

# High Performance Nonprofit Organizations

Managing Upstream for Greater Impact

Christine W. Letts  
William P. Ryan  
Allen Grossman

# High Performance Nonprofit Organizations Managing Upstream For Greater Impact

**Robert D. Herman & Associates**



## **High Performance Nonprofit Organizations Managing Upstream For Greater Impact:**

*High Performance Nonprofit Organizations* Christine W. Letts, William P. Ryan, Allen Grossman, 1998-10-30 Nonprofit leaders are beginning to confront the most important unfinished business of their sector Having invented scores of successful model programs to address virtually every type of social problem or goal they are discovering that large scale sustained impact remains elusive Today the only way to get the full benefit of successful programs however is for nonprofit leaders to begin building high performance organizations nonprofits that are capable of creating sustained effective impact That requires reversing decades of under investment in the capacity of nonprofits A sector that has been indifferent if not hostile to the needs of its organizations where leaders are forced to manage upstream against countless obstacles now needs to apply its ingenuity and passion to the challenge of creating high performance organizations Drawing on management techniques used by successful managers in both businesses and nonprofits *High Performance Nonprofit Organizations* outlines approaches that nonprofits can use to build their capacity for learning innovating ensuring quality and motivating staff Illustrated with case studies and examples the book outlines processes for achieving these goals including human resources management to attract and develop employees truly in synch with an organization s mission benchmarking to identify practices that best meet a nonprofit s needs responsiveness and quality systems to continuously review and upgrade quality of service product development to tap the talents of every employee to create effective programs The authors argue that these processes far from corrupting a nonprofit with practices that evolved to make companies more profitable actually help an organization convert its values and integrity into results for clients and communities These adaptive capacities help nonprofits deliver on their mission building the model organization that will make the biggest impact with model programs *High Performance Nonprofit Organizations* goes further laying out an agenda for changing the nonprofit environment making it more supportive of its managers and more aware of the potential of organizational capacity The authors assess the special opportunity of several stakeholders including the nonprofit board foundations and the national office of multisite nonprofits to create a new culture that values organizational performance For the nonprofit manager trying to build an organization that is truly responsive to its clients and community *High Performance Nonprofit Organizations* is an essential review of best practices For the board member foundation program officer or nonprofit leader trying to create sustained impact it is a provocative challenge to deal with the sector s unfinished business with a new approach

**Nonprofit Boards That Work** Maureen K. Robinson, 2001-06-15 Praise for Nonprofit Boards That Work This book offers a refreshing and candid look at the challenges of nonprofit boards It moves away from theoretical frameworks to take you inside the real world of nonprofit organizations A must for any executive director who needs reassurance that building effective boards is tough work but well worth the effort Sherry Rockey Executive Director International Women s Media Foundation Maureen Robinson is uniquely qualified to help us understand the issues related to boards that are effective those that are not and why It is certain that

board members potential board members and executive directors who read this book will better understand their roles and responsibilities and will be better able to avoid common pitfalls. As a result, the impact of their efforts on those whom their organizations exist to serve will be enhanced.

**Ron Burkard**, Executive Director, World Neighbors. As more than 10 million people in the United States alone say yes to board service, they also expect to see their time and talents used effectively. This invaluable book presents a straightforward approach to understanding the role of the board, tailoring its work to meet the needs of specific organizations and creating a culture of board productivity that makes participation rewarding for board members as well as the organizations they serve.

**Nonprofit Boards That Work** Distinguishes between theory and practice and encourages boards to explore how they genuinely add value to the work of the organization. Goes beyond the hows and whys of nonprofit governance to provide frank advice and real world examples of what works, what doesn't, what requires a miracle, and what can be achieved through diligent and deliberate effort. Offers practical yet flexible strategies that can be tried by any nonprofit board, whatever its current effectiveness, and much more to guide nonprofit organizations and their boards toward accomplishing the goals they seek.

*The Jossey-Bass Handbook of Nonprofit Leadership and Management* Robert D. Herman & Associates, 2011-01-31

The Jossey-Bass Handbook of Nonprofit Leadership and Management offers a comprehensive and in-depth description of the most effective leadership and management practices that can be applied throughout a nonprofit organization. This second edition of the best-selling handbook brings you current knowledge and trends in effective practice of nonprofit organization leadership and management. A thoroughly revised edition based on the most up-to-date research, theory, and experience. Practical advice on board development, strategic planning, lobbying, marketing, government contracting, volunteer programs, fund-raising, financial accounting, compensation and benefits programs, and risk management. An examination of emerging topics of interest such as strategic alliances and finding and keeping the right employees. Contributions from luminaries such as John Bryson, Nancy Axelrod, and Peter Dobkin Hall, and the best of the new generation of leaders like Cynthia Massarsky. Order your copy today.

**Play to Win** David La Piana, 2004-12-20

Play to Win offers nonprofit leaders the help they need to develop their organization's unique competitive advantages and to use the power of competitive strategies to build their organization's capacity for advancing its mission. This book offers a clear description of competition and discusses its practical, ethical, and political ramifications within the nonprofit sector. It demonstrates how, by being a more effective competitor, a nonprofit can enhance its chances for both programmatic and financial success. Play to Win is filled with practical tools for assessing a nonprofit's position in the marketplace and developing winning competitive strategies. Read a Charity Channel review: <http://charitychannel.com/publish-templates-a-4864-z-25-2006-Terry-McAdam-Award-Honorable-Mention-http-www-allianceonline-org-publications-mcAdam06-page>

Enterprising Nonprofits J. Gregory Dees, Jed Emerson, Peter Economy, 2002-03-14

A hands-on resource that shows nonprofits how to adopt entrepreneurial behaviors and techniques. The rising spirit of social entrepreneurship has created all

kinds of new opportunities for nonprofit organizations But at the same time many are discovering more than their share of challenges as well This essential book will help anyone in the field gain the necessary skills to meet these challenges Written by the leading thinkers and practitioners in the field *Enterprising Nonprofits* offers concise and engaging explanations of the most successful business tools being used by nonprofits today The authors clearly describe all the concepts so you ll be able to embrace the methods of social enterprise for your organization With this book you ll learn how to use practical business techniques to dramatically improve the performance of your nonprofit Praise for *Enterprising Nonprofits* I can t imagine a better team to bring powerful insights and practical guidance to social entrepreneurs Readers will be inspired by the examples and then they will roll up their sleeves to apply the many useful management tools in this engaging book Rosabeth Moss Kanter Harvard Business School Author of *Evolve* *Succeeding in the Digital Culture of Tomorrow* In one book *Enterprising Nonprofits* does for social entrepreneurs what countless volumes have done for entrepreneurs in the business sector A wonderful mixture of analysis practical advice and inspiration Paul Brest President William and Flora Hewlett Foundation All of the royalties from this book will be used by the Ewing Marion Kauffman Foundation to support continuing work on social entrepreneurship

**Empowering 21st Century Learners Through Holistic and Enterprising Learning**

Geok Bee Teh, Siew Chee Choy, 2017-04-08 This book consists of a collection of selected papers presented at the TARC International Conference 2016 held from 17 to 18 October 2016 It offers a tool for empowering schools and teachers as a way forward for transforming education *Performance Management* James W. Smither, Manuel London, 2009-08-31 There has been a shift in HR from performance appraisal to performance management A new volume in the SIOP Professional Practice Series this book contains a broad range of performance management topics offers recommendations grounded in research and many examples from a variety of organizations In addition to offering state of the art descriptions of performance management needs and solutions this book provides empirical bases for recommendations demonstrates how performance management tracks and helps promote organizational change and exams critical issues This book makes an ideal resource for I O psychologists HR professionals and consultants In this comprehensive and timely volume Smither and London assemble an exceptional collection of chapters on topics spanning the entire performance management process Written by leading researchers and practitioners in the field these chapters draw on years of research and offer a blueprint for implementing effective performance management systems in organizations This volume is a must read for all those interested in performance management John W Fleenor Ph D research director Center for Creative Leadership

**ManagingNonprofits.org** Ben Hecht, Rey Ramsey, 2002-03-12 Nonprofit managers have been slow to embrace the digital age Although technology has transformed the face of the for profit sector and how it operates nonprofit use of technology to improve internal functioning and to change the way services are delivered is almost nonexistent These limitations actually have opened the door for for profits to compete successfully for traditional nonprofit business such as

moving people from welfare to work Managing Nonprofits.org is both a call to action and a roadmap for change. Each chapter defines an element of Dynamic Management and identifies digital hotspots or places within that element and the nonprofit's implementation of that element where digital issues will most likely arise and need to be addressed. In addition, at the end of each chapter, Maxims of Dynamic Management or core truths that the authors have found helpful to follow in their day-to-day experience as nonprofit leaders in bringing Dynamic Management to their organization are provided. Finally, the authors highlight the experience of various nonprofit and for-profit organizations that have successfully made elements of Dynamic Management a reality in their organizations.

A Dictionary of Civil Society, Philanthropy and the Third Sector Helmut K. Anheier, 2005-02-24 This guide to civil society provides a quick and easy reference to the key people, concepts, and organizations of the third sector. It contains approximately 300 up-to-date entries including all terms and concepts associated with civil society as well as regional information. Key features of the dictionary include definitions of concepts and terms surrounding civil society, details on specific regions important in the history of civil society such as India, the CIS, and the USA, profiles of the key personalities and organizations involved in the third sector, and information on how the sector operates, e.g., Fair Trade, grassroots organizations, and exit strategies. It provides information that would otherwise require many volumes to locate. Key terms include: Citizenship, Social Capital, Rule of Law, Nonprofit Management, Corporate Responsibilities, and Social Origins Theory.

**Strategic Management in the Third Sector** Roger Courtney, 2020-05-06 Drawing on the unique academic and professional experience of its author, *Strategic Management in the Third Sector* provides a comprehensive introduction to the strategic development of voluntary community and social enterprise organisations. Roger Courtney introduces students to the different ways of thinking about a third sector organisation and its external environment, including strategic thinking and analysis, and strategy formulation and implementation. Key Features: Comprehensive case study coverage focusing on a wide variety of non-profit organisations; Provides genuine insight into the practical implications of managing in the third sector; Identifies a wide range of strategic models and tools that are of value to the development of third sector organisations; Considers the latest developments in social enterprise. Written by a leading expert in the field, *Strategic Management in the Third Sector* is an essential text for all students of voluntary and third sector management, charity and social enterprise management, voluntary sector studies, charity management, and public service management.

Handbook of Research on Managerial Solutions in Non-Profit Organizations Potocan, Vojko, Ćun, Mustafa C., Nedelko, Zlatko, 2016-08-23 Non-profit Organizations (NPOs) are the fastest growing organizations in modern society. They exist in a liminal realm between public and private organizations, and because of this, new jurisdictions are created for NPOs. The existence of NPOs is contingent upon their adequacy, and management is a key determining factor as to whether an organization survives. The *Handbook of Research on Managerial Solutions in Non-Profit Organizations* provides relevant theoretical frameworks and the latest empirical research findings related to the successful management of nonprofits.

Providing insights into the best practices and valuable comparisons between strategies in different contexts this book gives invaluable support for nonprofit managers policy makers students and researchers *The NGO CARE and food aid from America, 1945-80* Heike Wieters, 2017-07-21 This book provides a historical account of the NGO CARE as one of the largest humanitarian NGOs worldwide from 1945 to 1980 Readers interested in international relations and humanitarian hunger prevention are provided with fascinating insights into the economic and business related aspects of Western non governmental politics fundraising and philanthropic giving in this field Not only does the book contribute to ongoing research about the rise of NGOs in the international realm it also offers very rich empirical material on the political implications of private and governmental international aid in a world marked by the order of the Cold War decolonialization processes and the struggle of so called Third World Countries to catch up with modern Western consumer societies **The Executive Director's Guide to Thriving as a Nonprofit Leader** Mim Carlson, Margaret Donohoe, 2010-04-16 As the position of nonprofit ED becomes more demanding there is a need for an up to date resource This revised edition of the best selling book is filled with management advice for succeeding as an executive director This new edition includes thoroughly updated information and new content It covers topics on timely issues and practical strategies including Avoiding Burnout Accountability Professional Networking Financial Literacy Measuring Effectiveness and much more Ideal for ED s and board members the book also includes new cases and stories from the field and practical tips sidebars **They Told Me Not to Take that Job** Reynold Levy, 2015-05-12 When Reynold Levy became the new president of Lincoln Center in 2002 New York Magazine described the situation he walked in to as a community in deep distress riven by conflict Ideas for the redevelopment of Lincoln Center s artistic facilities and public spaces required spending more than 1.2 billion but there was no clear pathway for how to raise that kind of unprecedented sum The individual resident organizations that were the key constituents of Lincoln Center the Metropolitan Opera the New York City Opera the New York Philharmonic the Juilliard School and eight others could not agree on a common capital plan or fundraising course of action Instead intramural rivalries and disputes filled the vacuum Besides some of those organizations had daunting problems of their own Levy tells the inside story of the demise of the New York City Opera the Metropolitan Opera s need to use as collateral its iconic Chagall tapestries in the face of mounting operating losses and the New York Philharmonic s dalliance with Carnegie Hall Yet despite these and other challenges Levy and the extraordinary civic leaders at his side were able to shape a consensus for the physical modernization of the sixteen acre campus and raise the money necessary to maintain Lincoln Center as the country s most vibrant performing arts destination By the time he left Lincoln Center had prepared itself fully for the next generation of artists and audiences *They Told Me Not to Take That Job* is more than a memoir of life at the heart of one of the world s most prominent cultural institutions It is also a case study of leadership and management in action How Levy and his colleagues triumphantly steered Lincoln Center through perhaps the most tumultuous decade of its history to a startling

transformation is fully captured in his riveting account      **The State of Nonprofit America** Lester M Salamon,2012-05-31 Examines the private nonprofit sector and the tax exempt institutions that make up this sector providing important services and benefits to all Americans with histories behind different institutions and the forces and developments that have buffeted them and what they have done to retain their resilience Provided by publisher      **Strategic Tools for Social Entrepreneurs** J. Gregory Dees,Jed Emerson,Peter Economy,2004-01-30 A complete set of tools for applying entrepreneurial strategies and techniques to your nonprofit As a follow up to their book Enterprising Nonprofits the authors of Strategic Tools for Social Entrepreneurs provide a full set of practical tools for putting the lessons of business entrepreneurship to work in your nonprofit The book offers hands on guidance that helps social sector leaders hone their entrepreneurial skills and carry out their social missions more effectively than ever before This practical and easy to use book is filled with examples exercises checklists and action steps that bring the concepts frameworks and tools to life Detailed explanations of all the tools and techniques will help you personalize and apply them to your nonprofit organization making it stronger healthier and better able to serve the needs of our communities Praise for Strategic Tools for Social Entrepreneurs I search constantly for resources that can help provide insight and guidance to take Teach For America to a higher level Strategic Tools for Social Entrepreneurs does this and more The book takes the best practices of for profits and social enterprises and adapts them to the needs of entrepreneurial mission driven nonprofits Strategic Tools for Social Entrepreneurs is a tremendous contribution to social entrepreneurs and to the nonprofit sector many thanks to the authors for identifying this need and filling it Wendy Kopp Founder and President Teach For America All of the royalties from this book will be used by the Ewing Marion Kauffman Foundation to support continuing work on social entrepreneurship      Third Sector Mark Lyons,2020-07-22 Not for profit enterprises provide services enjoyed or depended upon by many Australians But the charities sports clubs churches community organisations welfare groups associations unions and foundations that draw on our support and comprise the third sector also make a significant contribution to our society They promote social change and defend traditional values they express our capacity to work together without being ordered by government or lured by profit Third Sector provides the first overview of Australia's non profit enterprises It describes how this vital part of our economy developed and how it operates today including interaction with the government and business sectors As well as documenting the third sector's contributions it warns of the threats it faces from massive economic technological and demographic changes Third sector organisations must now adapt to new circumstances and prove worthy of continuing support For community leaders this book is essential reading For politicians public servants and anyone else who interacts with the third sector it will be an invaluable resource As the most comprehensive reference available Third Sector will be useful to students and teachers of politics public policy and welfare studies      Social Enterprises B. Gidron,Y. Hasenfeld,2012-08-20 Presents an organizational perspective of social enterprises which allows us to analyze issues such as their governing structure their modes of operation and their



marketing strategies and to begin to formulate some theoretical constructs on how these entities can survive and thrive

**Joining a Nonprofit Board** Marc J. Epstein, F. Warren McFarlan, 2011-04-19 Often business executives serve or are asked to serve as board members of nonprofit organizations. However, without a clear understanding of how nonprofits work, service on a board can be a frustrating experience. *Joining a Nonprofit Board* offers an important guide to the roles and responsibilities of a nonprofit board member. Marc J. Epstein and F. Warren McFarlan provide a step-by-step guide to how board members can work with a nonprofit organization to achieve the organization's overarching mission, attain financial sustainability, and develop and execute the systems needed to accomplish both. Based on more than 10 years of research from Rice University and Harvard Business School and filled with illustrative examples, *Joining a Nonprofit Board* explores the basic structure of a nonprofit, explains how to build and monitor a nonprofit's mission, and identifies how the board performs an effective assessment of a nonprofit. The book also explores the challenges posed by the duality of leadership between the unpaid volunteer non-executive chairman of the board and the CEO. *Joining a Nonprofit Board* includes a helpful explanation of a board member's life cycle. The authors start with the decision to join a board and explain how to prepare for the first meeting. The book explores how to serve effectively the first two years and reveals what it takes to develop your ongoing role as a trustee. Finally, the book describes how to transition off the board to other forms of service with the organization. *Joining a Nonprofit Board* is a comprehensive resource for anyone who wants to take their experience in the business world and serve a nonprofit with passion and clarity.

Higher Education: Handbook of Theory and Research J.C. Smart, 2006-01-18 Published annually since 1985, the Handbook series provides a compendium of thorough and integrative literature reviews on a diverse array of topics of interest to the higher education scholarly and policy communities. Each chapter provides a comprehensive review of research findings on a selected topic, critiques the research literature in terms of its conceptual and methodological rigor, and sets forth an agenda for future research intended to advance knowledge on the chosen topic. The Handbook focuses on twelve general areas that encompass the salient dimensions of scholarly and policy inquiries undertaken in the international higher education community. Each annual volume contains manuscripts on such diverse topics as research on college students and faculty governance and planning, advances in research methodology, economics and finance, and curriculum and instruction. The series is fortunate to have attracted annual contributions from distinguished scholars throughout the world. It encompasses comprehensive reviews of contemporary and emerging issues in postsecondary education. Hundreds of citations in a wide range of scholarly journals, including all leading journals of higher education, and many other social science and professional journals. An indispensable resource for administrators, researchers, and policymakers. Published annually since 1985.

## Unveiling the Magic of Words: A Overview of "**High Performance Nonprofit Organizations Managing Upstream For Greater Impact**"

In some sort of defined by information and interconnectivity, the enchanting power of words has acquired unparalleled significance. Their power to kindle emotions, provoke contemplation, and ignite transformative change is really awe-inspiring. Enter the realm of "**High Performance Nonprofit Organizations Managing Upstream For Greater Impact**," a mesmerizing literary masterpiece penned with a distinguished author, guiding readers on a profound journey to unravel the secrets and potential hidden within every word. In this critique, we shall delve into the book is central themes, examine its distinctive writing style, and assess its profound affect the souls of its readers.

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