Navigating Through Change

Madison Non-Profit Day
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What’s coming your way
Baby boomers are retiring: 8,000 Baby Boomers turn 65 every day.
Individual donations are up, but the volume of donors is trending down.
Innovation (and competition) from social enterprises: Will new approaches help or get in the way?
Pressure from funders to show results is increasing.
Significant increase in nonprofit organizations
Generational differences
Increased need for cultural awareness and inclusion
Technology...social media, online giving, infrastructure, etc. is continually changing and evolving.
Pressure from shrinking government aid.
Economic inequality raises tricky issues for donors.
What else is on the horizon?
<table>
<thead>
<tr>
<th>External Forces</th>
<th>Internal Forces</th>
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<tbody>
<tr>
<td>Growing diversity of workforce i.e., generations</td>
<td>Performance gaps</td>
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<td>New policies &amp; legislation</td>
<td>Employee engagement</td>
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<td>Shifting constituent expectations</td>
<td>New staff / leadership</td>
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<td>Changes in the economy</td>
<td>A new mission</td>
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<td>Funding changes</td>
<td>Quality issues</td>
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<td>Shifting expectations of donors</td>
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<td>Rise of social media</td>
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Don’t let change overcome you.
Does your organization...

- Stay ahead of changes or play catch up?
- Directly and planfully address threats and weaknesses or avoid dealing with them?
- Reward innovators, risk takers and creative problem solvers?
- Seem more concerned with solving today’s problems rather than planning for tomorrow’s opportunities?
- Does everyone have the same understanding of vision for the future?
Characteristics of a Resilient Organization

Positive

Flexible

Focused

Proactive
A Positive Culture:

- Appreciates change
- Views disruptions as natural
- Expects the future to be constantly changing
- Sees changes as opportunities
- Believes lessons can be learned from change
- Doesn’t blame others for the unexpected
A **Flexible Culture:**

- Has a high tolerance for ambiguity
- Recognizes personal strengths and weaknesses
- Staff meets challenges, modifies personal assumptions
- Leaders display patience, understanding and humor when dealing with change
- Everyone acknowledges that there are a number of right ways to accomplish goals
A **Focused Culture:**

- Staff doesn’t let stress in one area affect others
- Leaders provide a source of meaning, big picture on down
- Leaders use action plans and guidance systems
- Everyone constructively deals with distractions and obstacles
A Proactive Culture:

• Leaders use resources to creatively reframe a changing situation

• Everyone responds to disruptions by investing energy in problem solving and teamwork, influencing others and resolving conflict

• Draws important lessons from change-related experiences

• Risk taking is encouraged
Successfully Navigate Through Change
ALWAYS maintain a clear eye on the destination.
Routinely think and talk about the future.
Don’t get sucked into the weeds or stuck on a sandbar.
Reward progress toward goals.
Remember you are a business.
Foster a multi-generational, multi-faceted perspective.
Pay attention to the people.
Nurture a strong board.
Thank you!

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