Although leading a nonprofit organization is challenging, most leaders enjoy a high sense of satisfaction in their work. Where else can we find work with a bigger purpose than ourselves? This book offers a capacity building tool to help overcome inevitable problems and lead a more sustainable organization.

The Results Now process is a quick and practical way to plan how to accomplish your organization’s mission. It’s an ongoing strategy of looking ahead while adapting to the constant changes of the environment around you. It’s planning without going overboard or being rigid.

The Results Now master plan revolves around purpose. Why an organization takes particular actions touches three main types of planning:

• **Strategic planning** answers the question of where the organization will go tomorrow and includes its vision, lines of business, and strategic measures.

• **The operating plan** responds to what gets done today and involves goal-setting and budgeting.

• **The governance plan** looks at delegation and accountability — who does what and when it happens.

Mark Light explains each of the key components in detail: purpose, strategy, operations, and governance. He clarifies terminology (such as vision), priorities (such as what to measure), and roles, especially those of board and staff. He does so in light of today’s practicalities, not yesterday’s ideals, and in light of what he calls the seven realities of nonprofit organizations.

The Results Now plan should be the centerpiece of board meetings, refreshed periodically as a part of regular day-to-day operations. It’s a sensible plan that can be easily implemented and monitored, a foundation for building the capacity of your organization in today’s hectic world and, as a result, improving benefits in a lasting way.

Terrence Fernsler has been a nonprofit professional for over 30 years and is currently a candidate for a Master’s in Nonprofit Leadership degree at Seattle University.