

Identify the Top Five Barriers to Growth Using the LifeCycle Model

Using the model as your guide, take time at your next board and discuss the each component of the model. First, as a group decide which stage you are at, and why you have reached that conclusion. Next, think about the critical success factors necessary to move forward. This will help you identify where you are need to make changes and establish SMART (specific, measurable, attainable and realistic) goals as part of your plan to move forward as part of a well-articulated holistic plan.

Component	Stage	Evidence	Barriers to Growth	Next Step (SMART goals)
Programs				
Management				
Board of Directors				
Financial Resources				
Administrative Systems				

Idea	<ul style="list-style-type: none"> ▪ Board is formed. ▪ By-laws developed. ▪ Articles of incorporation filed.
Start Up	<ul style="list-style-type: none"> ▪ Membership expanded beyond friends of founder. ▪ Members see organization as non-profit corporation, not a sole proprietorship and make decisions in the organization's best interest. ▪ Enough committed members so board has begun to set direction. Organization ownership no longer with staff alone.
Growth	<ul style="list-style-type: none"> ▪ Transition from staff-driven model to shared board/staff ownership; members understand their governance roles. ▪ Members regularly attend meetings and make informed, time-sensitive decisions. ▪ Committee structure, terms of office & recruitment processes in place.
Maturity	<ul style="list-style-type: none"> ▪ Board operates in policy mode & understands governance, legal & fiduciary responsibilities. ▪ Board knows how to monitor organizational impact. ▪ Committee structure defined, members competent & diverse with rotating terms of office.
Decline	<ul style="list-style-type: none"> ▪ Board requires & reviews performance info and satisfaction measurements in addition to financials. ▪ Members attend board meetings regularly. ▪ Board is future-focused, engaged, & have their ears to the ground regarding community need. ▪ Members call attention to slippage & develop correction plan.
Turnaround	<ul style="list-style-type: none"> ▪ Board has reconnected with org & is eager to restore institutional integrity. ▪ Small but committed group takes organization forward. ▪ Board provides objectivity, support & advice to turnaround manager.

Adapted from Nonprofit Lifecycles, ©2001 by Susan Kenny Stevens, P.D.

Everyone Leads! An All-Encompassing Approach to Board Leadership

Presented by Nadia Prescott and Marie Peeler

Nonprofit Lifecycles

A framework for understanding predictable stages of the nonprofit organization.

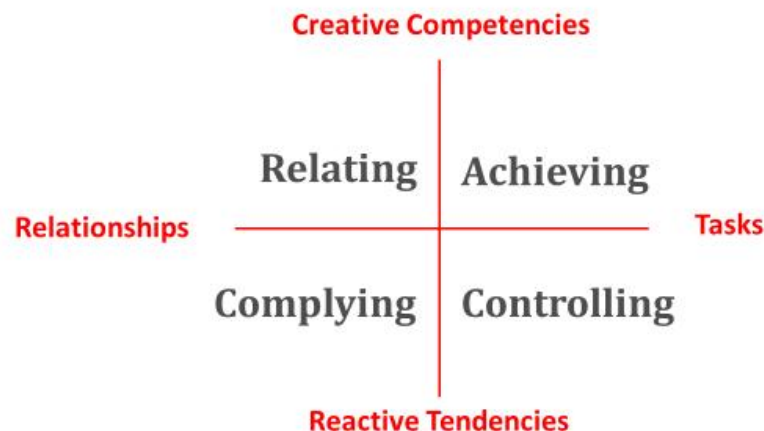
Idea	Perceived community need sparks a founding idea or vision of what that could be.
Start Up	Beginning state of operations when energy & passion are at their highest, but systems generally lag behind.
Growth	Program opportunity & service demand exceed current systems & structural capabilities.
Maturity	Reputation for steady & vital services & operates with solid organization foundation & sense of security.
Decline	Organization makes status quo decisions based on internal factors rather than external client needs resulting in diminished clients and insufficient income.
Turnaround	Organization at critical juncture because of lost market share and revenues but has taken decisive actions to reverse course in favor of market relevance.
Terminal	Organization lost its will, reason or energy to exist.

Adapted from: Nonprofit Lifecycles by Susan Kenny Stevens.

Leadership Mastery



The Four Quadrants

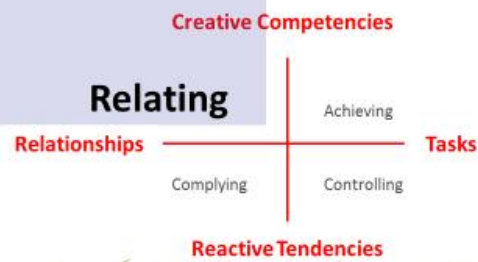


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Relating

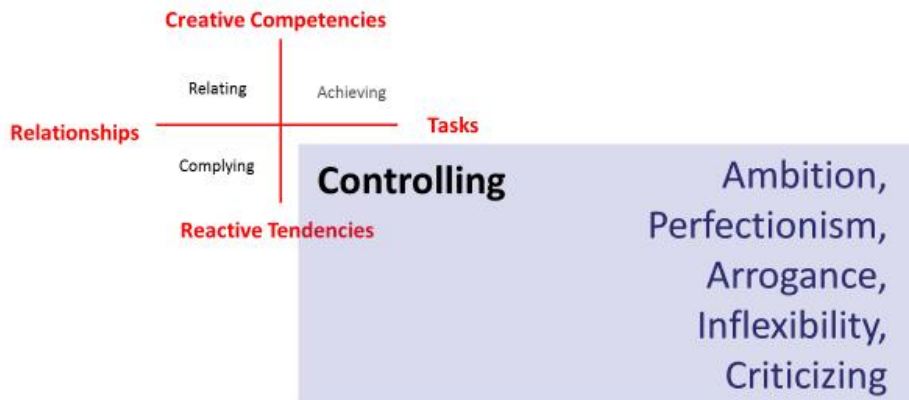
Empathy,
Emotional Intelligence,
Developing others,
Self awareness,
Connection,
Collaboration,
Personal Learner,
Integrity



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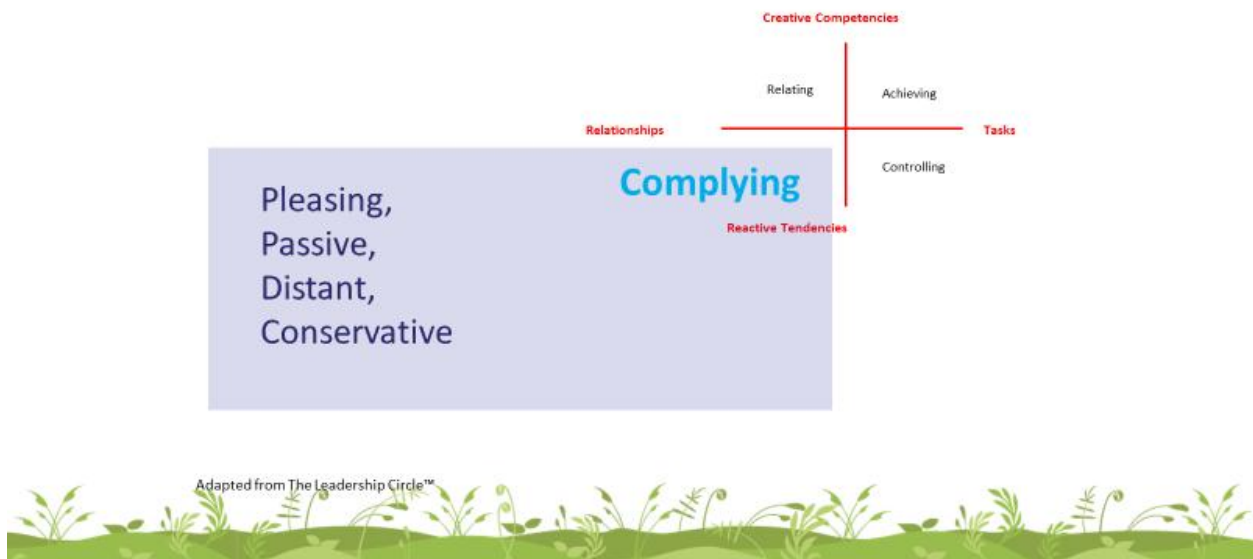
Controlling



Achieving



Complying



Board Lifecycle Stages

	Diagnostic criteria	Desired Outcomes
Idea	No Board exists at this stage, only supporters with personal connection to the mission.	A board has been formed, by-laws developed and articles of incorporation filed.
Start Up	Board members: have personal connection to founder; may defer rightful Board decisions to founder or staff; do not view themselves in 'governance' role.	Board expanded beyond friends of founder; Members see org. as non-profit entity NOT sole-proprietorship; Board begins to set direction & co-own org.
Growth	Board recruits outside professionals bringing increased expectations for performance; Members understand risk and make informed decisions; Board structure appears.	Shared Board-staff ownership; Members understand their governance role and regularly attend meetings; Committee structure, terms of office, recruitment process.
Maturity	Board sets direction, is policy-oriented & leaves management to ED. Has competence to keep nonprofit focused & vital & has structure for continuity of leadership.	Board operates in policy mode & understand legal & fiduciary duties. Committee structure clearly defined. Competent members with rotating terms of office.
Decline	Unaware something is wrong; don't take action until money runs out; lack of organizational spark; lack of attendance at meetings; focused on what we want to do rather than community need.	Board regularly requires & reviews performance & satisfaction measures as well as finance reports; attend board meetings; future focused, not complacent; willing to "call" slippage & correct.
Turnaround	Core group of committed board members ready to do what it takes to restore organizational integrity; board shrunk to only committed members.	Board reconnected with org. & eager to help restore integrity; small, committed group takes organization forward & provides objectivity, advice & support to turnaround manager.
Terminal	Organization lost its will or energy to exist.	Board fulfills due diligence re: disposition of assets, acct closures, distribution of funds to other nonprofit.

Resources

- *Nonprofit Lifecycle Management*
by Dr. Susan Kenny Stevens
- *Mastering Leadership*
by Robert J. Andersen and William A. Adams
- *Evolution & Revolution as Organizations Grow*
by Larry Greiner
- *5 Life Stages of Non Profit Organizations*
by Judith Sharken Simon



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