

Added Value

Timely Info from Karen Eber Davis Consulting

Summer 2004

What Is Success? Part Two: Making More Mission

Note: This article is the second of four on success. The first article, "What Is Success? Beyond Outputs, Outcomes and the Bottom Line" can be found at kedconsult.com

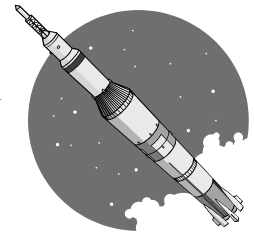
What is success? In part, it's making your mission happen. Think of your mission as a three-stage rocket. The first engine includes your **services** to customers—how their lives change from your work. For example, if you help high school students graduate, your first payload equals the number of students who earned their diplomas. Staffs usually measure outcomes around these services.

The second engine consists of all the **community support** you garner. This support can come from family members, other relatives, neighbors, associates and voters. The larger these groups and the greater their belief in your service, the higher your mission soars. Just as you create outcomes with individuals, you seek to impact others to change their knowledge, attitude, skills, behaviors, status or their condition so that they care about and support your efforts. Ultimately your work convinces members of many different

constituencies that your cause is important enough for them to provide resources (whether through their own dollars or political change).

Public speaking opportunities, placing "conserve energy stickers" on correspondence and providing meaningful statistics to the press provide just a few techniques used to fuel this second engine. (You can use the exercise on page 3 to help your organization prioritize its different constituencies.)

Your final engine consists of **transformational change**—the thrust you need to leave your current orbit to move toward new possibilities. Where other engines lift you through the atmosphere, this engine moves you to a dramatic new place. Transformational change happens, for example, when the government mandates vaccinations for the disease you fight or when your mission mandates theater opportunities for all youth and schools add requirements in theater skills. In these cases, the community experiences transformation, and you find yourself



(Continued on page 2)

Karen Eber Davis Consulting, "the more than money" firm, helps people turn good ideas into exceptional, funded ventures. Since 1994, the firm has helped hundreds of organizations, including social service, education, religious, arts, environmental government and health-care institutions, to improve the services they offer to their customers and strengthen their organizations.

ked^{*}
Karen Eber Davis Consulting

(Continued from page 1)

in a new terrain where your mission is no longer relevant or where its implementation needs a complete redesign.

History gives us several examples of transformational change. Abolitionist societies after the Civil War, for example, became irrelevant when they no longer had to convince government and publics to end slavery. Libraries became multimedia centers as the computer age redefined their original mission around print materials.

Such examples of transformational change are easy to see—in hindsight. Yet even if you barely hear its distant rumble, your transformation engine can be at work right now. Your efforts to end childhood hunger, for example, may involve feeding 50 children so that they can take advantage of educational opportunities and in turn their offspring will one day have food and education. Such forms of transformation, although slow, can move through



the community, one person at a time. Changing laws, introducing new technology and simply moving forward consistently, can fuel shifts in understanding that will transform your mission into “an idea whose time has come.”

What is success? In part, it’s creating mission by providing services, growing constituencies and allowing your mission to grow and transform with opportunities you create and those that come to you. Your organization possesses three engines to help you succeed. Are you adding fuel to all three of your mission engines?

Newsroom

Good News for Purchasers of *Local Sources & More Local Sources, 2004-2005*

In addition to the resource book(s), purchasers get periodic updates. A June email, for example, included updates to *More Local Sources*. Note: If you purchased a copy of the current edition and didn’t receive it, email us, so we can forward the update to you.

Visit Our New Website

kedconsult.com

Here, you will find free articles on leadership, budgets, grant links and funding, plus back issues of *Added Value*. Take a few moments to respond to our current survey: *What is the best activity your organization ever did to increase its capacity?*

Success Survey Results—80% Use Other Measures, Too

Our past issue invited readers to participate in a postcard survey. All respondents indicated they use both outcomes and the bottom line to measure their success. Eighty percent said their organization relies on additional success measures like customer affordability, media awareness and mission achievement.

Congratulations to Catholic Charities, Diocese of Venice, winner of the \$100 grant associated with the survey.

Do You Have Potential Collaborative Partners and Competition?

SW Florida Nonprofits by Revenues

Counties	\$20 million	\$5-20 million	\$1-5 million	\$500k to 1 million	\$250k to 500k	\$100k to 250k	\$25,000 to 100k	Less than \$25,000	Total
Lee	1	13	33	39	53	99	215	659	1112
Charlotte	1	2	5	14	15	36	35	250	358
Sarasota	13	37	70	60	82	119	207	380	962
Manatee	0	9	32	18	28	54	98	474	713
Pinellas	19	49	125	115	120	199	384	1929	2940
Hillsborough	25	42	117	109	107	353	202	2468	3423

Source: GuideStar, Compilation KED Spring 2004



A Mission Exercise: Where Should Your Efforts Go?

One way to increase your mission is to grow your group's alignment. Here is an exercise to help your group prioritize whom your mission will serve.

Goal: To help your organization's leaders align around your "targets" for mission.

Time: Approximately one hour as part of a workshop or half-day meeting.

Steps:

1. Ask your group to brainstorm answers to the statement, "To fulfill our mission, we need to serve . . ." Request that participants share and then write their ideas on 3 x 5 sticky papers. Set a 15-minute time limit and establish a goal for the number of ideas (customers) to list. Collect and post the ideas.
2. Invite individuals to sort similar ideas into 5 to 7 total customer categories. When people are finished working on their categories, ask participants to explain their thoughts and encourage them to create one consensus list of customers whom you need to serve.
3. Ask the group to prioritize the customers in a circle from *most to least important*. Place the sticky papers on the "dart board"—with the center group having the highest rank. Most groups find identifying the

occupants of the center and outer rings easiest. It is fine to get started on this exercise, then come back to it later. The process in itself helps with alignment.

4. *Optional:* Review today's meeting agenda. Label each item with the names of any mission-impacted groups. Does your agenda match your priorities? Should it? Ask for comments and insights.
5. Ask participants for a one-word evaluation of the experience.

Preparation:

- As if a participant, work through the exercise. Modify as needed.
- Tally your brainstorm answers. Establish a group brainstorm goal that exceeds your number by at least 50 percent.
- Gather supplies: 3 x 5 sticky pads, Sharpies or other marker pens and a copy of the meeting agenda for each participant. Post the brainstorm question for the group. Find or draw a dartboard to use.

Grant-Link: Is there a group near the center of the dartboard for whom you can seek grant funds to educate or train?

To Order or Request Information

name _____ organization _____
 street _____ city _____ state _____ zip _____
 phone _____ email _____

Please contact us regarding: developing programs incomes sources grants or other _____

For orders, please enclose a check made out to: Karen Eber Davis Consulting for the total amount.

Mail to P.O. Box 15464, Sarasota, FL 34277. Telephone: 941-924-4860. Prepaid only.

_____ of copy(ies) of *Local Sources* at \$95 each. \$ _____

_____ of copy(ies) of *More Local Sources* at \$30 each. \$ _____

_____ of copy(ies) of *How to Run a Great Meeting* at \$6 each. \$ _____

_____ of copy(ies) of *How to Enlist Great Help* at \$6 each. \$ _____

Handling and shipping. \$ 5.00

FL orders add 7 percent sales tax or proof of exemption. \$ _____

Total enclosed: \$ _____



P. O. Box 15464
Sarasota, Florida 34277
941-924-4860 (phone)
941-924-6153 (fax)
kedconsulting@att.net

kedconsult.com



Planning and grants with significant impact since 1994

Added Value: How Aligned Are You With Your Organization's Mission?

Do your personal goals mesh with the mission of your organization? Try this quick exercise to measure your alignment.

1. Hold two pieces of paper in your hands; two blank index cards will do. Use the first to represent your organization; the other you and your life goals.
2. Consider your organization's mission. Now move your card over the organization card to represent how much your personal goals overlap with the organization's mission.
3. Repeat for your other affiliations, include present and former academic, spiritual, neighborhood and national groups.
4. Which of these organizations do you still share common ground on which to work? What insights do you notice about your current and past relationships?

To achieve more, it is helpful to align with organizations whose mission and your personal goals overlap to a great extent. On the other hand, with too much overlap, you can run into boundary issues that can impede both you and the organization. Understanding your alignments is a first step toward creating a healthy balance.

Nothing can add more power to your life than concentrating all your energies on a limited set of targets.

Nido Qubein