



view from the **EDGE**

APRIL 2009



Jim Shapiro



Shannon Barnes

What's a Leader to Do?

Drucker's Priorities for Crisis Leadership

No news to you – things are tough. Reports from almost every sector indicate decline and a record low confidence in the future. Some estimate as many as 200,000 nonprofit organizations will close in the next 24 months, and that as many as 20,000 churches may close in 2009! Those are some really tough and tragic statistics.

Peter Drucker said, “The one predictable thing in any organization is the crisis,” and that the job of the leader is to develop an organization that is “battle-ready, that has high morale, that knows how to behave, that trusts itself, and where people trust one another.” In this difficult environment, your organization is counting on you to help them navigate the challenges. Here are some steps to take:

- *Honestly assess your situation:* Gather wise counselors and look honestly (not pessimistically) at your organization's situation.
- *Make plans, and take action where necessary:* Based on your evaluation and assessment (see our article on page 2), make plans and take action. “Wait and see” attitudes clobber morale and the ability of your organization to move forward. If surgery is needed, do it; if you need a health club, enroll today!
- *Focus your organization on solutions to your common challenge:* Your people are concerned about their jobs, concerned for one another, and are surrounded and distracted by all sorts of internal and external “challenges.” Focus them on co-creating solutions, on new goals, and on moving forward.
- *Communicate openly and continually:* Your stakeholders, staff, and board need to know what's happening, what to expect from the future, what leadership is working on, and how they can be involved. The truth stated simply goes a long way.

You can do it! We're here to help. SDB



EDGE TRAINING EVENTS

TeleClass

April 15, 1:30 p.m.

The Donor Tax Evasion!

5 Creative Ways to help your donors give and reduce taxes.

Seminar (S. California)

April 17, 9:30 a.m.

Monster Mission:

A dialogue about the power of well-designed missions.

Seminar (S. California)

Friday, April 24

Ministry Matters:

A solution-based dialogue for pastors and ministry leaders.

TeleClass

April 29, 1:30 p.m.

Monster Mission:

A look at one organization's mission-driven transformation

Seminar (S. California)

May 1, 9:30 a.m.

Survive and Thrive-Schools:

Tools for Increasing Enrollment, Donors, and Donations

Seminar (S. California)

May 7, 9:30 a.m.

Mergers & Partnerships:

Strategies for New Growth, Funds, and Impact

Register for these events at

www.theEDGEgroup.org/thrive.htm

Contact Information

888.650.EDGE

info@theEDGEgroup.org

www.theEDGEgroup.org

The Value of a Well-Executed Assessment

The EDGE Development Process - Part 1

Our primary aim is to help nonprofit leaders like you, “find a better way to do more good.” To accomplish this, we implement a three-step process: (1) assessing an organization’s past and present condition, (2) organizing and preparing teams around newly developed growth strategies and then most importantly, (3) walking alongside our partner clients through the process of strategic and tactical implementation.

Why do we begin with assessment? Well, if your organization is looking to raise more money, improve its leadership structure, align more people with your mission, or launch a major capital project –accessing your past is crucial to creating a path for future success.

Assessment can take a variety of forms. Self-assessments require an organization to have the internal human resources and expertise to know how and what organizational data to analyze. Although these assessments cost very little, they carry the risk of producing a biased view of your organization. On the other hand, professional assessments require you to find an expert who has experience assessing organizations like yours. And of course, professional assessments require a financial investment. But, the value of these assessments is that you receive a complete and unbiased review of your organization.

Whichever you choose, there are important things to include in the process: (1) financial data analysis, (2) a marketing audit, (3) a review of human resources, and (4) feedback from key stakeholders. The end result will be a clear understanding of past and present successes and failures along with an understanding of potential future roadblocks, obstacles, and opportunities.

Next month we will discuss the ins and outs of step 2 – “organizing and preparing your teams for future growth.” Stay tuned! js

Let The EDGE Group help you professionally assess your organization and help create a roadmap for future success. For information on our assessment services, contact us at 888.650.3343 or info@theedgegroup.org.

Recommended Read:

The Starbuck Experience: 5 Principles for Turning Ordinary into Extraordinary by Joseph A. Michelli. Learn how to reach out to your community, listen to workers and customers, seize growth opportunities, and design a truly satisfying experience that benefits everyone involved. js



Great and Noble Tasks

I long to accomplish a great and noble task, but it is my chief duty to accomplish humble tasks as though they were great and noble.

Helen Keller