

Vision to Victory

Strategic Engagement for Social Good

NONPROFIT INSTITUTE
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Presenter



Tom Morley

Managing Director
Snowflake LLC

“After 15 years in the Big 4, I was called to use my talents to make a greater social impact. In 2014, I launched Snowflake, a Certified B Corporation®. We help organizations transform lives and build communities.”

Strategy › Organization › People › Marketing
www.snowflake.com › Twitter: [@snowflake](https://twitter.com/snowflake)

Opener



Why do you work with a nonprofit?

Basics



Why do you work with a nonprofit?

People need help, today and tomorrow.

Idealists



Why do you work with a nonprofit?

People need help, today and tomorrow.

You're in a position to:

Transform lives
Build communities
Change the world

Opportunities



Why do you work with a nonprofit?

People need help, today and tomorrow.

You're in a position to:

Transform lives
Build communities
Change the world

A lot has been done, but there's much more to do!



What you provide is essential.

**You make things better
when help is needed the most**

Always remember this, even when it doesn't
feel like you're making a dent in the issue at hand.



Part 1

What can you make happen,
and what's stopping you?

Visions



Most 501c(3) nonprofits share a common aim

Eliminate a problem in society

- › Everyone has a permanent home
- › No one goes to bed hungry
- › All people can get high quality health care
- › Every disadvantaged person gets an opportunity
- › No more teenagers commit suicide



What's the "big answer" you're after?

Evolution



Nonprofits can evolve through three repeating stages

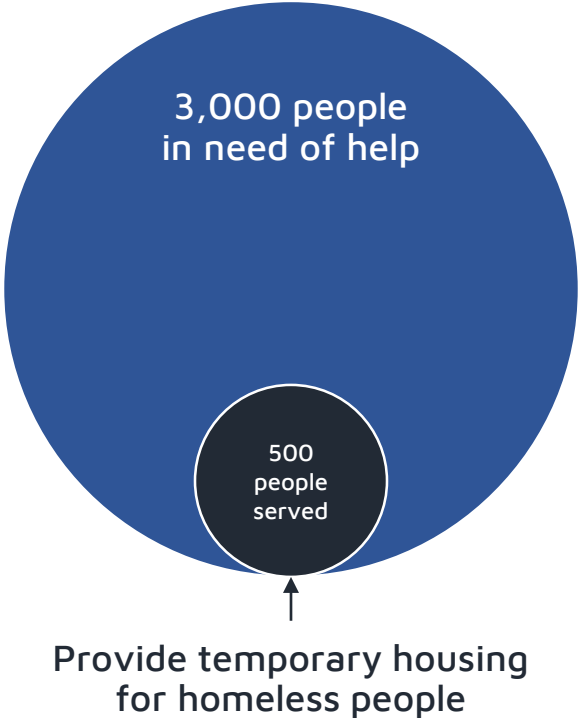


The goal is not to stop!

Be There



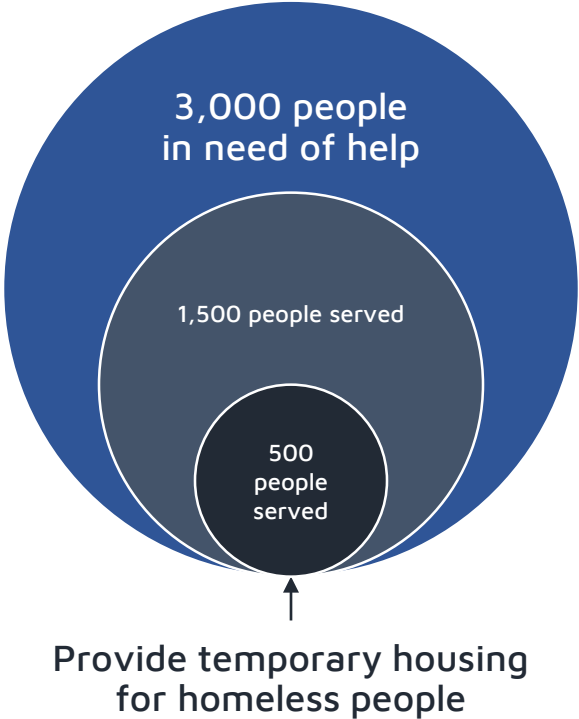
Basic existence to address an acute need



Be Better



Systematic cost-effectiveness to help more people



Be More



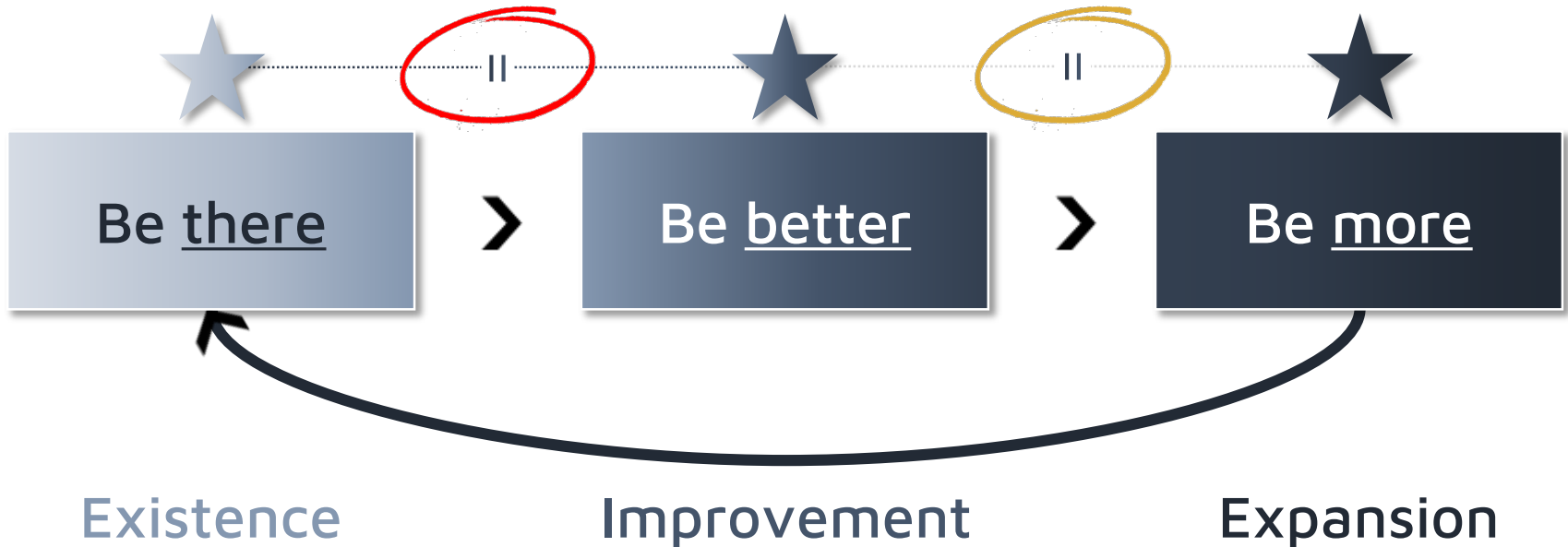
Expansion toward ending the larger problem



Stagnation



Many reach a certain point and hit "pause"



So why do nonprofits stop evolving?

Barriers



We hear a variety of reasons for the “static”

- › Knee-deep in “keeping the lights on”
- › Focused on day-to-day operational priorities
- › Don’t feel the urgency to accomplish more
- › Not enough time to get together and think
- › Under-skilled, under-paid, over-worked people
- › Insufficient and/or uncertain funding
- › Uncomfortable collaborating with peers



These come from Boards and executives.

Attentions



In other words, they aren't focused on the larger picture

It's "tactical thinking!"

- › Orientation = Operational
- › Perspective = Insular, self-driven
- › Decisions = Short-term objectives
- › Priorities = Security and stability
- › Imagination = In short supply!



"But," they'll say, "it has to be like this!"

Overwhelmed



It's hard to anticipate and manage, let alone grow



They're reactive, and can't get ahead.

Outcomes



Tactical emphasis often precludes nonprofits taking a strategic approach

**Absent good fortune,
tomorrow = today.**

This won't make long-term visions reality!



Many nonprofits fall short of potential.

Examination



Does the future really depend on luck?



Proposition



Leaders create many of their own “tactical roadblocks,” and they can be dismantled

Vision
Belief
Commitment
Creativity
Cooperation



People need nonprofits to be strategic!

Accomplishment



Why do you work with a nonprofit?

Transform lives
Build communities
Change the world

You can't do these things without strategy!



Part 2

**What is strategic engagement,
and what does that imply?**

Definition



How should we define “strategy?”



How should we define “strategy?”

Strategy represents a long-term commitment:
to your nonprofit and those you serve

- › Focuses on a big-time vision
- › Looks at the “whole picture”
- › Employs logic with creativity
- › Includes key stakeholders
- › Defines and pursues milestones
- › Facilitates purposeful actions
- › Informs nonprofit decisions

Process



Strategic engagement is continuous,
collaborative, dynamic problem-solving

Permanent state of life

Leverages others

Watches and responds

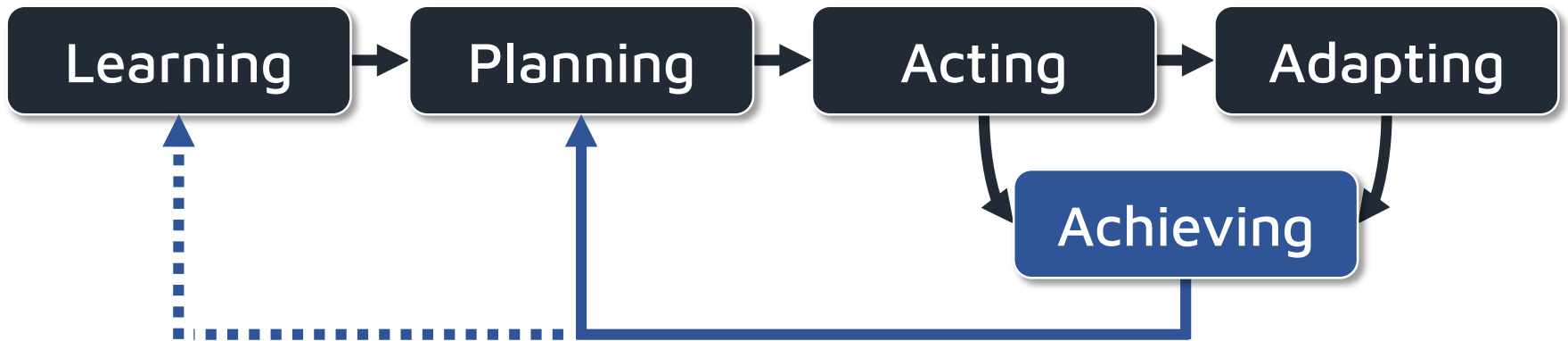


Never lose sight of your aspirations
while you pursue them incrementally.

“Continuous”



Strategic engagement is a repeating cycle, not just a plan



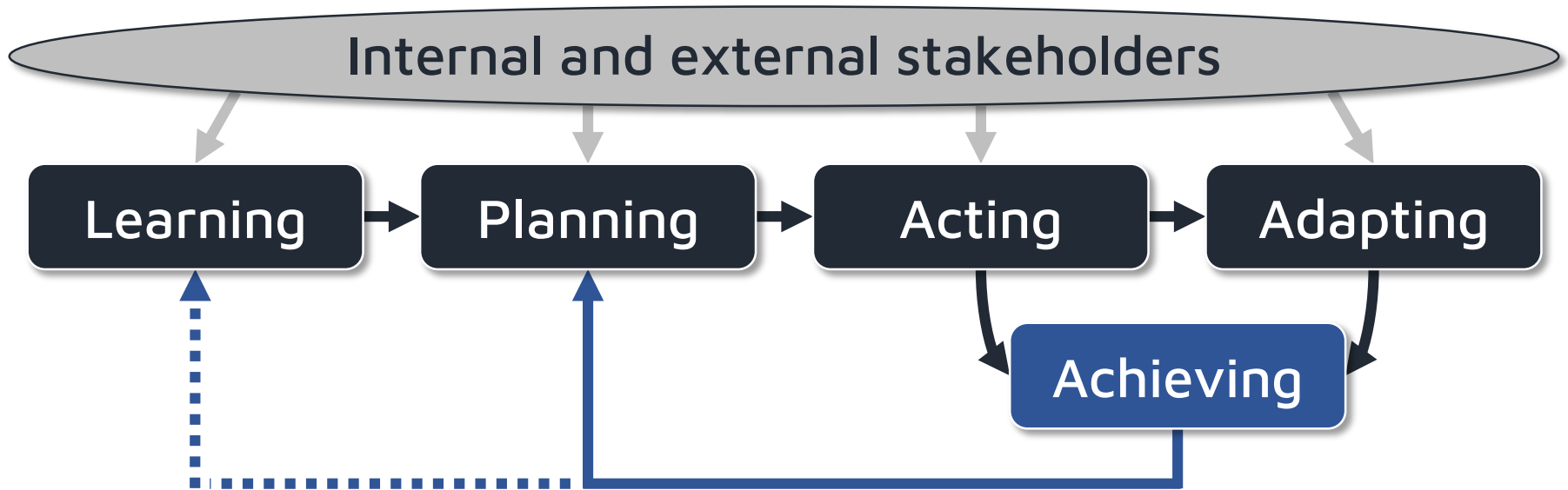
Strategic engagement requires committed, imaginative leadership.

“Collaborative”



Engaging others’ perspectives and capabilities is key

Urgent Issue > Root Causes > Joint Solutions

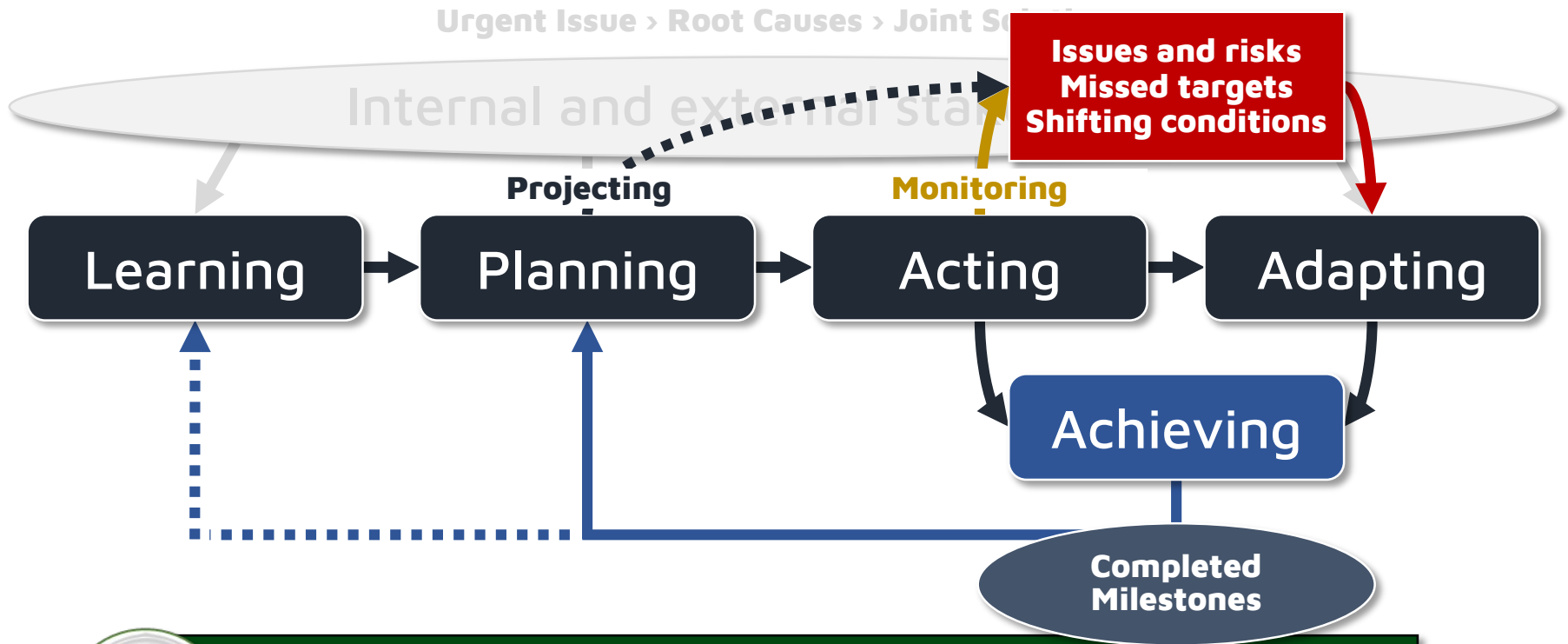


Cooperation is better than competition.

“Dynamic”



Strategic engagement is action, recognition, and iteration

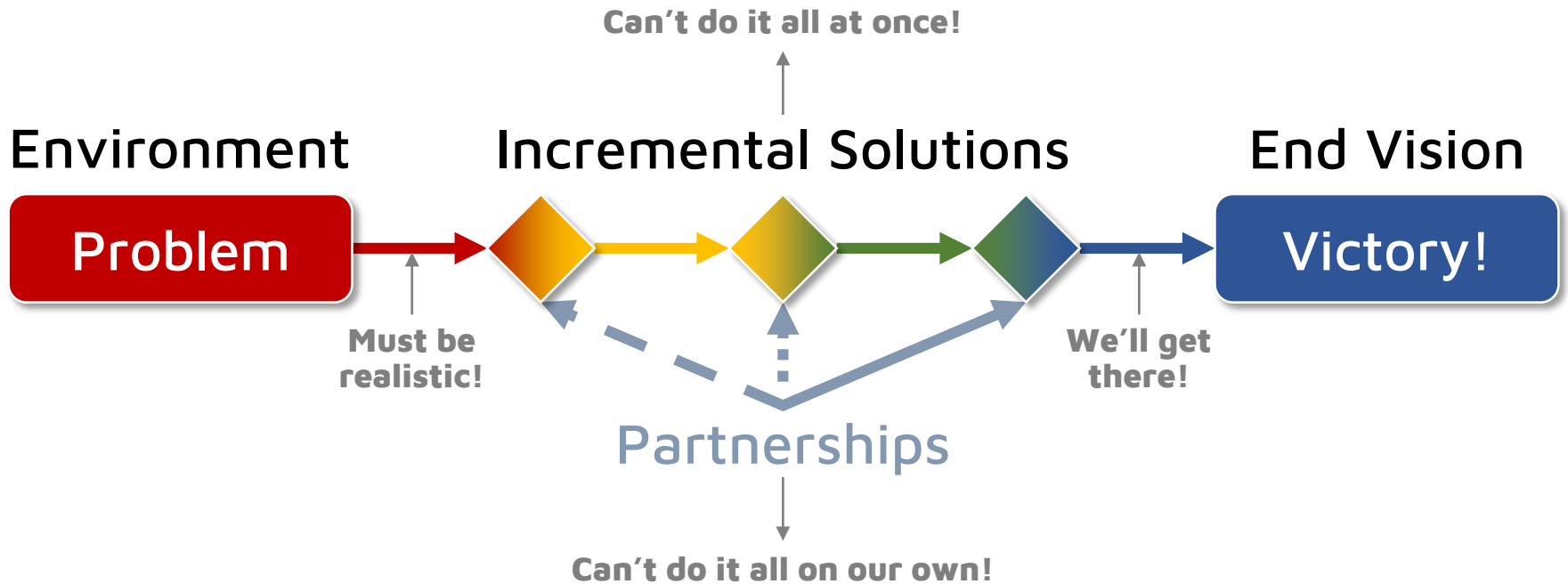


It is flexible to environmental changes.

“Problem-solving”



What does solving social problems entail?



Engaging in strategy is progressive.

Terms



Five phrases that shape strategic engagement

Visionary leadership

Imaginative logic

Collaboration with purpose

Action and adaptation

Progressive achievement



You can be both optimistic and realistic!



Part 3

What does engaging in strategy look like in practice?

Reasoning



When should you engage in strategy?

Comprehension



When should you engage in strategy?

Visible Challenges
Extended Impacts
Root Causes
Fundamental Solutions

Transformation



When should you engage in strategy?

Visible Challenges
Extended Impacts
Root Causes
Fundamental Solutions

Transformational change requires
seeing the problem in its full context

Victory



What “end state” do you envision?

Immediate Issue

So What?

Larger Picture

You aspire to make your vision reality, doing your part and cooperating with others

Environment



What does your “sphere” look like?

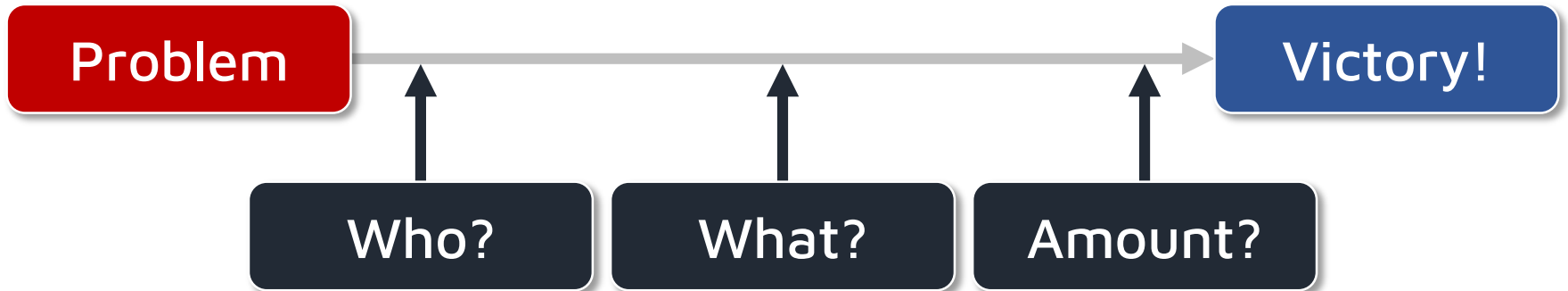
Internal State
External Conditions
Players and Roles

[Assets, issues, possibilities, prospects, and risks]

Winning



What does “defeating the problem” mean?

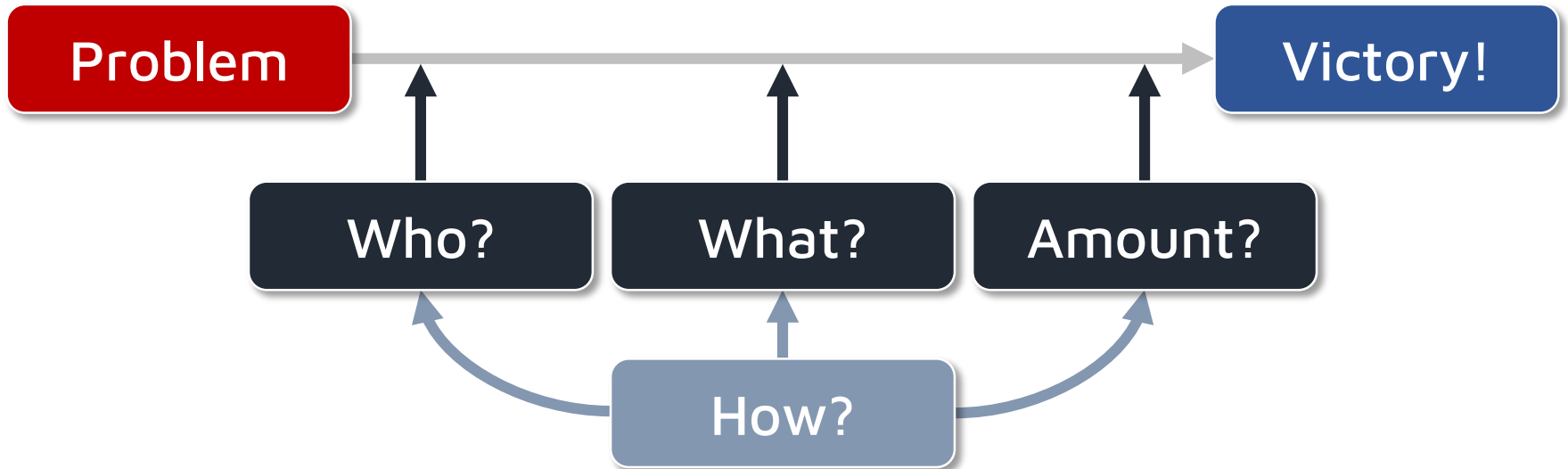


Don't get derailed by your assumptions.

Ideation



Ideas are born in an open field, and evaluated for impact



Sustain, improve, collaborate, create.



How do we include others in our ideas?

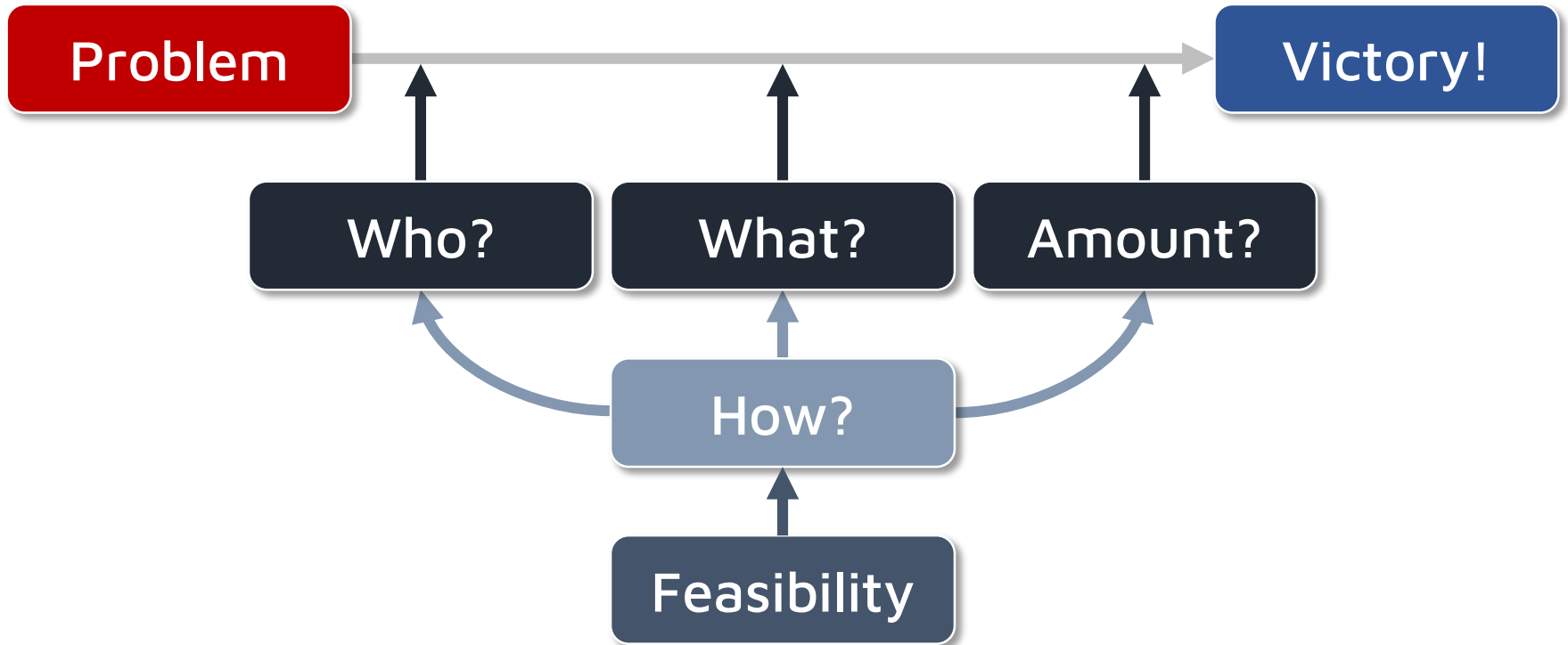
Non-profits
Businesses
Public Sector
Foundations
Community

The more we do together, the more we can do

Solutions



Our actions need to be realistic in the larger context

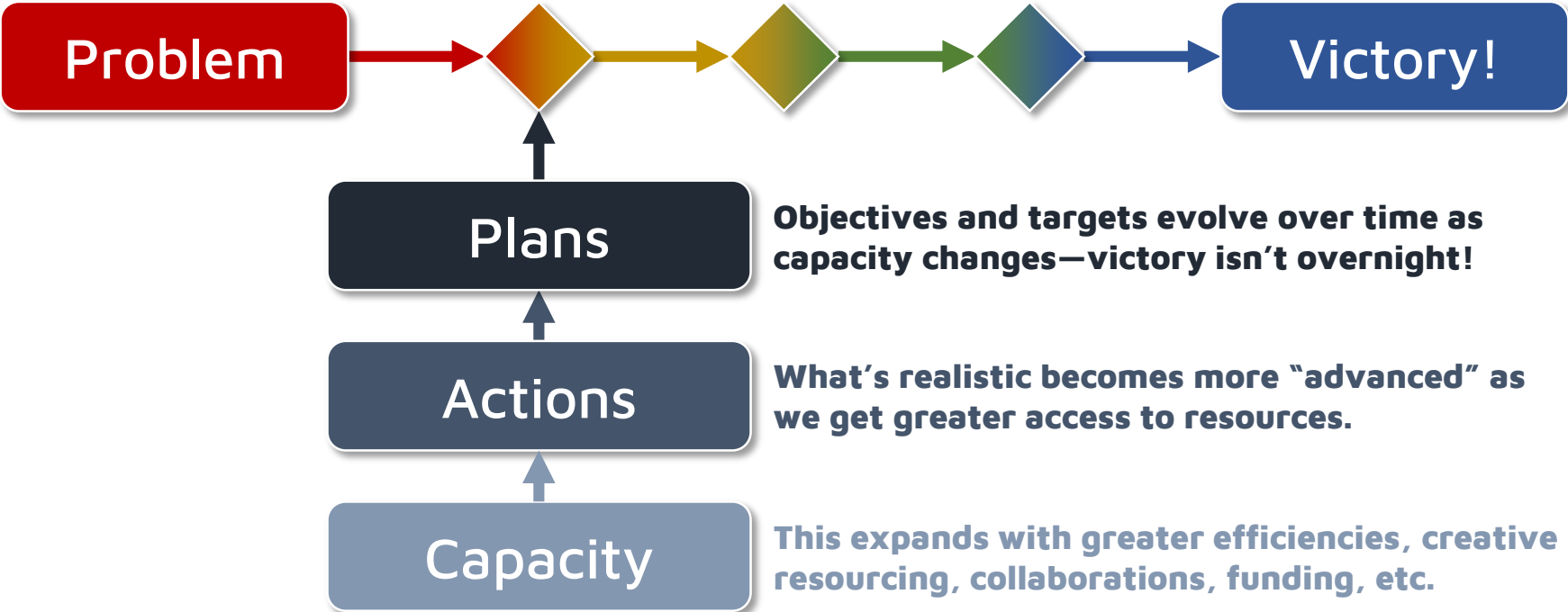


Now you can ask “is it possible with accessible resources, relationships, etc.?”

Solutions



The results are incremental solutions – our first plan



Priorities and sequencing matters here.
Victory may span multiple plans.

Implementing



Strategy becomes a comprehensive program implemented over the plan's time horizon

Coordination
Action
Monitoring
Measurement



It's critical to have a Program Manager responsible for oversight of the plan.

Adapting



Strategic engagement means keeping on track, facilitating, and remaining relevant

Regular Reviews
Plan Adjustments
Resourcing
Strategy Shifts



The Board governs and facilitates action.

Momentum



Strategy is progressive toward the “end state”



The cycle restarts when a plan expires, based on milestone outcomes.



Part 4

Requirements, conclusions, questions and answers

Readiness



Teams require these things for strategic engagement

Visionary leadership
Creative thinking
Organizational buy-in
Accurate information
Continuous energy



Living strategy requires commitment!

Conclusion



Can you become a sustainable, transformational non-profits?

You have to...

You're being counted on to transform lives, build communities... and change the world.

Things don't happen by themselves. **Get engaged.**

Closing



Thank you, and good luck!



Collaborative consulting for the greater good.

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