptions," *Journal of Small Business Management*, Vol. 37, No. 3; and O'Hagan, J. and D. Harvey, "Why Do Companies Sponsor Arts Events? Some Evidence and a Proposed Classification," *Journal of Cultural Economics*, Vol. 24, No. 3.

All companies have both goodwill-oriented and marketing-oriented objectives.

Creative Corporate Collaborations

For more on raising funds from corporations, see these resources at www.snpo.org/members.

Making the Business-Nonprofit Partnership a Win-Win (Vol. 22, No. 1)

How to Target Corporations to Diversify Your Funding Mix (Vol. 25, No. 1)

For-Profits and Nonprofits Meet Missions Together (Vol. 25, No. 4)

Enlightened Self-Interest: Selling Business on the Benefits of Cause-Related Marketing (Vol. 15, No. 4)

Straight Talk from Foundations and Corporations (Vol. 3, No. 5)

Learning Institute programs on-line: Resource Development and O for Opportunity: Exploring New Revenue Opportunities for Nonprofits (<http://www.snpo.org/lino>).

Creative Fundraising Ideas

Let Humor Take Center Stage

Nothing gets people on your side more quickly than giving them a reason to smile and laugh. That's the key behind Roast-a-Doc, the annual event for Sutter Davis Hospital Foundation in Davis, California. Each year, one or two doctors are targeted for good-natured jokes from colleagues, family, and friends. The target of the roast, in return for being a good sport, gets to choose which part of the hospital will benefit from the proceeds. For more creative fundraising ideas, see "Special Events Galore!" (www.stevensoninc.com).

Target Singles Looking for Love

Realizing that most fundraising events were couples-driven and that over-30 singles didn't have many chances to meet, Singles with a Cause reached out to an often-overlooked group. The evening of cocktails, appetizers, and music at an upscale restaurant raised \$6,000 for the Center for Autism Research at the Children's Hospital of Philadelphia. The big draw—and the reason professional people between 30 and 60 were willing to pay \$75 apiece for the evening—was the chance to mingle with like-minded singles and maybe meet that special someone, and that's what event organizers reinforced in the invitations and the atmosphere of the evening.

Try a Food-Centric Smackdown

Capitalizing on people's interest in TV's celebrity chefs, an Austin nonprofit held its own smackdown-style food-centric fundraiser, in which it invited local chefs to present their best take on macaroni and cheese to judges and attendees. The idea came from the kids served by the organization (Theatre Action Project, which builds children's self-esteem through educational theatre). The same idea would work for a black-tie or family-friendly event, and the same type of food can be both plain and fancy. (Ever heard of lobster mac and cheese?)

Companies place more importance on objectives associated with marketing.



Creating a Climate for Innovation

Renew yourself and your organization.

By Don Knapp

In these challenging times, nonprofits must create a climate that fosters innovation for renewal. Innovation means creating something entirely new. It's different from "continuous improvement," which means making something that already exists better (important in its own right).

"In this world of intensified competition," wrote Harvard Business School professor Rosabeth Moss Kanter in *Learning Organizations* (Productivity Press, www.productivitypress.com), "organizations can no longer afford to be followers, to wait for somebody else to innovate."

Many of us get our best ideas in solitude and away from the office. To choreographer Twyla Tharp, writing in *The Creative Habit* (Simon & Schuster, www.simonsays.com), new ideas are apt to come from the intuitive right hemisphere of the brain and in times of seclusion:

"You're seeking thoughts from

Many of us get our best ideas in solitude and away from the office.

the unconscious, and trying to tease them forward until you can latch onto them. An idea will sneak into your brain. Get engaged with that idea, play with it, push it around—you've acquired a goal to underpin this solitary activity. You're not alone anymore; your goal, your idea is your companion."

To encourage creativity in your organization, remember Frederick Herzberg's "motivation-hygiene" theory. Author of *Work and the Nature of Man* (World Publishing, www.worldpublishing.com), Herzberg believed that employees were more motivated to work because of opportunities for achievement, recognition, advancement, growth, and meaningful work itself than "hygiene" factors surrounding the job (working conditions, security, supervision, social contacts, status,

and compensation). However, "if the hygiene factors aren't competitive you've got a morale problem."

"Once people have enough intelligence to function in their work," Alan Robinson and Sam Stern wrote in *Corporate Creativity* (Berrett-Koehler Publishers, www.bkconnection.com), "one person is just as likely as another to be creative." And, they concluded that most creative acts, as they now occur in organizations, aren't planned for and "come from where they are least expected."

The quality revolution, which began in America in the 1980s, merged the innovative tendencies of individuals with cross-functional teams. Collaboration in teams is an acquired skill for many of us, but

Quality and customer satisfaction can be improved by using cross-functional teams.

Most creative acts come from where they're least expected.

when it happens it expands the capacity for innovation and problem-solving.

W. Edwards Deming, America's most prolific quality guru, taught that quality and customer satisfaction can be improved by using cross-functional teams of empowered workers with customer input, not as a collection of separate entities but as a system of elements that interact with each other and their environment. He acknowledged in *Out of the Crisis* (MIT Center for Advanced Engineering Study, web.mit.edu) that "teamwork is a risky business," as employees in one department are often not used to working with those in other departments and many are afraid to speak up. But, he believed, "teamwork is sorely needed." Teamwork requires people to compensate someone else's weakness with their own strengths. It calls for everyone "to sharpen each other's wits with questions." It develops a capacity for give-and-take and continuous learning.

Teams, wrote Jon Katzenbach and Douglas Smith in *The Wisdom of Teams* (HarperBusiness, www.harpercollins.com), are "more flexible than larger organizational groupings because they can be more quickly assembled, deployed, refocused and disbanded, usually in ways that enhance rather than disrupt more permanent structures and processes." Teams outperform individuals, "especially when performance requires multiple skills, judgments and experiences," the authors said.

If you offer opportunities for your employees (both paid and volunteer) to be innovative, you will stimulate individual and organizational renewal. As John Gardner wrote in *Self-Renewal: The Individual and the Innovative Society* (W. W. Norton, www.norton.com), "In a society capable of renewal, people not only welcome the future and the changes it brings but believe they can have a hand in shaping the future." ■

Teamwork calls for everyone "to sharpen each other's wits with questions."

Don Knapp (donaldknapp@mchsi.com, www.systemsand sustainability.com, 260-425-0500), a consultant to nonprofit organizations, was executive director of the Honeywell Foundation for 25 years, co-founded five nonprofit organizations and served on their boards, led a team of U.S. and African volunteers that built a village school in Ethiopia, hosted an urban affairs talk show on Minnesota Public TV, coordinated the planning and fundraising for a theater-gallery-restaurant-plaza development, conceived Indiana's economic improvement district law, and helped a number of cities improve their downtown strategies.

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WHAT'S UP ONLINE?

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(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.

Who Are the New Interns, and How Can They Help You?

The new economy offers priceless opportunities for you to build organizational capacity. Here's how.

By Amy J. Good



What if you were faced with the daunting challenge of rebranding your organization, launching a new Web site, and hosting a major event—all in eight weeks? The communications director of a small nonprofit in Madison, Wisconsin, was faced with just such an overwhelming task. Not only did she deliver on time, but she exceeded expectations and created quite a buzz about the organization.

Her secret weapon? She quickly recruited a team of eight interns to help her meet her goals. This team was made up mostly of a new kind of intern—one who wasn't available to nonprofits until recently. With these interns by her side, she was able to achieve the seemingly impossible.

You may be pleasantly surprised at how much you can accomplish with interns. Most work without pay or with a small stipend to cover travel expenses, so their contributions are doubly valuable. And, in this new economy, you may find unexpected kinds of interns to help you.

How to Prepare

Before you reach out for interns, prepare for the experience. If you limit interns to rote tasks like filing, copying, or entering data, you're doing a disservice to them and your organization. Interns should be able to expand their skills while performing meaningful work that benefits

The interns of the new economy have tremendous potential to build your organization's capacity.

your organization.

Strategize with your staff to assess how interns can enhance your organization. Perhaps they can take over part of someone's duties to free that person for higher level functions or reduce a crushing workload. Maybe they can plan a special event or infuse new energy into a project that's been on the back burner.

To find the best fit, create a detailed job description to use in your outreach. Writing it will help you define qualifications and responsibilities.

Consider bringing aboard several interns if you're well prepared and can provide quality supervision. You may wish to start with just one or two interns to test out your internship program before securing a larger intern team.

Be sure to prepare staff members to welcome and mentor your interns. Emphasize that having interns is an opportunity for employees to gain new ideas, skills, supervisory experience, and the chance to build strong teams.

Where to Find the Right Interns

Traditionally, interns have been pre-professional college students,

high in energy and enthusiasm, with new, untried skills and little work experience. Consider these traditional interns, and then look even further to find the non-traditional intern impacted by a down economy.

Workers with decades of experience have found themselves downsized and are looking for internships to build their skills and prevent gaps on their resumes. In addition, people with work experience and college training are going back to technical schools or earning certificates to become more marketable or change career paths. These interns have a motivated work ethic with a strong desire to build their skills and portfolios.

Other non-traditional interns are recent college graduates who can't find a job in their chosen career and seek practical experience. They may be juggling part-time or full-time jobs unrelated to their field to make ends meet, so you'll need to be flexible in scheduling their hours. Be prepared to provide work references for them, and don't be alarmed if they find the career-related job they've been seeking and need to cut their internship short.

Also consider virtual interns, especially for tasks such as research, graphic design, social media, and other activities not requiring interaction with clients or other staff. Make it a point to check in with virtual interns regularly. In addition to e-mail and phone conversations, tools such as Web meetings and video conferencing can help you keep

Look beyond your backyard.

in touch with them even if they're halfway across the world.

How to Recruit Interns

When recruiting non-traditional interns, local universities are still a good place to start. Look for departments that relate to your intern position even if they don't have required internships.

Don't look only to four-year colleges. Consider two-year campuses, technical schools, private schools, and for-profit schools. Contact the career services department to reach students and alumni looking for opportunities. Also look for student organizations and student chapters of professional groups for your outreach. For the right internship fit, motivated students may be willing to drive quite a distance, move to your city for the summer, or intern virtually, so look beyond your backyard.

In addition to colleges and universities, use several other avenues to get a diverse group of applicants. Look for professional organizations related to the skills you're seeking, and ask them to send information to their members. Some Web sites offer free listings for nonprofit internships. Free sites like craigslist.org are another option. Join relevant groups on LinkedIn, including college alumni groups, networking groups, and professional organizations, and post to their jobs tab.

Don't forget to reach out to your organization's network of staff and supporters. Identify board members, volunteers, and others close to your organization who can recommend applicants. Cast a wide net via your organization's Web site and social media. Your highly social-networked staff can spread information about your opening virally via tools like listservs, Facebook, and Twitter.

Join relevant groups on LinkedIn.

How to Assure Success

Once you've recruited your interns, prepare them for success from their first day. Provide a thorough orientation. Introduce them to other staff members, and let them know where to get their questions answered. If possible, give them a space to call their own with the supplies and technology they'll need.

Meet with your interns regularly to check on their progress, answer questions, and provide guidance. During the interview process, you should have ascertained your interns' learning goals. Check in after a few weeks to finalize their goals. Ask them to identify any additional projects they feel they can assist with; they may identify an area you didn't even have on your radar.

Include interns at key meetings where they can network with professionals and stretch their goals. Share learning opportunities, such as free webinars and seminars, your favorite blogs and Web sites, and helpful books and articles. Take your interns on tours—to the company printing the piece they designed or the homeless shelter they refer clients to as part of their service. Have them conduct informational interviews of your staff and those at partner organizations. Not only will your interns understand how their work fits into the organization's mission, they'll learn things to better your organization.

Recognize your interns' work publicly to show your gratitude and help them get to the next step on their career ladder. Mention their contributions in meetings with staff members and partner organiza-

tions. Write letters of recommendation and offer to be a work experience reference in the future. If your intern is applying for a job at an organization you know, put in a kind word.

The interns of the new economy have tremendous potential to build your organization's capacity. Prepare well, expand your traditional recruitment methods, and implement success strategies to make the experience meaningful for all. ■

Amy J. Good, Director of Development and Communications for the Urban League of Greater Madison (www.ulgm.org), agood@ulgm.org), holds a Bachelor of Social Work from UW-Whitewater and a Master of Nonprofit Management from Regis University. She has had the pleasure of mentoring 15 interns in the last 12 months.

Some Web sites offer free listings.

Make the Most of the Internship Experience

Learn more with these and many other *Nonprofit World* articles at www.snpo.org/members:

- **Add Energy & Diversity to Your Organization with Interns** (Vol. 27, No. 6)
- **How to Create a Motivating Environment** (Vol. 28, No. 5)
- **Build a Powerful Staff Team** (Vol. 18, No. 4)
- **Highly Motivated Employees at No Cost? It's Not an Impossible Dream** (Vol. 19, No. 6)

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The *Real* Secret: Moving Beyond the Law of Attraction

If you found the bestselling book *The Secret* lacking, here's a better way.

By Paul Lemberg



Everyone wants to be more successful, but hard work sometimes seems just too hard. Some people turn to the Law of Attraction for help, so I've been thinking about that a lot lately.

All hoopla aside, I like the Law of Attraction, and why not? If the choice is between focusing on things I want versus things I don't want, I'd rather spend my mental energy on things I want.

But here's the question: Is "just" thinking, and emoting, and visualizing, and meditating, and yes, praying, about things I want going to bring them into my life?

LOA gurus say yes and offer proof like a garage full of fast cars, a big house, weight loss...I don't believe it. If all you do is think, emote, visualize, meditate, and pray, you may feel better, but all by themselves, those things aren't going to make your house bigger or your cars faster. And if you think about being thin, and keep eating, the proof is in the pudding.

If it did work, everyone reading *The Secret* would be rich. And most aren't.

If you really want to improve your organization and your life, apply the Law of Focused Action.

Will thinking about what you want bring those things into your life?

But here's what does happen: When you sharply focus your internal self on what you want, as directed by the Law of Attraction, you're going to see many subtle things you might otherwise have missed. And you'll see some obvious things your previous blinders kept from view as well.

You're also going to stop sabotaging yourself in whatever ways you've spent a lifetime mastering. (Everyone's an expert at their own version of this.) You're likely to be more "attractive" to people who can help you, because you've become a more positive, pleasant person to be around, and perhaps more fun, besides.

In all these ways, practicing the Law of Attraction can make a huge difference. But here's one more important point: In the physical world, where most of us live, if you want something to happen, you've got to move things around. Whether it's atoms or bits, things have to move. And that takes action.

The good news is that your LOA-driven focus *can* cause you to do things, large and small, that you otherwise might have delayed, or blown off entirely, or done badly, which you'll now do well. An LOA mindset can cause you to take action. And not only any action, but the right action. Focused action.

Is there something spiritual at work here? I can't say, I'm not an expert. But I can tell you this: If you don't have that last bit—the part about taking focused action? Not much is going to happen. But if you consistently take focused action, doing the right things, day in and day out, you can make miracles happen.

So I've got a proposal. The Law of Attraction is fine, but if you really want to improve your organization and your life, apply the Law of Focused Action.

Use the Law of Attraction to sharpen your mental focus and concentrate on what you want to happen. Then put the Law of Focused Action to work. Get busy with the things that will make a difference.

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

RESOURCES

(available at
www.snpo.org/members)

Six Ways to Get Out of a Rut (Vol. 24, No. 4)

Creating Breakthroughs (Vol. 26, No. 4)

Will & Vision: Keys to Advancing Your Organization (Vol. 26, No. 2)

Thinking about Thinking (Vol. 26, No. 3)

How to Present Training Workshops that Educate and Inspire

Use these tips to be sure your workshop is successful.

By Vi Huynh



As a nonprofit professional—whether you're an executive director, service provider, or project manager—you're likely to be asked to provide a training workshop. Conducting a workshop can be nerve-racking, especially if it's not part of your regular job responsibilities. Here are five keys to success:

Tip 1: Arrive a day ahead of time.

Spend part of a day learning about the local community. That's a great way to get to know your audience and put your training into context. If you're training on fundraising, visit a local foundation or talk to an area nonprofit about raising money. Also take time to visit a museum or a community landmark. Understanding the local culture communicates your desire to relate to your audience and meet their needs.

Check on the training location. Familiarize yourself with the room size, acoustics, location of restrooms, and so on. Being comfortable with the environment is just as important as knowing the content.

Tip 2: If it starts at 9:00, get there at 7:45.

Give yourself enough time to address any logistical issues that arise before the training. Even if you're there the night before, it's important to arrive at least an hour and 15 minutes before the training starts. Whether you're conducting training for 15 or 150 people, something may need to be addressed at the last second. *Are you still scheduled in*

Being comfortable with the environment is as important as knowing the content.

the same training room? Does all the audio and visual equipment work? Do you have enough materials?

Take time to get organized and feel comfortable in the room. When the audience arrives, they should see you prepared and relaxed.

Talk to participants before the training. Such conversations will help you develop rapport with them.

Tip 3: Draw from your experience.

Identify experiences of your own that will enhance the material. Quality trainers weave in stories that complement the training content. If you're training on board development, for example, share your experience as a board member. Such personal narratives engage the audience, establish your credibility, and move abstract content into the practical realm.

Tip 4: Leverage the experience of participants.

Participants have a wealth of knowledge that can be useful during the training. Informal conversations before the workshop can help you identify participants whose perspectives may come in handy later on.

During the training, redirect people's questions to the audience. Asking the audience to help answer questions keeps people interested,

communicates respect, and promotes knowledge sharing.

Tip 5: Be organized and deliberate but also flexible.

By the time you conduct the training, everything has been planned and organized. Your session outlines, objectives, and group exercises are set. Having a good design and agenda is essential. However, it's just as important to be flexible and willing to change direction. Such flexibility shows participants that you're in tune with them.

Many things can influence participants' ability to learn. Make sure you can expand or decrease your content to take advantage of unexpected learning opportunities.

Take a break when necessary. You needn't wait till breaks are scheduled. Adding a break when you sense people need it reduces the chance that they'll tune out due to fatigue or content overload. ■

Vi Huynh (vbh@daremightythings.com, 703-752-4331) is a training consultant for Dare Mighty Things, Inc, in Arlington, Virginia. He has designed trainings for numerous audiences, including board members and nonprofit staff. His focus is working with community-based organizations to improve organizational capacity and community partnerships.

When the audience arrives, they should see you prepared and relaxed.



Strategic Planning THAT WORKS

Don't just create a plan: Put it into action.

By Debra Thompson

Strategic planning is as essential to your organization as steering is to a ship, keeping you on track until you reach your destination. Yet, so many nonprofits omit this vital activity or don't do it well. Instead, they go along from day to day, doing their "thing" of delivering services, trying to raise money, and just surviving.

Nonprofit organizations are too important to settle for mere survival. They need to thrive. And to do that, they must articulate what they do, how they do it, who they help, and what they need to continue and grow. They must determine what it will take to achieve their goals. And that calls for a strategic plan.

"Oh, we've tried that," you might say. But if you didn't obtain any lasting benefit from your planning process, there's a good chance you ended up with one of the following:

- **The historical.** Your plan is based on the previous year's budget, plus 5%.
- **The dust collector.** The plan is 150 pages long, took two years to create, and sits on the shelf.
- **The warm-fuzzy.** Your "plan" was actually a half-day retreat where everyone sat around, sang the planning equivalent of "Kumbaya," and left feeling good—but nothing happened.

Here's a primer to make sure your plan makes a real difference.

Does the board have the right composition, skill sets, community awareness, and size?

How Strategic Planning Solves Problems

Carefully crafted strategic planning helps solve a host of problems. When done well, strategic planning will accomplish the following:

- **Offer a framework** for board effectiveness, performance, and evaluation.
- **Develop** an attainable, growth-oriented vision.
- **Evaluate** your current product and service offerings.
- **Prioritize action plans** for introducing new programs, products, services, and funding strategies.
- **Create a calendar** with clear directions on how to attain future visions.
- **Build group consensus** and buy-in to the planning process.
- **Involve staff** in supporting a vision and attaining goals and objectives to get there.
- **Monitor setbacks and successes**, and respond accordingly.
- **Anticipate and meet the challenges** of ongoing organizational, regional, and global change.

It's All about Vision

If a "strategic" plan fails to define the organization's vision, not just the impact of programs, it isn't re-

ally a strategic plan. The hallmark of effective strategic planning is its visionary aspect.

Too often, nonprofit leaders confuse strategic planning with the type of planning that simply develops programs or services in response to community needs or availability of funds (for instance, funds are available for food programs, so they plan a food program). Such planning lacks visionary exercises that look to the future and identify what the organization needs to do differently to fulfill its mission.

Think of the process as one in which your organization's leadership tries to envision the future: How might the community change? How might trends affect the needs of the community? How must your organization evolve in step with changes when they occur?

Five Phases of Strategic Planning

Well-designed strategic planning encompasses five phases:

1. Evaluate the board (a critical "preliminary" phase). Assess the board's governance function to gain a picture of its strengths and gaps. Does the board have the right composition, skill sets, community awareness, and size to function effectively?

2. Assess needs. Develop a vision and mission; analyze strengths,

The best strategic plans have several things in common.

Effective strategic plans don't have more than five goals.

weaknesses, opportunities, and threats (SWOT); determine if constituents and the community have a genuine need for current services; identify current resources, community needs, debt capacity, government and policy changes, and other top priorities for mission fulfillment.

3. Achieve outcomes. Finalize goals, objectives, and new program possibilities.

4. Implement. Craft strategies to achieve goals, including funding strategies, delegated objectives, and action plans with assigned responsibility and target dates.

5. Review. Measure, reward, and recognize success. Track outcomes systematically.

Characteristics of Effective Plans

The best strategic plans have several things in common:

Ongoing process. In its best form,

strategic planning is a continuous process of listening to constituents, donors, and others while building the organization's capacity to meet not only current but also changing needs. Continual monitoring of community needs and wants sets a firm foundation for successful strategic planning.

Five-goal limit. Effective strategic plans don't have more than five goals. Five (or fewer) goals are much easier to remember, communicate, and reinforce in the long term.

What nonprofit executives don't know about strategic planning can undermine their organizations' missions and end results. And what they do know—and implement—can make the difference between just surviving and gloriously thriving. ■

Debra Thompson (Debbie@getstrategy.com, www.getstrategy.com) is founder and president of Strategy Solutions, Inc., a business development firm that provides strategic planning, market research, and support services to nonprofit organizations, communities, and businesses that want to thrive and adapt successfully to change.

Keep Moving Forward

Here are more resources (available at www.snpo.org/members) to help you plan your strategic journey:

- **Putting Vision to Powerful Use in Your Organization** (Vol. 13, No. 4)
- **Adapt to Change to Survive** (Vol. 24, No. 2)
- **Needed: A Better Grasp of Strategic Planning** (Vol. 24, No. 5)
- **Should You Change Your Mission?** (Vol. 20, No. 3)
- **Creating a Values-Based Road Map** (Vol. 23, No. 2)
- **How to Assess and Improve Your Board's Performance** (Vol. 24, No. 1)
- **Four Steps to Evaluation Success** (Vol. 23, No. 2)

Also see Learning Institute programs on-line: Strategic Planning and Outcome Measurement (www.snpo.org/lino).

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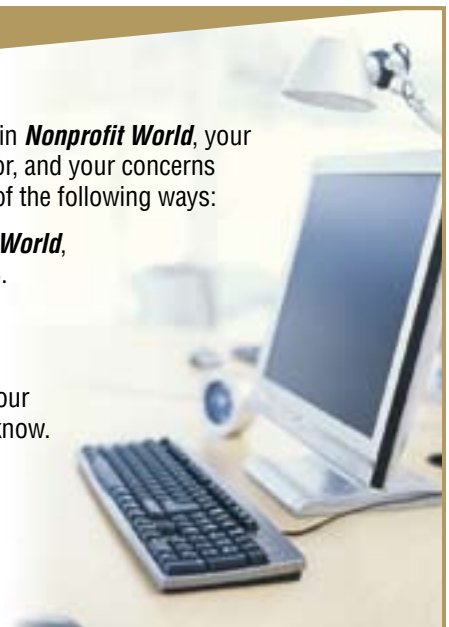
We would love to hear your response to anything in **Nonprofit World**, your comments about any aspect of the nonprofit sector, and your concerns about your daily work. Please get in touch in any of the following ways:

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.





Why Your Employees are *LOSING MOTIVATION*— & What to Do about It

Eight proven practices to fire up the troops

By David Sirota, Louis A. Mischkind, & Michael Irwin Meltzer

Most employees are enthusiastic when they start a new job. But their morale often declines after their first six months—and continues to deteriorate for years afterward. The fault lies squarely at the feet of managers. Our research has shown how managers' behaviors contribute to the problem—and what they can do to turn it around.

Three Key Goals of People at Work

To maintain employees' enthusiasm, managers must understand the three things people seek from their work—and then satisfy these goals:

- **Equity:** to be respected and treated fairly
- **Achievement:** to be proud of one's job, accomplishments, and employer
- **Camaraderie:** to have good, productive relationships with fellow employees.

If just one of these factors is missing, employees are three times less enthusiastic than workers at organizations where all elements are present.

What Managers Can Do

Satisfying the three goals depends on both organizational policies and managers' everyday actions. The following eight practices will support employees' need for achievement, equity, and camaraderie.

1. Instill an inspiring purpose. A critical condition for employee

To maintain an enthusiastic workforce, managers must meet all three goals.

enthusiasm is a clear, credible, and inspiring organizational purpose—a “reason for being” that translates for workers into a “reason for being there.”

Stating a mission is a powerful tool. But equally important is the manager's ability to explain the reason behind the mission. Managers of stockroom workers, for example, must do more than tell employees that their mission is to keep the room stocked. They must communicate how important the job is to those inside and outside the organization who rely on the stockroom being properly maintained.

2. Provide recognition. Managers should be certain that employee contributions, both large and small, are recognized. The motto of many managers seems to be, “Why should I thank people for doing what they're paid to do?” Workers repeatedly tell us, with great feeling, how much they appreciate a compliment. They also report how distressed they are when managers don't thank them for a job well done yet are quick to criticize them for mistakes.

A pat on the back, a dinner for two, some schedule flexibility, a paid day off, a flower on a desk with a thank-you note, or a simple “good going” are a few of the hundreds

of ways managers can show appreciation for good work. Such actions work wonders if they're sincere, sensitively done, and not considered a substitute for fair and competitive pay.

3. Be an expeditor for your employees. Incorporating a command-and-control style is a sure-fire path to demotivation. Instead, redefine your primary role as being your employees' expeditor: It's your job to facilitate getting their jobs done.

How do you know what employees need from you in order to do their jobs well? Ask them! If you can't immediately address a particular need or request, be open about it and then let workers know how you're progressing at resolving their problems. This is a great way to build trust.

4. Coach employees for improvement. The best way to help employees improve their performance is to provide meaningful feedback. Here are keys to a basic feedback plan:

- **Give feedback as soon after the occurrence as possible.** Remember that performance feedback isn't the same as an annual appraisal. Use the formal appraisal to summarize the year, not surprise the worker with past wrongs.

- **Recognize that workers want to know when they've done poorly.** Don't be afraid to give appropriate

Deal decisively with the 5% of your employees who don't want to work.

Redefine your primary role as being your employees' expediter.

ate criticism; people need to know when they're not performing well. At the same time, don't forget to give positive reinforcement. It is, after all, your goal to create a team that warrants praise.

- **Make your requests for improvement specific,** factual, unemotional, and directed at performance rather than at employees personally. Avoid overall evaluative remarks ("That work was shoddy") or comments about employees' personalities or motives ("You've been careless"). Instead, provide concrete details about what needs to be improved and how.

- **Keep feedback relevant to the employee's role.** Don't let your comments wander to anything not directly tied to the tasks at hand.

- **Ask employees for their views of problems.** Their observations can be invaluable in deciding how to deal with performance issues, including how you can be most helpful.

5. Communicate fully. Frustration with inadequate communication is one of the strongest feelings workers express in surveys. What people need in order to do their jobs dictates that very few restrictions be

placed on the flow of information. Hold back nothing of interest to employees except those very few items that are absolutely confidential.

Schedule regular employee meetings with no purpose other than two-way communication, and seek continual feedback about how well you and the organization are communicating. One of the biggest communication problems is the assumption that a message has been understood. Follow-up often finds that messages are unclear or misinterpreted.

6. Face up to poor performance. Identify the 5% of your employees who don't want to work. Then deal decisively with them. Most people want to work hard and be proud of what they do. But some employees are, in effect, "allergic" to work; they'll do just about anything to avoid it. A disciplinary approach—including dismissal—is about the only way to manage them. It will raise the morale and functioning of other employees to see this obstacle to their performance removed.

7. Promote teamwork. To be done effectively, most work requires a team approach. Research shows repeatedly that a group's efforts in areas such as problem solving are usually superior to those of individuals working on their own. In addition, people gain a motivation boost from working in teams.

Whenever possible, organize employees into self-managed teams, giving them authority over matters such as quality control and scheduling. Create opportunities for cross-learning and diversity of ideas, methods, and approaches.

8. Listen and involve. Employees are a rich source of information about how to do a job better. This principle has been demonstrated time and again with all kinds of employees—from hourly workers do-

ing the most routine tasks to high-ranking professionals.

Managers who operate with a participative style continually announce their interest in employees' ideas. They find opportunities to have direct conversations with individuals and groups about what can be done to improve effectiveness.

Once they've defined task boundaries, participative managers give employees freedom to operate and make changes commensurate with their knowledge and experience. There may be no single motivational tactic more powerful than freeing competent people to do their jobs as they see fit. ■

David Sirota is chairman emeritus, Louis A. Mischkind is senior vice president, and Michael Irwin Meltzer is chief operating officer of Sirota Survey Intelligence. They can be reached at MUOpinion@hbsp.harvard.edu. This article is adapted with permission from Harvard Business School Working Knowledge (www.hbswk.hbs.edu).

If just one factor is missing, employees are three times less enthusiastic.

Keep Up the Good Work

For more on creating an enthusiastic staff team, see these *Nonprofit World* articles at www.snpo.org/members:

- **How to Ignite Entrepreneurial Spirit in Your Organization** (Vol. 20, No. 5)
- **The Key to Building Productive Teams** (Vol. 21, No. 4)
- **Overcome Organizational Indifference** (Vol. 24, No. 2)
- **Regular People, Spectacular Results** (Vol. 23, No. 4)
- **Use Employee Ownership to Motivate People & Gain Revenue** (Vol. 22, No. 4)
- **How to Conduct Discipline Interviews** (Vol. 24, No. 6)
- **The Organizational Personality and Employee Performance** (Vol. 21, No. 1)

There may be no single motivational tactic more powerful than freeing competent people to do their jobs as they see fit.



The Night Your Nonprofit Died

It could happen to you if you don't heed these warnings.

By Bruce Glasrud

We frequently hear stories of nonprofits having to close their doors when their funding is cut. Unless there's downright malfeasance or scandal involved, the press usually paints a sympathetic picture, often calling for funder reconsideration or a benefactor to save the day. Rarely do the media blame a nonprofit's outmoded policies or lack of foresight. But, many times, they should.

Funding cuts that lead to organizations folding are often due to the nonprofits' own lack of proactive leadership. Here are some of the most prevalent failure points:

- The organization's leaders assume that continued funding from long-term sources is a given, so they don't diversify funding streams or otherwise lift a finger.

Surprise happens when you ain't been looking.

- Program methodology becomes routine and eventually obsolete.
- Boards, executives, and staff get too darned insular or lazy to get out of their offices and cultivate the relations needed to foster healthy funder-grantee relationships.
- The organization is weighed down by a sense of entitlement.
- The executive's idea of turning things around is to work harder at what's not working.

Keep current, and be sure you *look* current to your funders.

The remedy? Become proactive.

The word proactive is often mouthed but not so often set in motion, even when it's clear that an organization is in trouble. Here are recommendations that should be routinely undertaken at all levels of your organization's interface with your funders:

- **Pay attention.** Surprise happens when you ain't been looking. As baseball great Yogi Berra said, "You can observe a lot just by watching." If one of your funders "suddenly" makes noises about cutting your funding or contract, it's probably because you haven't been paying attention to the trends and issues affecting *them*.

- **Review and revise** your methods and procedures on a regular basis. Keep current, and be sure you *look* current to your funders.

- **Remember** that the root word of "proactive" is...active! If your relationship with your funders is rote and routine, you're losing crucial opportunities to cement relationships and build working arrangements. Get out of your office and hobnob.

- **Take an interest** in what your

Get out of your office and hobnob.



funders do. Inquire sincerely about *their* issues and *their* problems. Don't just dump on them with your own.

- **Ask your funders** frequently for their feedback about how you're doing and for the benefit of their expertise. Besides being flattering, such requests will garner respect.

- **In every interaction, treat your funders** as if you and they are part of the same integral team. Otherwise, you'll be deemed expendable, not expandable.

Resting upon your laurels and taking funding relationships for granted is fatal. So is inattention to the portents surrounding your mission and that of your funders. Be active, not passive, so that you won't have to close the doors behind you for the very last time. ■

Treat your funders as if you and they are part of the same integral team.

Bruce Glasrud (<http://thirdsectorhorizons.com>, info@thirdsectorhorizons.com, 651-336-9229) is a futurist, specializing in anticipatory management strategies for nonprofits.



What Makes an Excellent Board?

Two books reveal ways to raise your board to a whole new level.

By Terrence Fernsler

The Source: Twelve Principles of Governance That Power Exceptional Boards

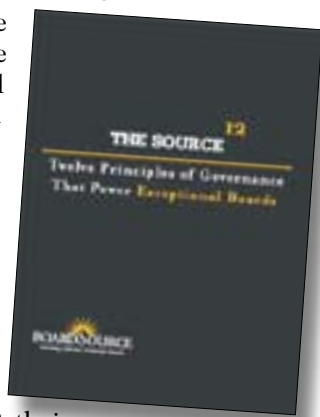
By BoardSource. 25 pages. Softcover. BoardSource, www.boardsource.org.

What's the difference between responsible and exceptional boards? The difference lies in thoughtfulness, engagement, knowledge, and communication. Responsible boards are competent stewards; exceptional boards passionately pursue mission, constantly search for solutions, and seek to add value.

This pithy, useful book shows how boards operate at their highest, using the best of their members' abilities. It provides 12 principles of conduct that make exceptional boards, based on the many years of in-depth board development work at BoardSource.

Excellent boards make sure that mission, vision, and values complement one another. They welcome diversity of opinion and embrace continuous learning from multiple sources. They make sure that board members evaluate themselves and that assignments are aligned with the organization's priorities.

The Source explains what an excellent board is and does. Its brevity makes it an easy reference. Those who want their board and organization to be the best they can be will want to have this book handy and use it frequently.



You must look anew at the capital that directors bring to your board.

actually is. Nonprofit boards add tremendous value to an organization when they govern by leadership.

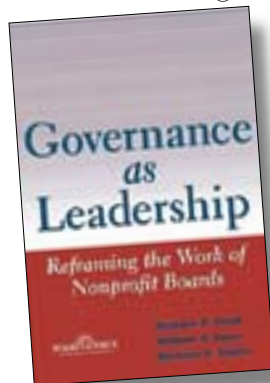
The authors contend that the role of boards has changed. First, boards were fiduciaries, balancing the budget and raising funds. Success depended on the organization's self-evident virtues and unique purpose. Then changes in the environment made strategic planning necessary to succeed.

Both types of governance—fiduciary and strategic—are crucial, and, taken together, comprise the current state of the art in trusteeship. But to be effective, organizations must add another role for boards—that of generative thinking.

A generative thinker decides the framework in which issues are viewed. In most nonprofits, framing issues is the job of managers. For organizations to be most effective, boards and executives both must participate in this innovative type of thinking. Board members must oversee generative work, much as they do with strategies executives recommend. They must probe how executives arrive at their sense of an opportunity or problem, and then help identify other ways to frame the issue.

Together, the fiduciary, strategic, and generative roles raise board members to leaders. To fulfill this leadership promise, you must look anew at the capital that directors bring to your board. In the past, it was enough for a board member to be an expert in a specific field. Increasingly, however, board members must bring intellectual, political, and social capital to the organization.

The authors offer exercises to help a board reach this more comprehensive leadership role. When boards learn to reframe governance as leadership, they'll perform better in all three governance modes. Understanding the changing ways nonprofits do business will enhance board performance and make organizations excellent. ■



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

Exceptional boards passionately pursue mission.

Governance As Leadership: Reframing the Work of Nonprofit Boards

By Richard P. Chait, William P. Ryan, and Barbara E. Taylor. 224 pages. Hardcover. BoardSource, www.boardsource.org.

Are nonprofit boards still relevant as governing bodies, or have too many become rubber stamps for executives? Advice about how to govern is abundant, but there's little discussion about what governance



Can You Modify Restrictions on Charitable Funds?

Must you always use restricted funds as donors prescribe? A new law gives you more flexibility.

By Harry W. Drozdowski

Many donors place restrictions on the funds they contribute. These restrictions limit the way you, the nonprofit, can invest and spend the funds (for example, endowment funds from which you can only spend the income), or the purposes or programs toward which you can apply them. You're bound by these restrictions in the same way that a trustee is bound by the restrictions in a trust instrument.

Restrictions on charitable funds usually align with the nonprofit's programs. Over time, however, priorities and programs can change and fall out of sync with restrictions on some funds. In such cases it may be necessary, as a matter of good stewardship and fiduciary responsibility, to explore ways to modify or release these restrictions.

What Are the Problems with Restricted Funds?

While restricted funds are common, their usefulness is occasionally questionable. Some nonprofits have restricted funds dedicated to projects that have been canceled, leaving them with money they can't use. Other organizations risk having to close their doors unless they can find money for general rather than specialized purposes. Others possess funds subject to impractical

The new act has been approved by all states except Florida, Mississippi, and Pennsylvania.

restrictions (such funds to support students with a major no longer offered by the college).

It can be difficult to persuade a court to release or modify these restrictions, especially if donors aren't available to grant their consent. However, due to the Uniform Prudent Management of Institutional Funds Act (UPMIFA), recently adopted in most jurisdictions, nonprofits now have much more flexibility in dealing with restricted funds.

What Is UPMIFA?

At its annual meeting in 2006, the National Conference of Commissioners on Uniform State Laws (NCCUSL) approved the Uniform Prudent Management of Institutional Funds Act (UPMIFA) and recommended it for enactment by state legislatures to replace the existing Uniform Management of Institutional Funds Act (UMIFA). UPMIFA has subsequently been approved by all states except Florida, Mississippi, and Pennsylvania. (Florida and Mississippi adopted UMIFA, while Pennsylvania hasn't adopted either

of the uniform acts.)

UPMIFA gives boards more clarity in investing and managing assets than UMIFA. It requires the board (and others responsible for managing and investing) to act in good faith and with the care of an ordinary prudent person and notes that the nonprofit may incur only appropriate and reasonable costs. In addition to this update, UPMIFA also added Section 6, which sets forth circumstances in which a nonprofit may modify or release restrictions on funds or endowments.

How Can You Use UPMIFA to Loosen Restrictions?

First, in Section 6(a), UPMIFA lets you release or modify restrictions on a fund by obtaining donor consent, as long as the fund continues to be used for a "charitable purpose of the institution." This is a big improvement over the predecessor UMIFA, which allowed restrictions to be *released* but not modified. You don't need to get such restrictions approved by the court. You can simply contact the donor and request permission to use the fund for a different purpose or to eliminate the restriction entirely.

In Section 6(b), UPMIFA lets you petition the court to amend restrictions on a fund or endowment without donor consent. You can modify or release a restriction's *administrative* provisions (how assets may be invested and held) if "the restriction has become impracticable or wasteful, if it impairs the manage-

This provision lets you petition the court for permission to invest the funds differently.

ment or investment of the fund, or if, because of circumstances not anticipated by the donor, a modification of a restriction will further the purposes of the fund.” For example, if you have a fund that can only be invested in subprime mortgage bonds (which may have seemed like a good idea at the time), this provision lets you petition the court for permission to invest the funds differently.

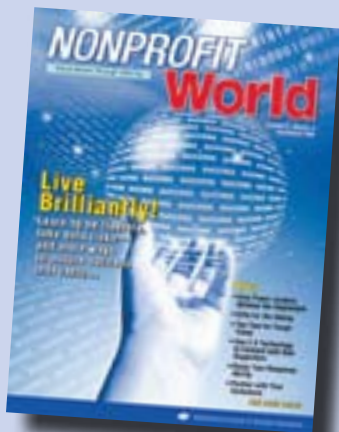
Through Section 6(c), you can modify or release restrictions held on a *particular charitable purpose* if the restrictions have become “unlawful, impracticable, impossible to achieve, or wasteful.” This

application of UPMIFA is perhaps the most useful of all. It gives you the option of petitioning to use restricted funds for general purposes if necessary to stay afloat in tough economic times.

In petitioning for a release or modification described above, the quality and persuasiveness of the petition is crucial. You must convince a judge that modifying or releasing the restriction on a fund is consistent with the donor’s intent and that the charitable purpose of the gift will continue after the modification or release is granted. Every restricted fund has a different story behind it. Be sure to tailor your petition to your organization’s unique story. ■

Tailor your petition to your organization’s unique story.

Harry Drozdowski, an associate with Mitchell Silberberg & Knupp LLP in Los Angeles (www.msk.com, 310-312-3234), provides comprehensive estate planning solutions in addition to assisting donors, foundations, and charitable organizations in achieving their philanthropic objectives.



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- **Free job postings** on our NonprofitCareers.org job site

For more information, visit:


www.snpo.org



I'm Sorry

Today's nonprofits face greater transparency than ever before, and apologies are often necessary to maintain accountability. Compelling leaders understand there's strength and integrity, not weakness, in humility.

As John Kador explains in *In Effective Apology* (Berrett-Koehler Publishers, www.bkconnection.com), an apology restores dignity to the party that was hurt and shows we're willing to sacrifice for a relationship we damaged. It benefits the offender as much as the victim and is an important way to build trust, reduce litigation, and deepen relationships. It's part of functioning in a connected world. Life becomes richer in the process.

Even more than being judged by our shortcomings, we're measured by our response to making mistakes. In a world where little stays hidden for long, responding to mistakes with an apology that shows we have nothing to hide demonstrates authentic leadership. 

—reviewed by Terrence Fernsler

Anything less than a wholehearted apology can deepen the damage.

How to Make Sure Your Apology Is Effective

- **Be specific** about what you did and whom you hurt.
- **Begin your apology** with the word “I.” Use active rather than passive voice (“I’m sorry that I misunderstood” rather than “I regret that this misunderstanding happened.”)
- **Offer restitution**—a concrete act that will help restore the relationship to what it was before the offense.
- **Take responsibility** for your behavior, and express remorse.
- **Include a promise** that you won’t repeat the offense.
- **Make the apology in person** if you can. If that’s impossible, a phone call followed by a letter is often the best alternative. If you must use e-mail, follow up as soon as possible with an in-person, phone, or letter apology.
- **Practice your apology**, writing it down and going over it aloud a few times before delivering it.




The Nudge Factor: How to Help People Overcome Biases in Making Decisions

A nudge is anything that significantly alters behavior, according to Richard H. Taler and Cass R. Sunstein in *Nudge*. Because people are so busy and face so many complex choices every day, they need such nudges to move them in the right direction. Here are a few common decision-making mistakes and some ways you can help nudge people toward better choices.

The planning fallacy is the tendency toward too much optimism about the time it takes to complete activities. When you’re taking the lead on a project, always give people a deadline several weeks ahead of the real deadline, or you’ll never be done on time.

Status-quo bias refers to people’s inclination to stick with their current situation rather than make a change—what the authors of *Nudge* call the “yeah, whatever” heuristic. If you want people to change, you need to make it clear how the new reality will benefit them and how much better it will be than the status quo.

The availability heuristic is what people use in assessing risk. If they can easily remember times when something occurred, they think the risk of it happening is greater. This misconception explains why we think the risk of employees stealing from us is small. Since few nonprofits prosecute employee theft or make it public, the risk is far greater than we believe. You can help people reassess such risks by reminding them that these things do happen, nudging judgments back in the direction of true probabilities, and making sure they take precautions for crises that are preventable.

Prejudgment mistakes are current judgments made on the basis of previous experience or what someone has told us in the past. When faced with a situation that looks familiar, we’ll leap to the judgment made in the previous case, even if there are important differences. Help people counter this form of biased thinking by advising them to seek the input of others, collect more data, or just be aware of the potential for this kind of decision-making error so they can guard against it. 

—Sources: *Nudge* (Yale University Press, www.yale.edu/yup, and Penguin Press, www.penguin.com) and *Think Again* (Harvard Business Press, www.harvardbusiness.com)

Beware of the “yeah, whatever” heuristic.



How to Turn a Raw Idea into Brilliant Success

Getting an idea is just the first step. After your first flash of insight, here's how to turn it into something useful:

Clarify what you want to do with your idea.

Check to be sure the creative task fits with the goals, values, and beliefs of your organization and all those who will help develop the idea.

Explore all possible consequences of your idea, both positive and negative.

Test your idea, making sure it's practical and looking for weaknesses, by asking some carefully selected people for their input.

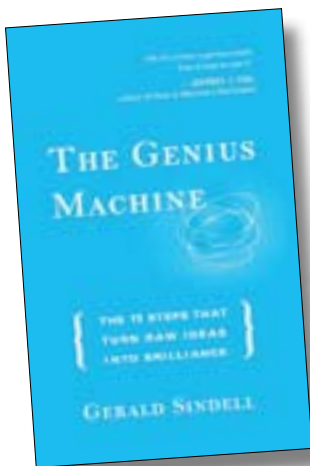
Research to see where you fit in the evolution of ideas similar to yours. Notice what makes your idea different from all the others.

Consider all the people who might benefit from your idea, both inside and outside your organization and your community.

Make it easy for people to adopt your new idea. Offer learning resources at every step.

Describe your idea in the precise way you want others to perceive it. Work for its successful introduction, and be your idea's advocate. ❑

— adapted from *The Genius Machine* (www.newworldlibrary.com)



Improve Your Workplace with Feedback

Sharing constructive advice about work-related behavior can do more than ramp up productivity, as a brisk, rewarding book by Harvard Business School Publishing Corporation (www.harvardbusiness.edu) makes clear. The 96-page paperback, *Giving Feedback*, describes how feedback can improve leadership skills, solve problems, and change behavior.

Giving good feedback requires preparation. Pinpointing the feedback's purpose will help guide it. If you know you're going to be receiving feedback, you can prepare, too, by deciding what you'd like to learn from it.

Feedback avoidance, by giver or receiver, is a problem itself. If feedback is perceived as difficult, it might be avoided until it's too late to be effective.

Feedback can dramatically improve performance and make the workplace more enjoyable and productive. Knowing how to give and receive feedback can make our organizations more effective in achieving our goals. This little book will help us do that. ❑

— reviewed by Terrence Fernsler

Feedback avoidance is a problem itself.

Tips for Giving Feedback

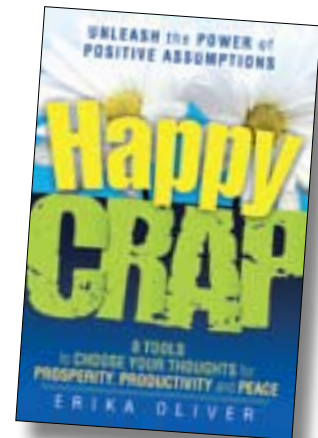
- **Give feedback face to face and as soon as possible** after the situation you're critiquing.
- **Make the feedback specific, objective, and fact-based.** Describe the situation or behavior without judging or criticizing the person's character.
- **Give the other person a chance** to comment. Listen actively to the response.
- **Be supportive and encouraging,** giving suggestions that will help the person grow and change.

Tips for Receiving Feedback

- **Seek out feedback and welcome it** as the gift it is. Use all feedback as a chance to learn something.
- **Accept feedback without arguing,** denying, justifying your position, or reacting emotionally.
- **Don't take it personally.** See it as a way to improve your work, not as an attack on your character.
- **Ask questions to clarify** actions you can take to improve.

Change Your Life with Happy Talk

Since we can choose our thoughts, why not replace damaging self-talk with positive, life-affirming messages—or “happy crap,” as Erika Oliver puts it in her new book *Happy Crap* (www.erikaoliver.com, erika@erikaoliver.com). Take a moment, she advises, to identify the facts of a situation and your assumptions about it. Then replace any assumptions that don't serve you with more productive ones. Making this choice will have positive effects on all aspects of your life. ❑



Questions for Nonprofit Success

In *More than Just Money* (linkingmissiontomoney.com), Allen J. Proctor offers questions to pave the way for success:

- **Does your spending** reflect your priorities? Can you prove it convincingly?

- **What events** might force you to deviate from delivering on your priorities this year and next?

- **Have you established a process** that will help staff and board spot problems quickly?

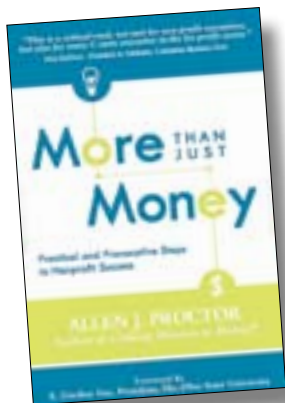
- **What is your action plan** if cash drops below a predetermined level?

- **Do you regularly review community needs** and adapt to meet them?

- **Are all board members active** and involved in leadership activities? Do you provide them with training to be sure they have the knowledge they need? Do they agree on their duties annually?

- **Do you keep donors informed** so that they know their generosity is effective?

- **Do you have a set of goals** to sustain your mission during lean times? ❑



Seven Tips and Exercises to Encourage Mindfulness

Being mindful—paying conscious attention to each moment without judgment—increases self-awareness, relationship-management, and leadership skills. Here are some ways to increase mindfulness in yourself and those around you:

- **When giving someone a task, don't explain** exactly how it should be done. Specific instructions cut off possibilities.

- **List people** who have helped you in your career along with moments with them that had a lasting impact. Use your insights as guidelines in consciously acting to bring out the best in others and develop their potential.

- **Give upper-level leaders the opportunity** to coach others. Coaches often benefit even more than those they coach, opening themselves up to those around them, sharpening their leadership skills, and sparking renewal.

- **Meditate for a half hour or so**, sitting quietly and concentrating on your breathing, letting your thoughts flow in and out of your mind without analysis or commentary. This simple act, practiced regularly, can transform your life, work, and leadership.

- **Next time you're standing in line**, sitting at a red light, or attending a meeting, focus all your attention on the experience, noticing everything and everyone around you.

- **Think of someone with whom you work**, and imagine their day from when they get up to when they go to bed. Then write down what things you noticed that you hadn't known before.

- **Bring in "outsiders"** as often as possible to provide new perspectives and upset the status quo. For example, arrange with another organization to "trade" board members at several meetings. ❑

—adapted from *Wild Chickens and Petty Tyrants: 108 Metaphors for Mindfulness* (Wisdom Publications, www.wisdompubs.org), *Mindfulness* (Addison Wesley Publishing Company, www.pearsonighered.com), *Resonant Leadership* (Harvard Business School Press, www.harvardbusiness.org), and *The Mindful Leader* (Shambhala Publications, Inc. www.shambhala.com)

Survey Probes Nonprofit Diversity

While nonprofit leaders claim to value diversity, they do little to back up that claim, according to nonprofit employees who responded to a recent survey. Key findings:

- Nearly 90% of employees think their organization values diversity. However, more than 70% believe their employer doesn't do enough to create a diverse and inclusive work environment.
- More than 35% of people of color who indicated that they examine diversity during the hiring process report having withdrawn candidacy or declined a job offer due to a perceived lack of diversity and inclusiveness.

The report provides five strategies for organizations to build diversity:

- Hold open conversations about race that include executive leaders.
- Measure results of diversity initiatives.
- Build partnerships and networks that facilitate effective recruiting.
- Cleanse any subtle bias from your hiring process.
- Take time to develop, mentor, and promote a diverse staff.

The full report is available at <http://www.cgcareers.org/diversityreport.pdf>. Also see "Diversity and Inclusion: Why Now?" (Vol. 29, No. 2, www.snpo.org/members). ❑



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