

The 6+3+1 Questions Workbook 2014

A Workbook for "The Perfect Non-Profit"



Mighty Purpose

You Have a Purpose. Live It Everyday.

The Mathematics of Real Impact



YOUR LINK TO THOSE YOU MORALLY CANNOT IGNORE

YOUR TEAM, CLARITY, AND CONTROL

Your Tools for the Day to Achieve Clarity

Mission: To provide support to individuals with Down syndrome and their families, while advancing awareness, respect and opportunity.					
Value:	Value:	Value:	Value:	Value:	Value:
Basic Business Description: (To Be Completed By Executive Director)					
Priority Category:	Priority Category:	Priority Category:	Priority Category:	Priority Category:	Priority Category:
Rallying Cry:					
Defining Objective:	Defining Objective:	Defining Objective:	Defining Objective:	Defining Objective:	Defining Objective:
Standard Objective:	Standard Objective:	Standard Objective:	Standard Objective:	Standard Objective:	Standard Objective:



Definitions and Prerequisites

1. Definition: An "organization" can be a formal organization, a small group, a work place team, or anything in between.
2. Prerequisite: To get the most out of this, you need to have a small (3 to 12), trusting, accountable, and empowered leadership team around the table.

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The Rules of the Game

1. Be Open Minded
2. Enjoy the Process
3. Choose Clarity Over Harmony. Choose Clarity Over Certainty
4. Modified Vegas Rule
5. Take Care Of Yourself
6. Your ED, President (or Whoever) Is Not In The Room
7. The Parking Lot, The Action List, And Other Self-Enforcement
8. You Get As Far You Get
9. Others?

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Notes for Exercise 1 (Warm Up)

- What Did You Give Up to Be Here Today?
- Sharing Results From Board Self-Assessment or Personality Assessments
- Collect Any Assigned Pre-work If Not Done Earlier (Many of the Individual Work of the Exercises Can Be Assigned as Pre-work).

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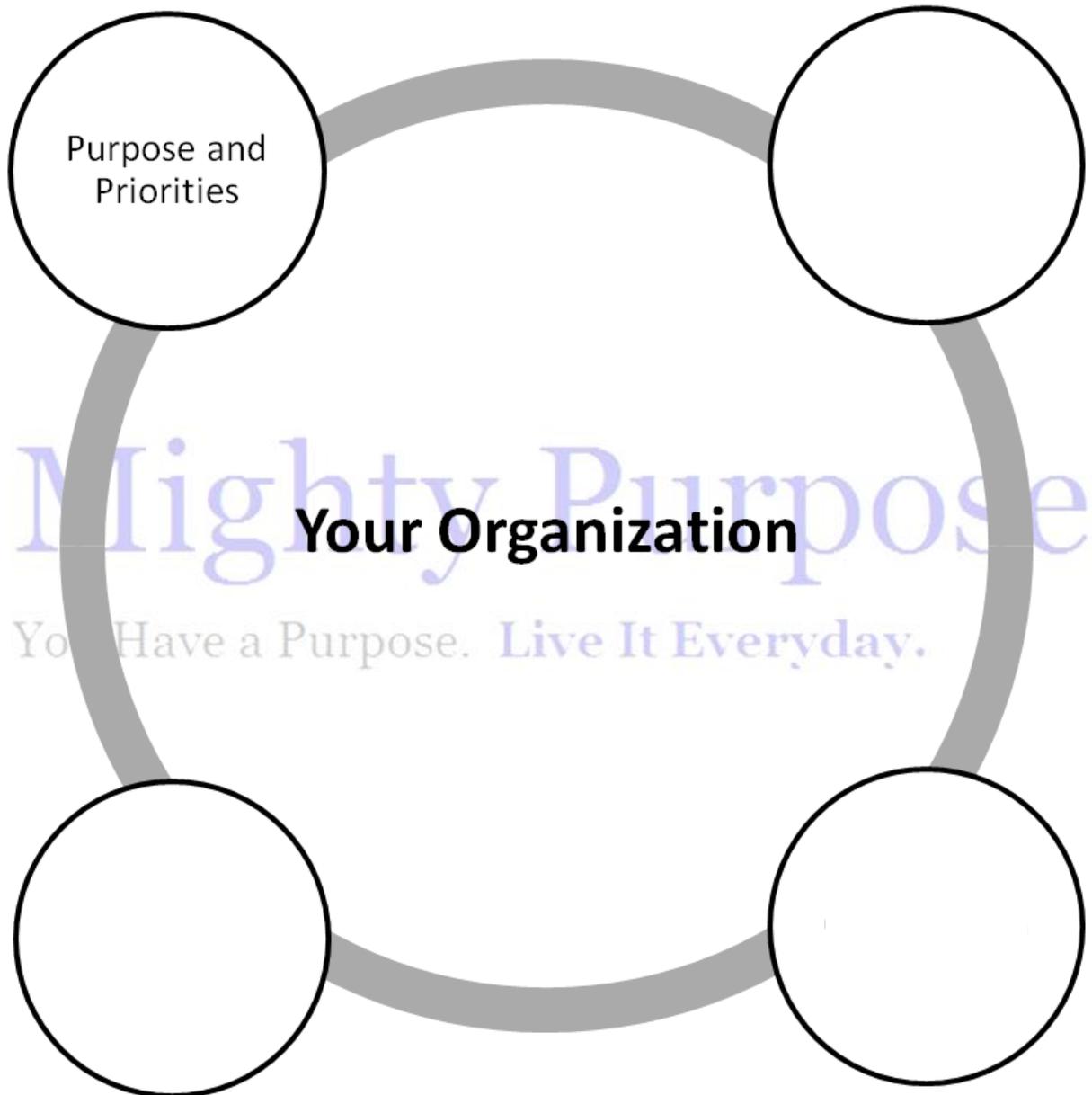
Notes for Exercise 2 (Background Information)

- Review and/or Confirm Receipt of Necessary Documents and Reports.
- Conduct Basic Organizational Review
- Review of Results/Strategy and/or the Current "Playbook"

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The First Question: Why Are We Here?



Definition (Moral Ownership)

Moral Ownership: The special group of stakeholders that you (and the organization) cannot morally choose to ignore. These are the people that the board derives its authority and has ultimate responsibility to.

A For-Profit Example of Stakeholders vs. Ownership – Ryan Brothers Ambulance Service

Stakeholders

- Employees
- Area Health Providers
- MADSS

Owners

- Members of the Ryan Family

A Non-Profit Example of Stakeholders vs. Ownership – Urban League of Greater Madison

Stakeholders

- The United Way (Funder)
- Underemployed Adults (Client)
- Middle and High School Students (Client)
- MMSD (Partner)
- Wegner CPAs (Vendor)

Owners

- *African-Americans?*
- *Other Persons of Color?*
- *Individuals Who Live in Poverty?*

As you can see, it can be a lot harder to identify ownership for non-profits.

Notes for Exercise 3 (Moral Ownership)

1. Brainstorm list all of the stakeholder groups of your organization. Think about customers and beneficiaries, partners, donors and funders, people to be influenced, etc.
2. Review list and consolidate any overlapping groups and create a final list.
3. Which group on your final list can you not morally ignore?
There may be groups that you cannot practically ignore (like donors) but you don't exist for donors; you exist to serve your moral ownership.

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Definition (Ends)

Ends: External Outcomes, Results, and Impacts the Board Dictates on Behalf of the Moral Ownership. They Describe the Following:

- The Result, Change or Benefit to be Created
- The Recipient of the Result, Change or Benefit
- The Cost, Relative Worth, or Priority

End Statements:

- Have a Strict Results Focus – They Are Not Statements of Means or Methods
- Are Succinct
- Are Developed from the Context of the Organization by a Board Accountable to the Moral Ownership
- Drive the Organization – What the Organization is For and the Non-Profit's "Bottom Line"
- Have a Long-Term Perspective
- Are Not Slogans or Public-Facing Mission Statements

Examples of Ends

Examples of Good Ends Formats:

1. Sterling is as Well Dressed as His Budget of \$0.10 Day Allows.
 1. Change: Dressed Well
 2. Recipient: Sterling
 3. Cost or Priority: 10¢ Per Day
2. Soren No Longer Experiences Asthma Attacks. This is Given Financial Priority in the Lynk Family.
 1. Change: No Asthma Attacks
 2. Recipient: Soren
 3. Cost or Priority: Has First Priority for Household's Financial Resources

Examples of Bad Ends Formats:

3. Sterling will shop at Joseph A Banks Clothiers during sales.
 1. Change: None – This is a Method, Not a Result.
 2. Recipient: OK – Sterling
 3. Cost or Priority: Shopping During Sales is a Method
4. Takes Steroid Inhaler As Prescribed.
 1. Change: None – There is a Method, Not a Result.
 2. Recipient: None Identified
 3. Cost or Priority: None Identified

Definition (Priorities)

Priorities: Statements That Give More Definition to the End Statement. It is Structured Like an End Statement but Uses the “Cost” Clause to Determine Relative Priority to Other Priority Statements.

Examples:

5. **End Statement:** Sterling is as Well Dressed as His Budget of \$0.10 Day Allows.
 1. As the Top Priority, Sterling Will Have an Excellent Business Wardrobe.
 2. As the Second Priority, Sterling Will Have a Stylish Athletic Wardrobe.
 3. As the Third Priority, Sterling Will Have a Quality Collection of Pajamas.
6. **End Statement:** Soren No Longer Experiences Asthma Attacks. This is Given Financial Priority in the Lynk Family.
 1. Soren has access to prescribed rescue inhalers and nebulizers, Worth At Least 50% of the Family Budget.
 2. Soren, Family Members, and Childcare Providers are Aware of the Allergens and Situations Soren Must Avoid, Worth At Least 30% of the Family Budget.

Notes for Exercise 4 (Results)

1. Brainstorm a list of results your Moral Owners need achieved or changes in the world they need to happen. Think mid-to-long term.
2. Match each result statement to a beneficiary, recipient or person/group to be acted upon.
3. Evaluate each statement. Eliminate, edit and add statements as appropriate. Make sure to:
 - Eliminate words and statements that describe good intentions or effort, instead of results.
 - Eliminate means and methods of all types from the list. Results only.
 - Clarify statements that are ambiguous in ends or means identity.
 - Is each result/recipient statement ambitious and doable?

Notes for Exercise 5 (The End Statement)

1. Review each result/recipient statement.
2. Does one the result/recipient statements encompass all of the others? If not, create a statement that does.
3. Does your final statement gives a clear statement of Moral Ownership and is clear about what resources your organization will use to create the global result? If not, modify. Examples includes a specific dollar amount, "at a level of efficiency similar to comparable organizations", "within the organization's current financial means", "using all available resources", "without using reserves", etc.
4. Is your final statement results focused, succinct, stark, bare-bones direct, actively generated by the board, developed with an awareness of the other organizations that serve your moral ownership, relevant to the organization and answers the question "how do we contribute to a better world?" If not, modify.
5. Double check your final statement against 2, 3 and 4. Does it measure up? If not, modify. Otherwise, you have crafted the End Statement and a statement of Purpose.

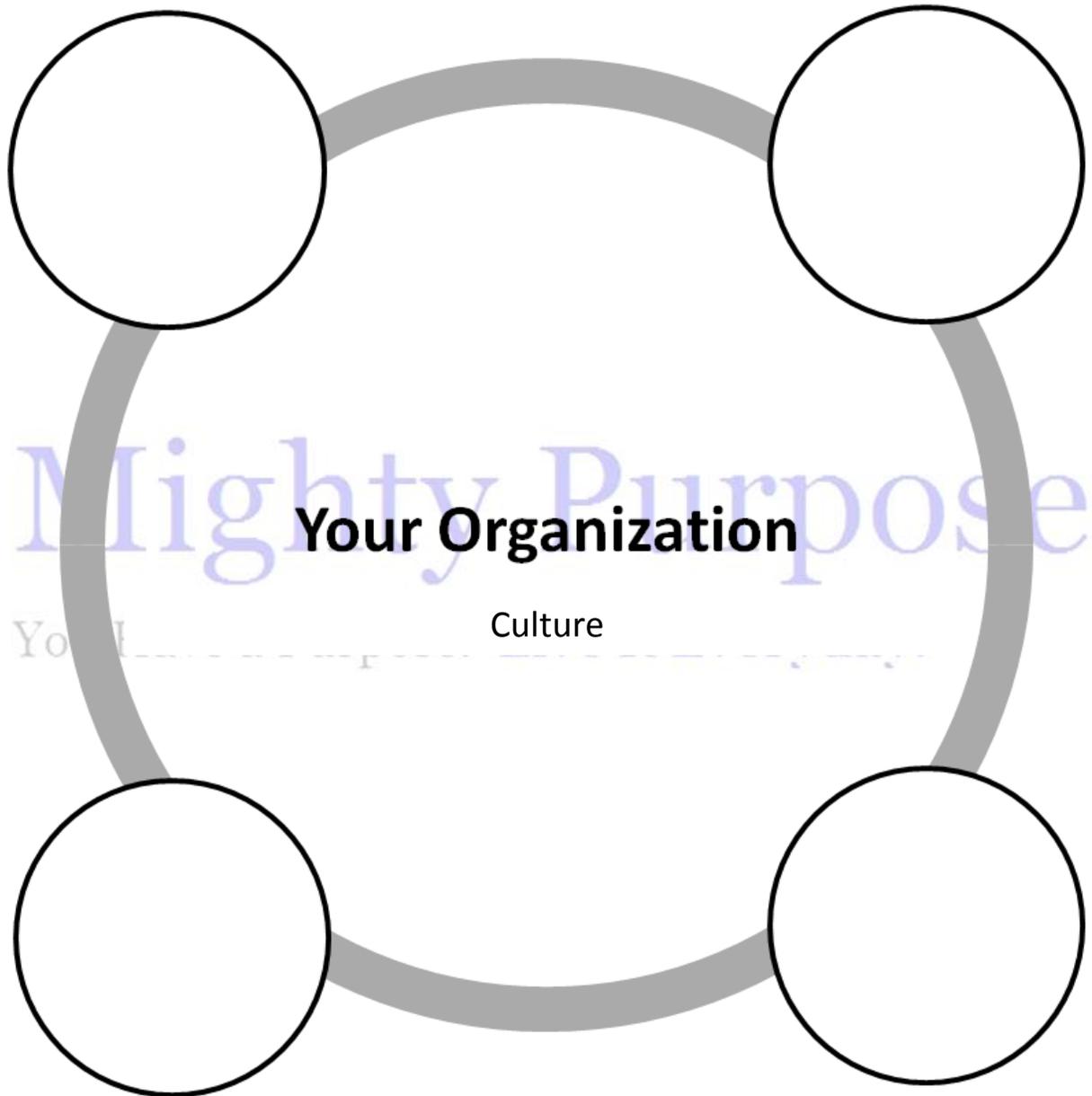
Optional: Going Deeper. Ask "Why?"

1. Start with your new End Statement and answer as a group "Why do we do that?" Write down your answer. Make sure it's true and genuine.
2. Take your answer from 1 and ask again, "Why do we do that?" Write down your answer. This also needs to be true and genuine.
3. Repeat 2 until you've identified the most idealistic reason your organization exists. You know you'll have gone too far if your answer is something like the generic "to make the world a better place."
4. This is your true statement of purpose and your genuine mission. Adopt it as such.

Notes for Exercise 6 (Priorities)

1. Review each result/recipient statement.
2. Consider organizing similar statements together.
3. Using a voting activity as an aid, determine the relative priority or worth of each statement and/or statement group.
4. Add a description of the relative priority and/or level resources to be used to each result/recipient statement. These are now priority statements.
5. Create a document that includes the End Statement and these Priority Statements and make this document a policy. These are now the "bottom line" of the organization.

The Second Question: How Do We Behave?



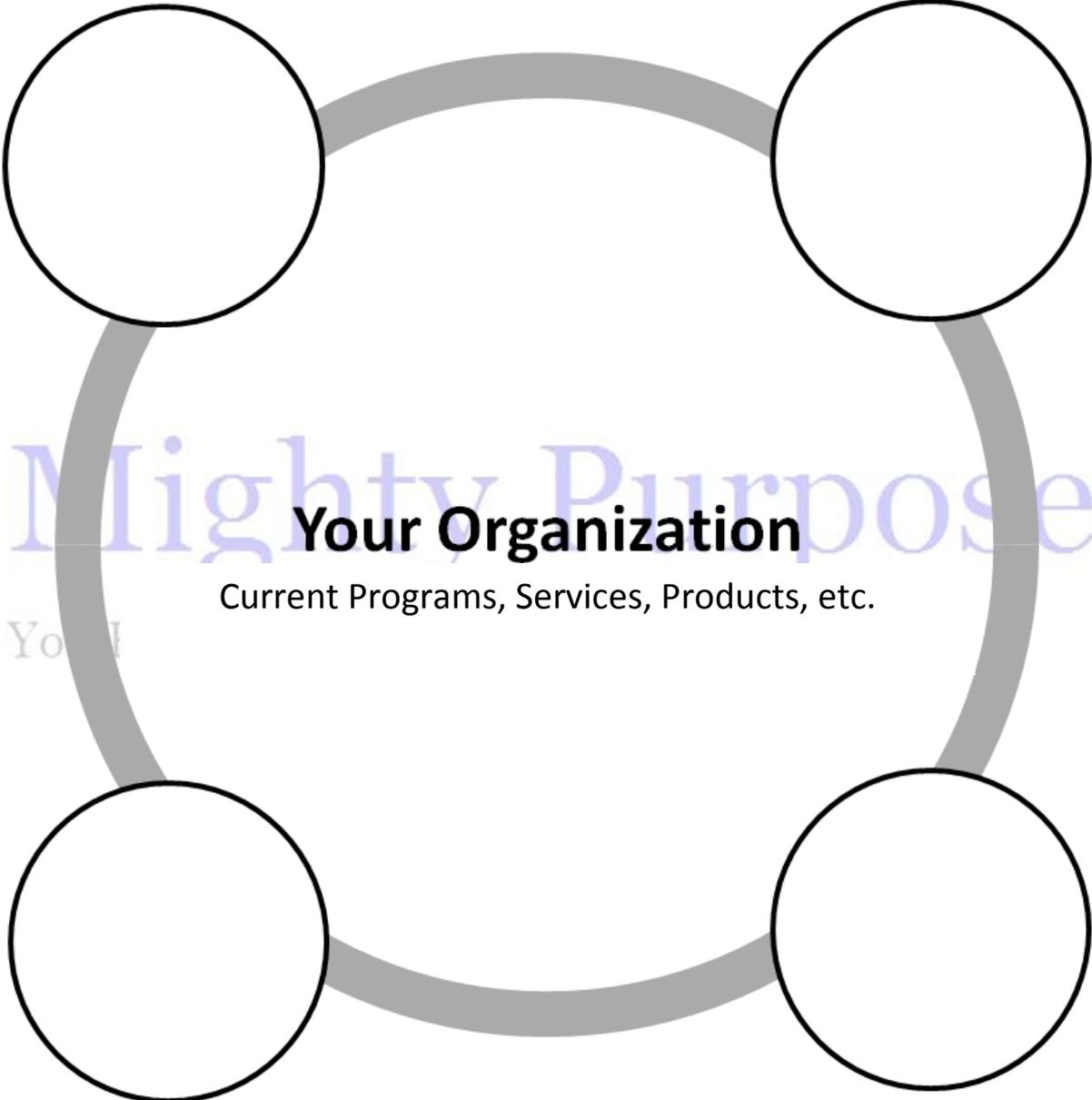
Notes for Exercise 7 (Values)

1. Think about two people who you greatly admire and you believe "should" be a part of the organization. Start with people who are actually part of the organization and only use folks who aren't if you cannot think of 2.
2. Note two descriptors of how these two people behave that makes it so they "should" be part of the organization.
3. Think about two people who you really believe do not belong as members of the organization. You may use folks who aren't part of the organization if you can't think of two.
4. Note two descriptors that are the opposite of how these two people behave that makes it so they shouldn't be part of the organization.
5. Turn your list of 2 to 4 descriptors to This/Not That statements. Pair each descriptor on your list with another word or short phrase. This phrase should not be the opposite or failed version of the descriptor. Instead choose a mediocre or "ho-hum" version. Some examples: Inclusive not Engaging; Over Communication not Appropriate Communication; Equipping not Diminishing; and Focused not Blind.

Notes for Exercise 7 (Values Cont;)

6. Share your list of 2 to 4 This/Not That behavior-based value statements with the group, and without naming names (unless you want to). Agree on a list of 1 to 3 "core" behavioral values from the combined list of descriptors. Make sure to:
 - Eliminate any value that does not come naturally to the organization.
 - Eliminate any value that the organization cannot reasonably claim to be a paragon of when compared to organizations with similar missions and other organizations in your community. Things like "mission-focused", "honesty", "integrity", "accountability", etc. usually should be eliminated.
 - Eliminate any value that you are not willing to be "punished" for behaving like when individuals in the organization occasionally "go too far" acting as the value demands.
 - Eliminate any value that is there "accidentally". For example, if everyone in your organization is a parent of a young child with Down syndrome, then that is probably accidental and should not be identified as core.
7. Look at the list of behaviors eliminated. Should any of them be "aspirational" behavioral values? If yes, select one and be prepared to expend resources and energy to change the organization to behave like this. But this will never be a core value.
8. Create a document that lists the 1 to 3 core values and no more than 1 aspirational value. Then create a policy that states all board and staff conduct, program and administrative operations, policies and organizational strategy must be consistent with these values.

The Third Question: What Do We Do?



Notes for Exercise 8 (Basic Description)

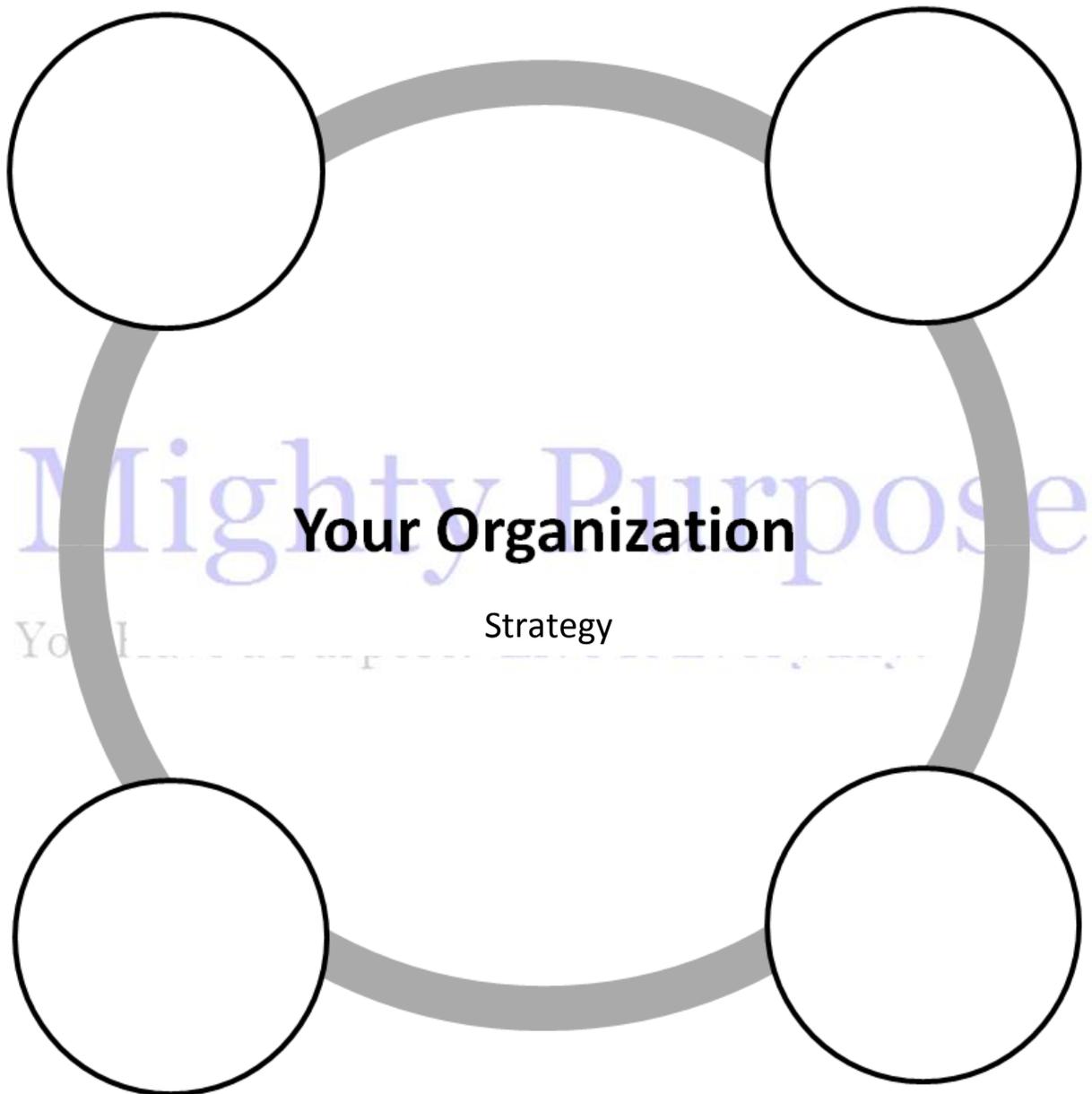
As a group write a concise, extremely practical description of the programs, services, products, etc. that your organization provides. Focus on features, not benefits or results. This should not be too difficult or time consuming. Shoot for a simple direct explanation of the organization.

Examples:

"GiGi's Playhouse-SC WI provides free and low-cost educational, basic therapeutic, and vocational services to infants, children, teenagers, and adults with Down syndrome."

"The Madison Area Down Syndrome Society hosts social events and support/activity groups, delivers informational and editorial e-newsletters, conducts issue and policy advocacy, and provides direct grants."

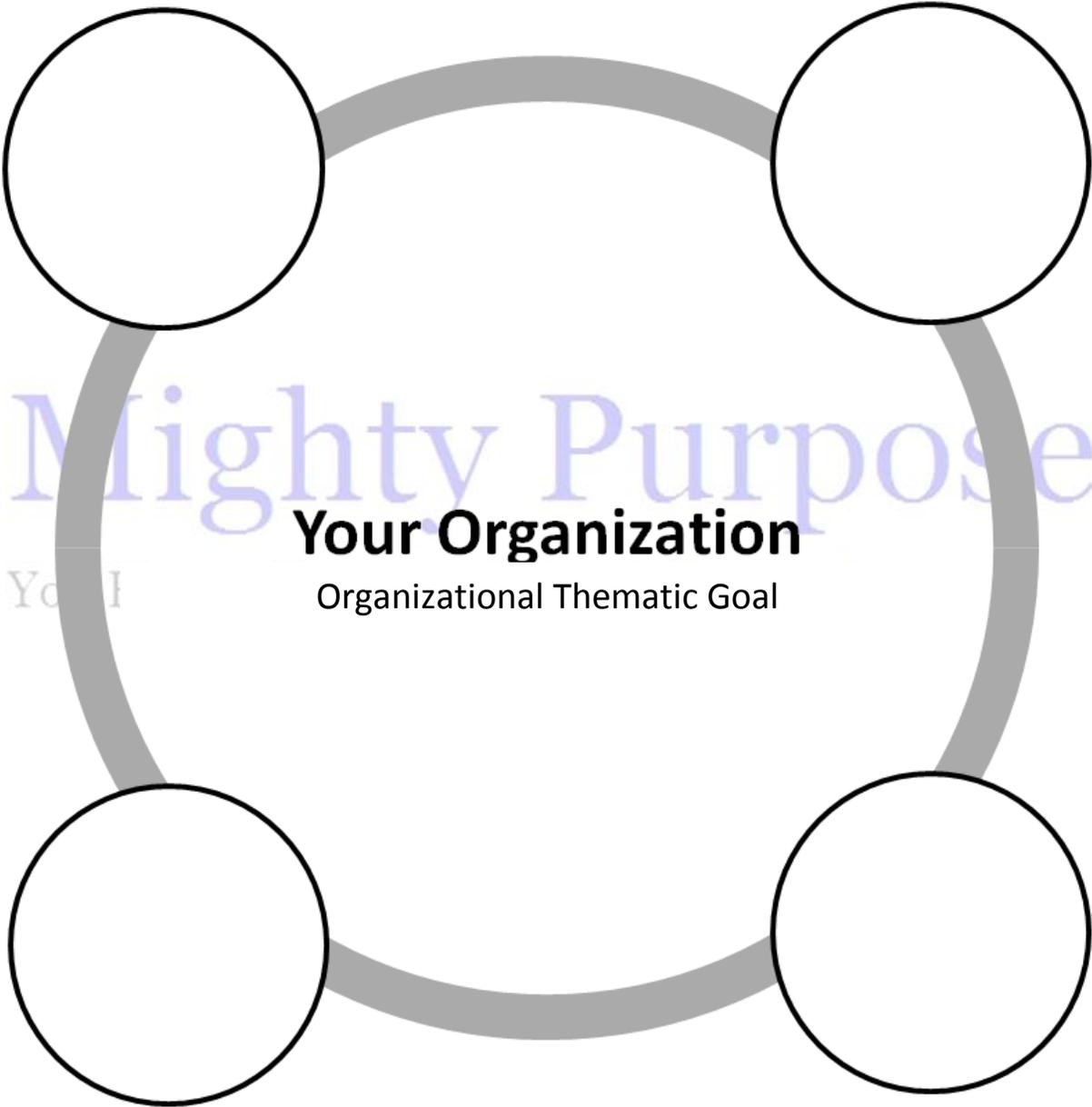
The Fourth Question: What Is Our Strategy?



Notes for Exercise 9 (Strategic Anchors)

1. A group quiz – List everything that is true about the organization.
2. Do any of these items on the list need to be consolidated? If so, do it.
3. Based on this list, decide on 2 or 3 themes that currently answers the question "How does the organization succeed?"
4. Should any of these themes be changed or eliminated to ensure that the organization will succeed in the future? Should anything be added? If yes to either questions, then update you list of themes to have at least 2 themes but no more than 3.
5. Document these themes. Approve these as the "anchors" of your organization's strategy.

The Fifth Question: What Is Most Important, Right Now?



Notes for Exercise 10 (Rallying Cry: 2014)

1. Brainstorm ideas to complete the sentence “2014 is the year we...”. These ideas should be time-bound to 2014, qualitative, and should be the responsibility of the entire leadership team (even if this qualitative goal focuses on one leader's assigned portfolio).
2. Combine similar ideas.
3. Does one of idea encompass all of the others? If not, create one or use a voting activity to identify the top idea.
4. Ask, “Is this really uniquely important now, or is it always this important? Is this important enough that we should give it our undivided attention in 2013 until we complete it?” If yes, continue then you have it. If no, review list and craft another statement.
5. Document this and make achievement of this goal policy for the year.

Notes for Exercise 10 (Rallying Cry: 2014 Cont;)

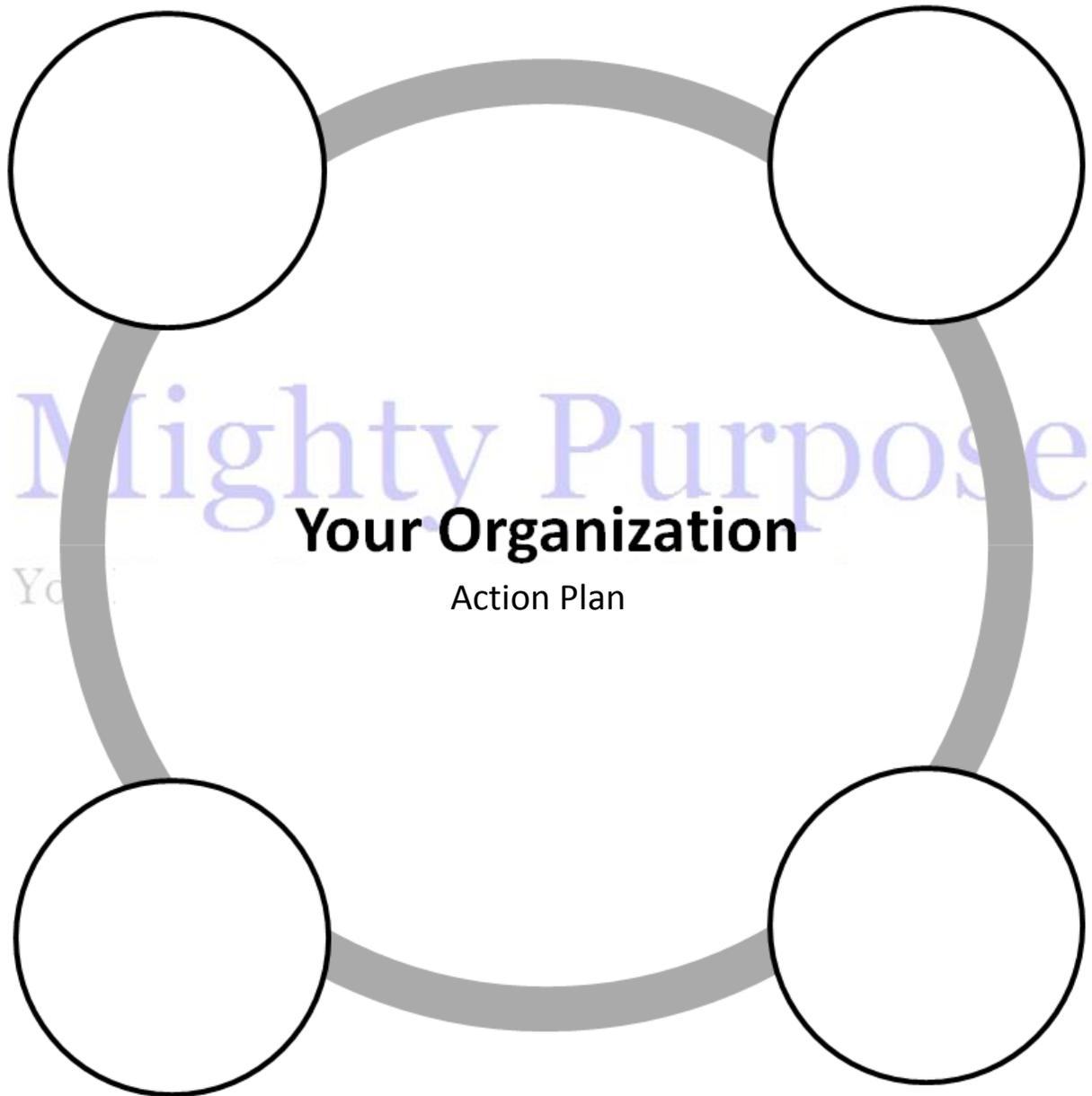
Example:

"We will establish the habits of accountability focused communication throughout the organization and the board."

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The Sixth Question: Who, Specifically, Has To Do What?



Notes for Exercise 11 (Defining Objectives)

1. Brainstorm things that the organization must achieve in order to achieve the rallying cry. Consider the statements that were not selected as the rallying cry.
2. Select 3 to 6 big qualitative ideas that 1) fully define the rallying cry (i.e. mutually exclusive and collectively exhaustive), 2) are qualitative, and 3) accountability can be shared by all board members.
3. Ask, “Do we really have the right rallying cry?” If yes, continue. If no, start again with rallying cry development.
4. Ask, “Are these the right objectives?” If yes, continue. If no, start again with objectives.
5. Document these and assign one person to be responsible for executing and/or ensuring execution for each of the ideas.

Examples (For Accountability Focused Communication):

- More board meetings
- Change report formats
- Create a new communication mechanism
- Hold board members accountable for reviewing and responding to reports
- Hold board/staff accountable for maintaining governance/management separation

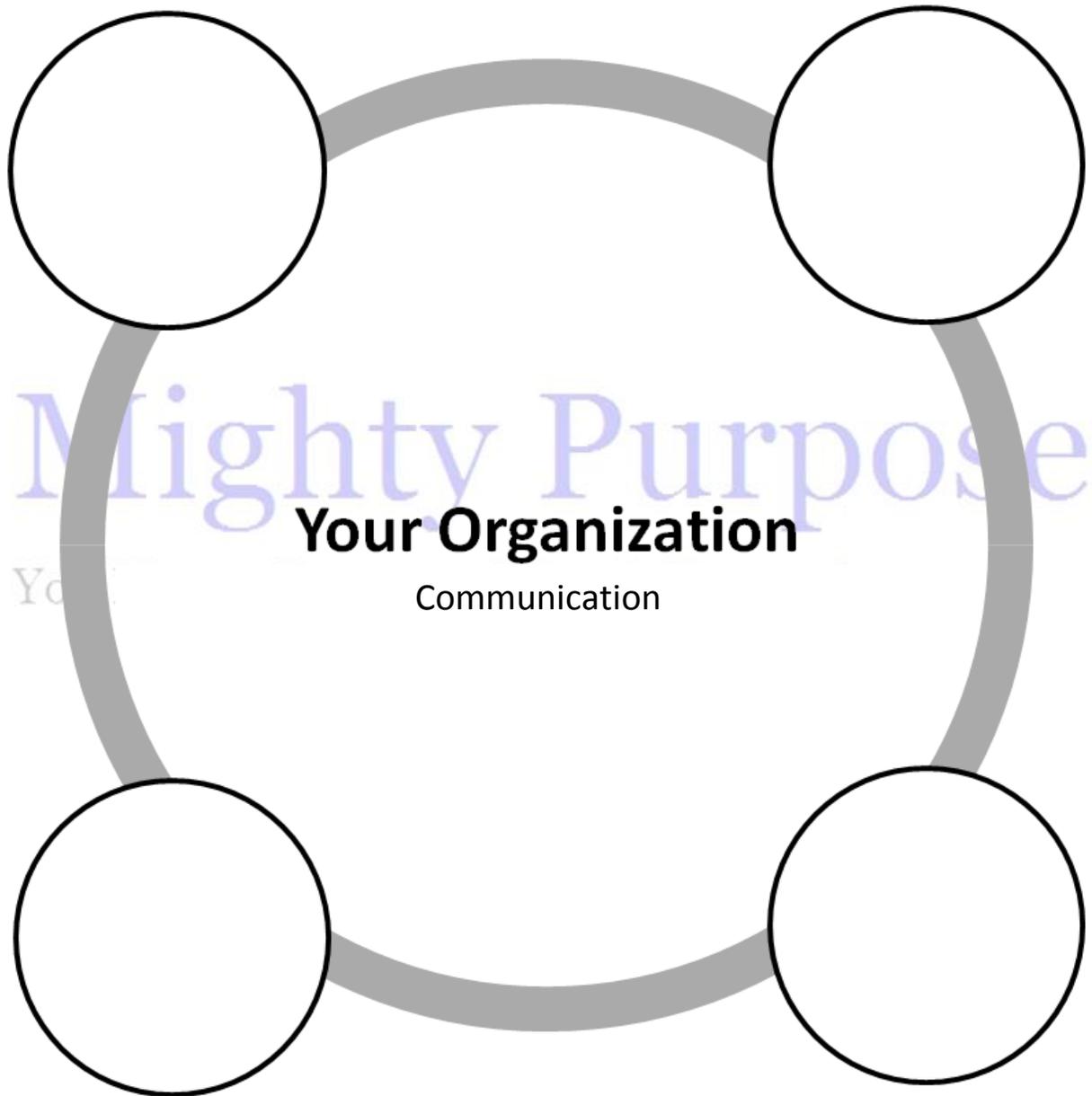
Notes for Exercise 12 (Standard Objectives)

1. Brainstorm a list of things that are always important. They were probably important last year, they are important this year, and they will be important for years to come.
2. Select 3 to 6 of these (or combine to get to 3 to 6) as the most important. These are the essential metrics. If you measure these and they are good, then organization should be healthy.
3. Document these metrics. Create a policy that assigns the measurement of these to the management of the organization. In addition, management should set benchmarks for these metrics that are reasonable and appropriate. Finally, the organization's management should frequently report on these metrics to the organization's board and every board member should be familiar with them.

Examples for DSAs:

- Financial (Revenue, Expenses, Admin/Program Ratio, Etc.)
- Membership (Total Served, New Families, Etc.)
- Program (Resource Investment Per Priority or Priority Area)
- Others?

Bonus Question A: How Will You (Over) Communicate Your Six Answers?



Notes for Exercise 13 (Communication Plan)

Create a robust and specific communication plan to share the decisions made by answers "The 6 Questions". Include timetables and benchmarks and clear accountability of specific people to accomplish specific communication milestones.

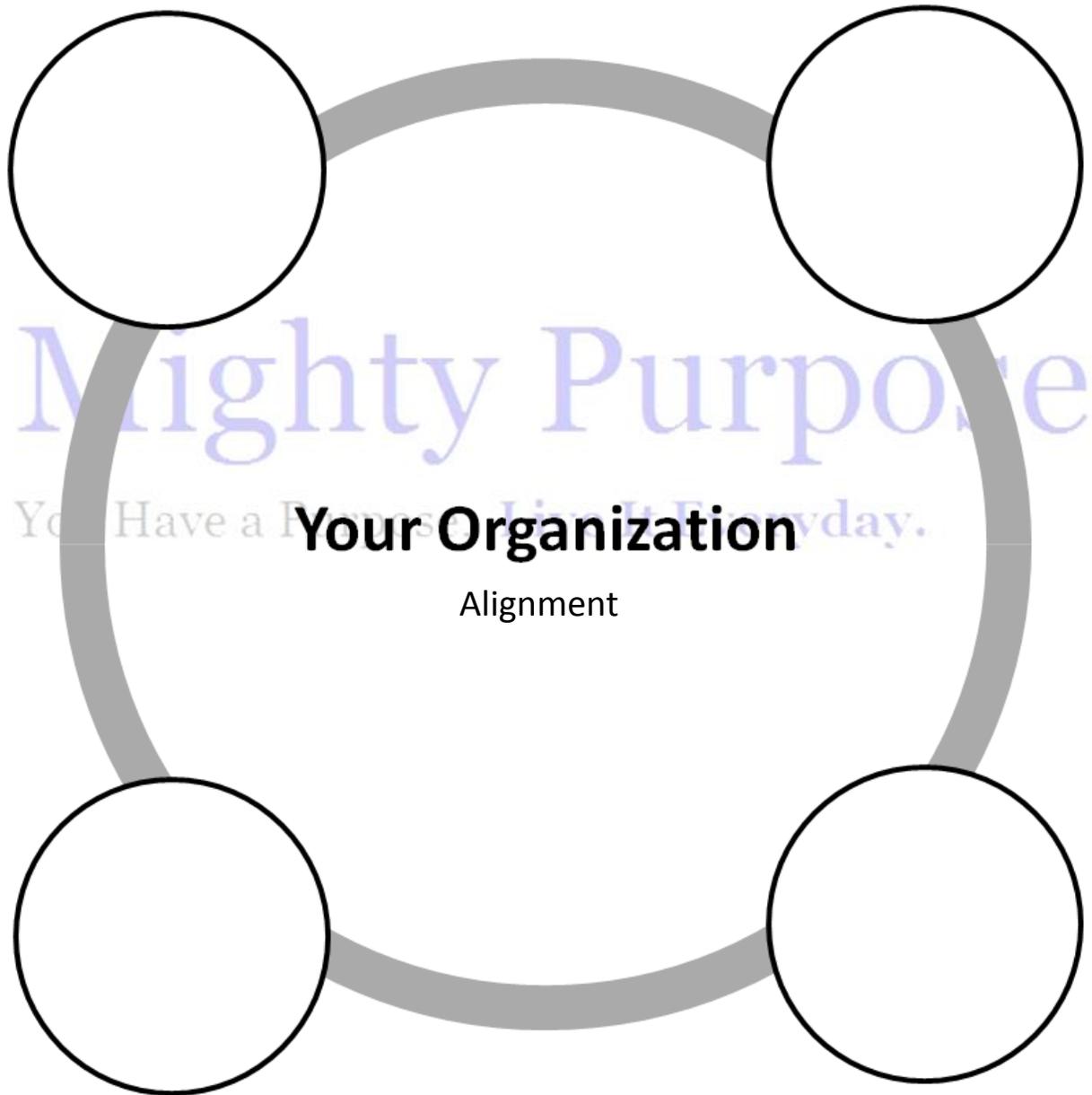
Your plan is not good enough if each identified stakeholder does not receive the message, in different ways, at least 8 times.

Your plan is not good enough if the leadership team does not get sick of talking about and delivering the message.

Your plan is not good enough if the volunteers and staff of the organization fail to refer to the answers to these six questions on their own, and successfully make decision aligned with them.

Your plan is not good enough if you don't execute it and over-communicate.

Bonus Question B: How Will You Align Your Human Systems To Your Six Answers?



Notes for Exercise 14 (Systems and Policies)

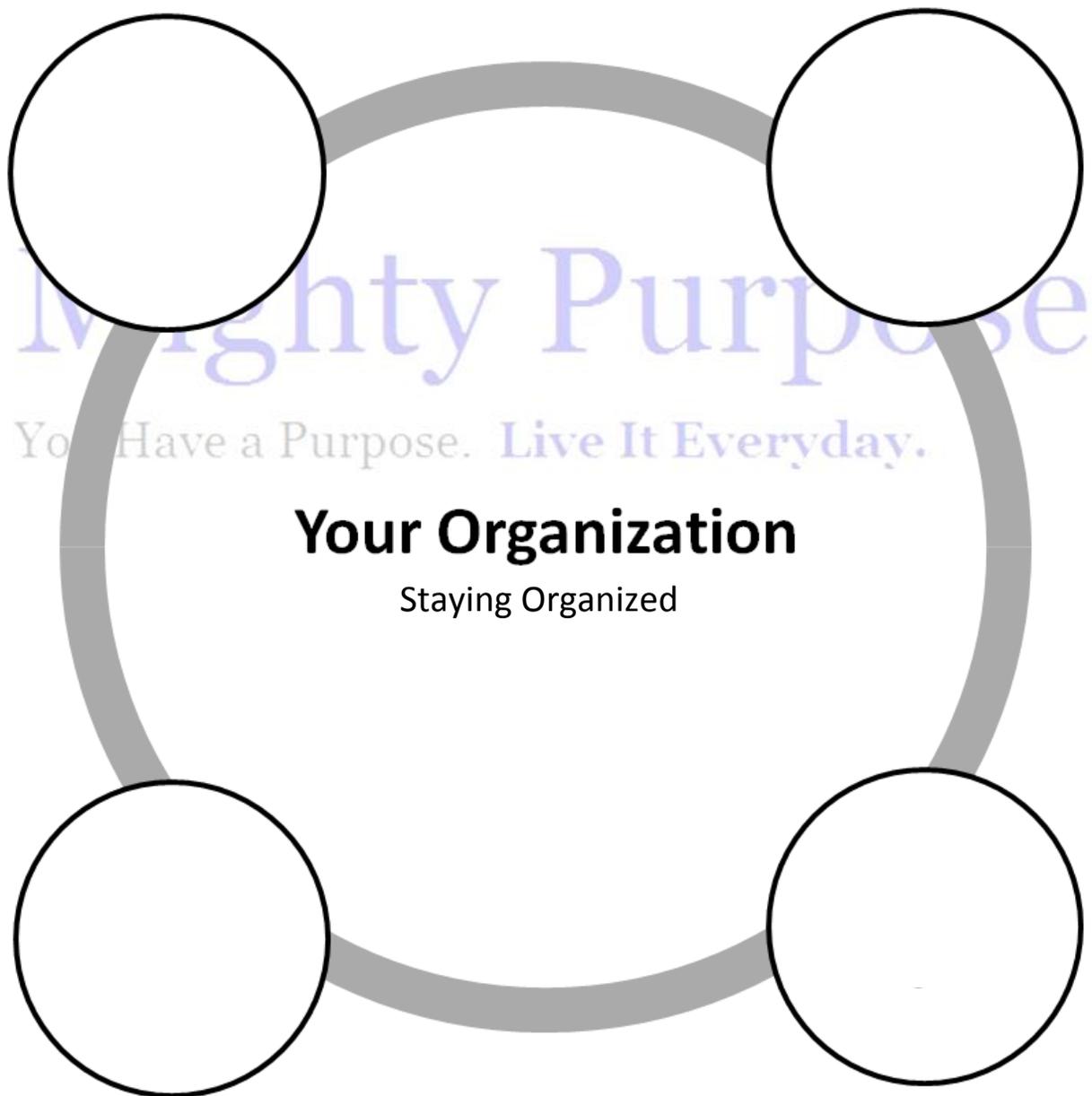
Have your board review the following sets of governance policies and update them (or create them) to align with the answers to the six questions:

- Organizational/Management Limitations
- Board Process and Conduct
- Board to Organization/Management Delegation

Have your organization's management review the following sets of "human-oriented" policies/systems and update them (or create them) to align with the answers to the six questions:

- Hiring: Selection based on behavior values identified.
- Orientation: Orientation and training based on your six answers.
- Performance Management: Simple systems for setting and reviewing goals, and ensuring goals are aligned with your six answers.
- Termination/Corrective Action: Poor performers who don't fit values are managed out of the organization, while poor performers who do fit values are given coach/resources needed to succeed.
- Compensation: Based around values and objectives (defining and standard) of organization

Bonus Question C: How Will You Track, Measure, Adjust and Document Your Work From Today?



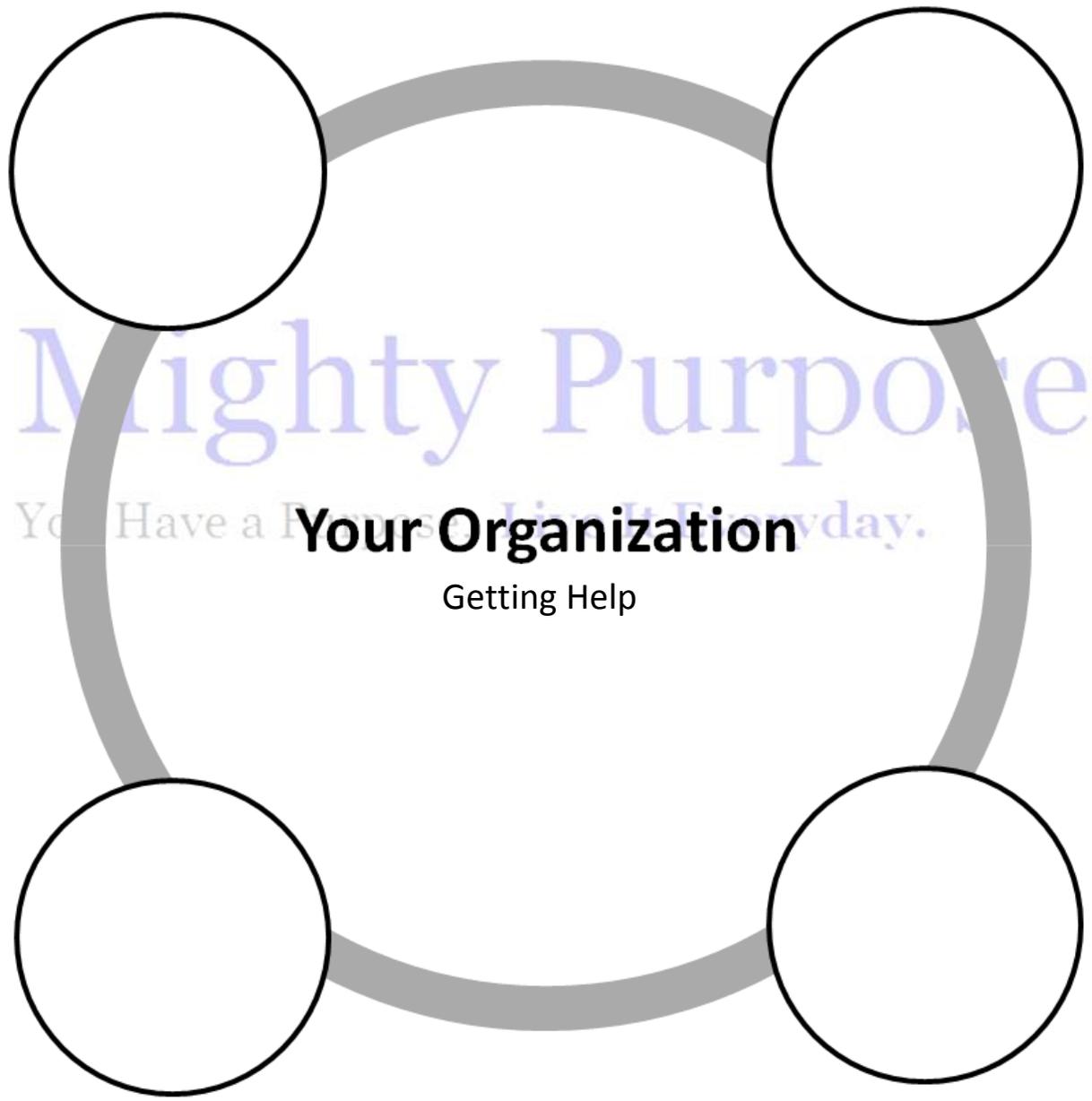
Notes for Exercise 15 (Your Playbook and Meetings)

1. Document everything decided today and keep these decisions front and center of this group. Consider creating a "playbook".
2. Measure and track progress with subjective dashboards and social mechanisms like well defined meetings.

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The Super Bonus Question: What Will You Do Next?



Notes for Exercise 16 (The Possible Next Steps After Today)

1. Read **The Advantage** by Patrick Lencioni.
2. Go to www.mightypurpose.me and sign up for the email list. You will receive resources and ideas for both living a purposeful life and leading/creating purposeful organizations.
3. Email Sterling Lynk at sterlinglynk@att.net or call me at (608)698-6055. I'd love to help.

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Purpose:

Value:	Value:	Value:
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Basic Business Description:

Priority Category:	Priority Category:	Priority Category:
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Rallying Cry:

Defining Objective:					
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Standard Objective:					
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