

"INSPIRED AND INSPIRING" -JIM COLLINS

FORCES FOR GOOD

The Six Practices of
High-Impact Nonprofits

LESLIE CRUTCHFIELD
HEATHER MCLEOD GRANT
FOREWORD BY STEVE CASE

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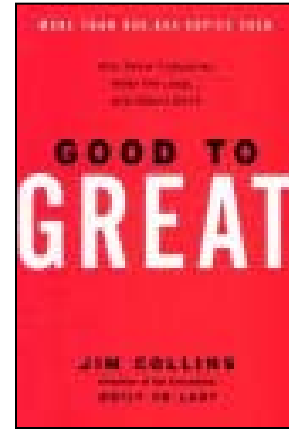
Beyond Charity: How Great Nonprofits Change the World

Leslie R. Crutchfield

Flamboyant Foundation Conference
The Puerto Rico Convention Center
San Juan
April 23, 2008

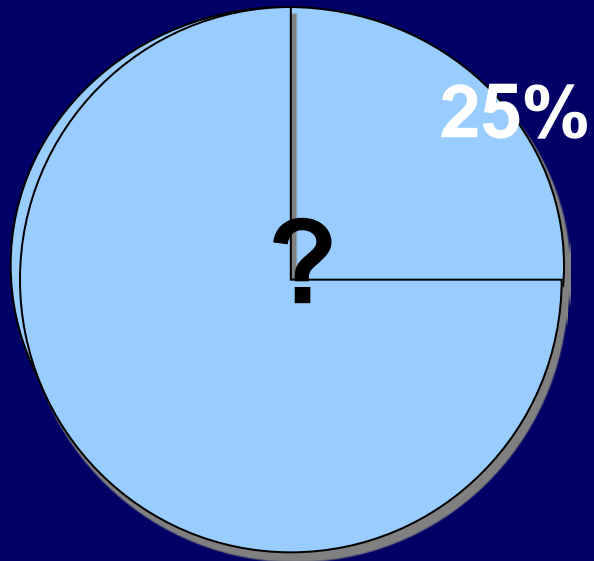
What makes great nonprofits great?





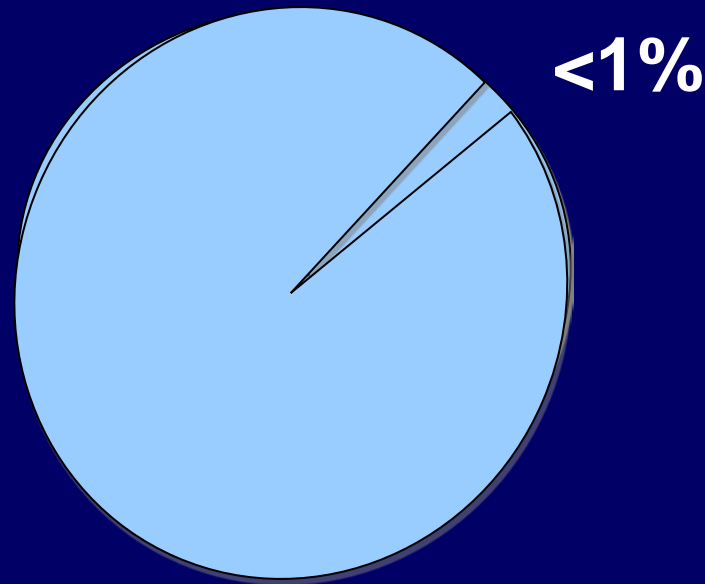
FORTUNE

500

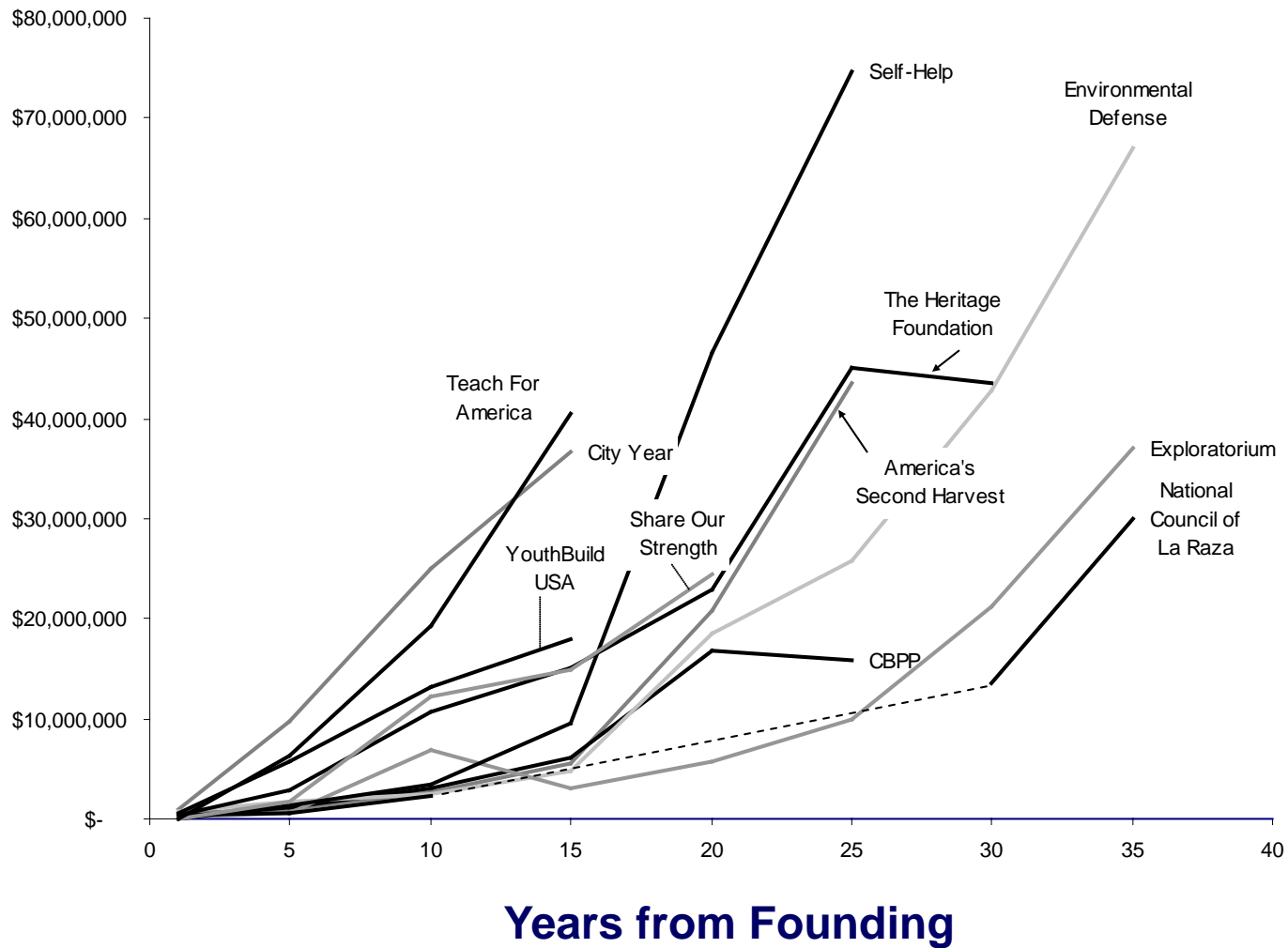


THE CHRONICLE OF PHILANTHROPY

THE NEWSPAPER OF THE NONPROFIT WORLD



Annual Budget (\$Million)





Great nonprofits build **movements**

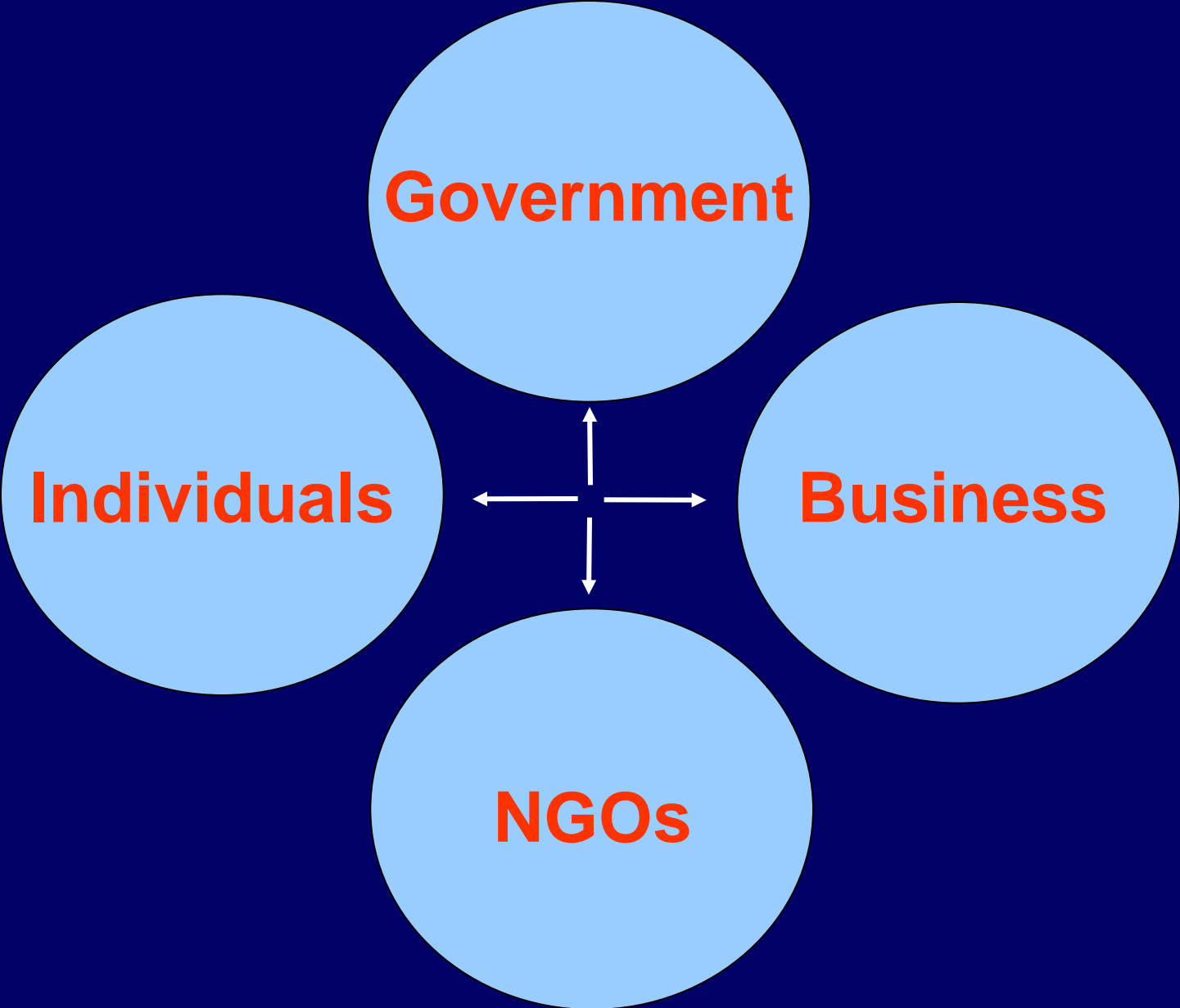
not just organizations



**“Give me a place to stand, and with
a lever I will move the whole world.”**

–Archimedes

TEACHFORAMERICA



The Six Practices of High-Impact Nonprofits

1. Advocate *and* Serve
2. Make Markets Work
3. Inspire Evangelists
4. Nurture Nonprofit Networks
5. Master the Art of Adaptation
6. Share Leadership

-and-

Sustain Impact

Advocate & Serve



SELF  HELP



Began with advocacy

- Environmental Defense
- Heritage Foundation
- The Center



Combined both

- City Year
- Exploratorium
- NCLR
- YouthBuild USA

Began with service

- America's Second Harvest
- Habitat for Humanity
- Self-Help
- Share Our Strength
- Teach For America



What Holds Most Nonprofits Back?

- Confusion about laws
- Limited resources
- Distaste for the “L” word—
“Lobbying”

**How can *you* influence policy to
advance the cause?**

Make Markets Work



→ Change business practice

→ Partner with business

→ Run a business

**How can *you* harness market forces
for greater social impact?**

Inspire Evangelists





values
meaningful experiences
evangelists
communities

**How can *you* engage more evangelists
in the fight for your cause?**

Nurture Nonprofit Networks





Organization Orientation

Competition

Grow the organization

Compete for resources

Protect knowledge

Competitive advantage

Hoard talent

Network Orientation

Collaboration

Grow the network

Share resources

Open source IP

Develop competitors

Cultivate leadership

How can you leverage *your* nonprofit networks for even greater impact?

Government

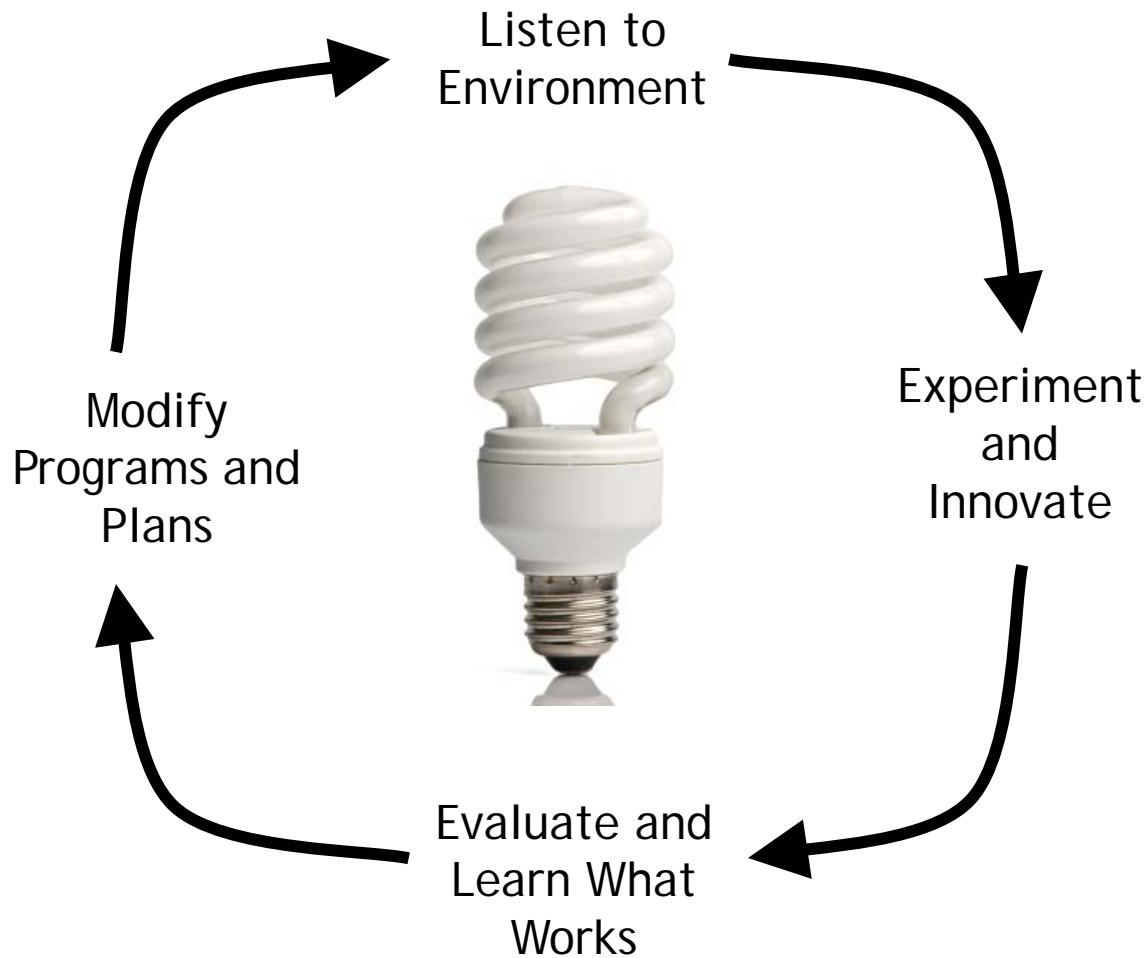
Individual → Adapt
→ Share Leadership

Business

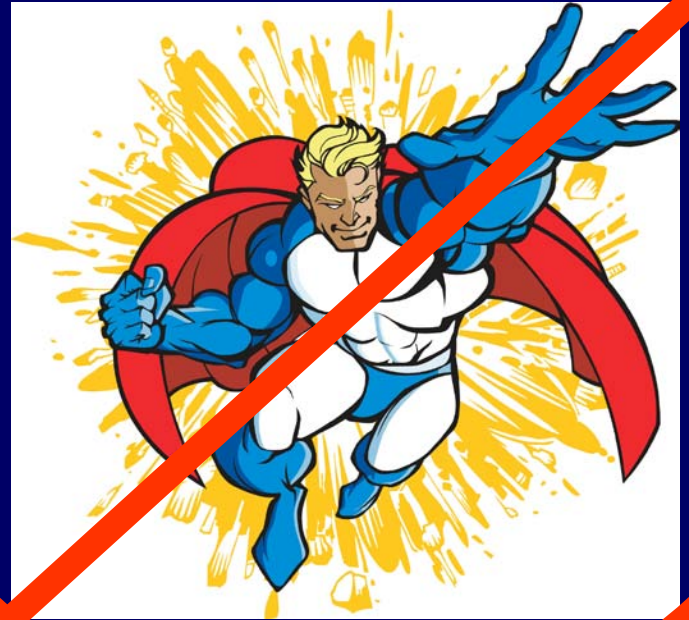
NGOs

Master the Art of Adaptation



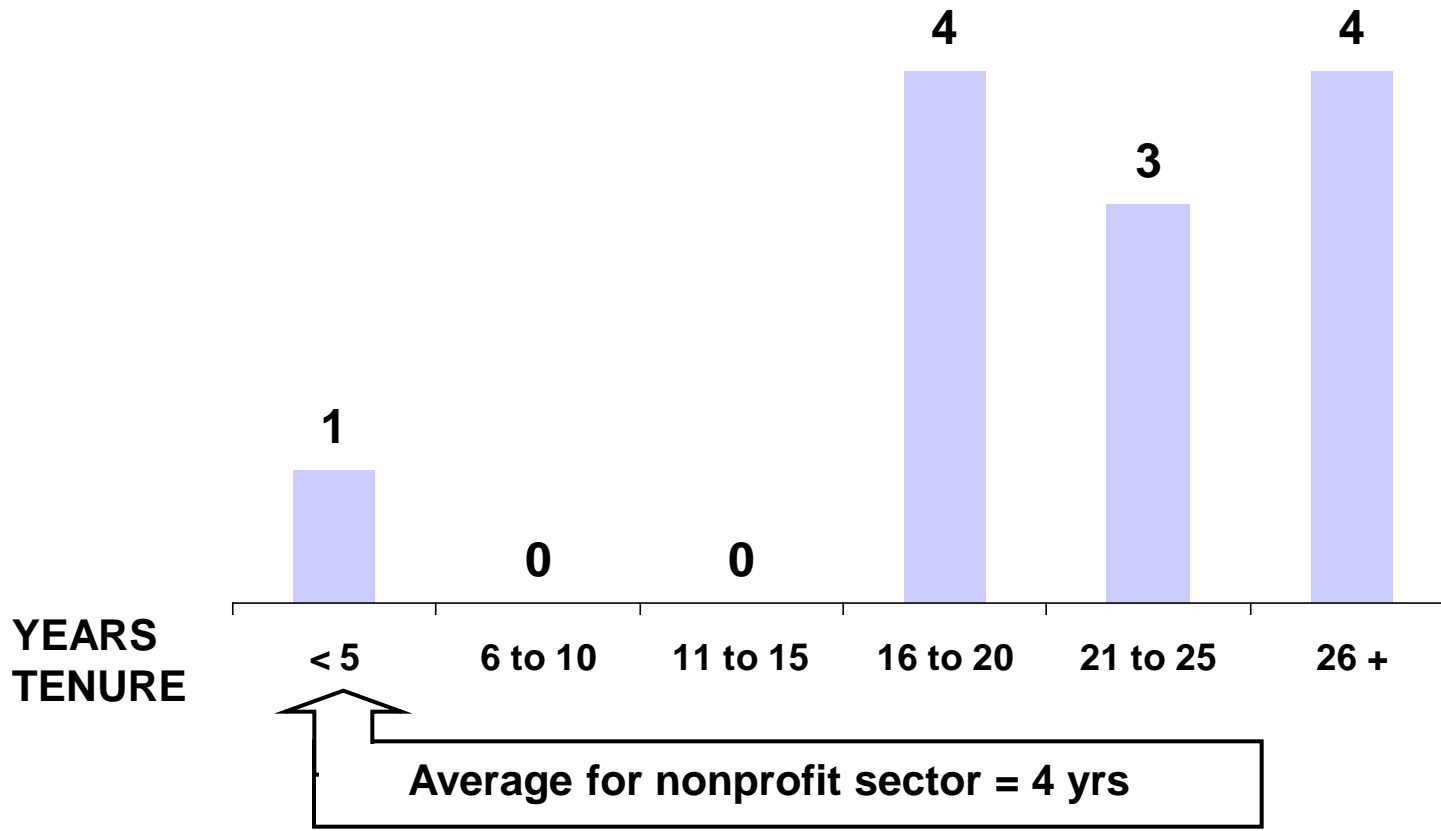


Share
Leadership

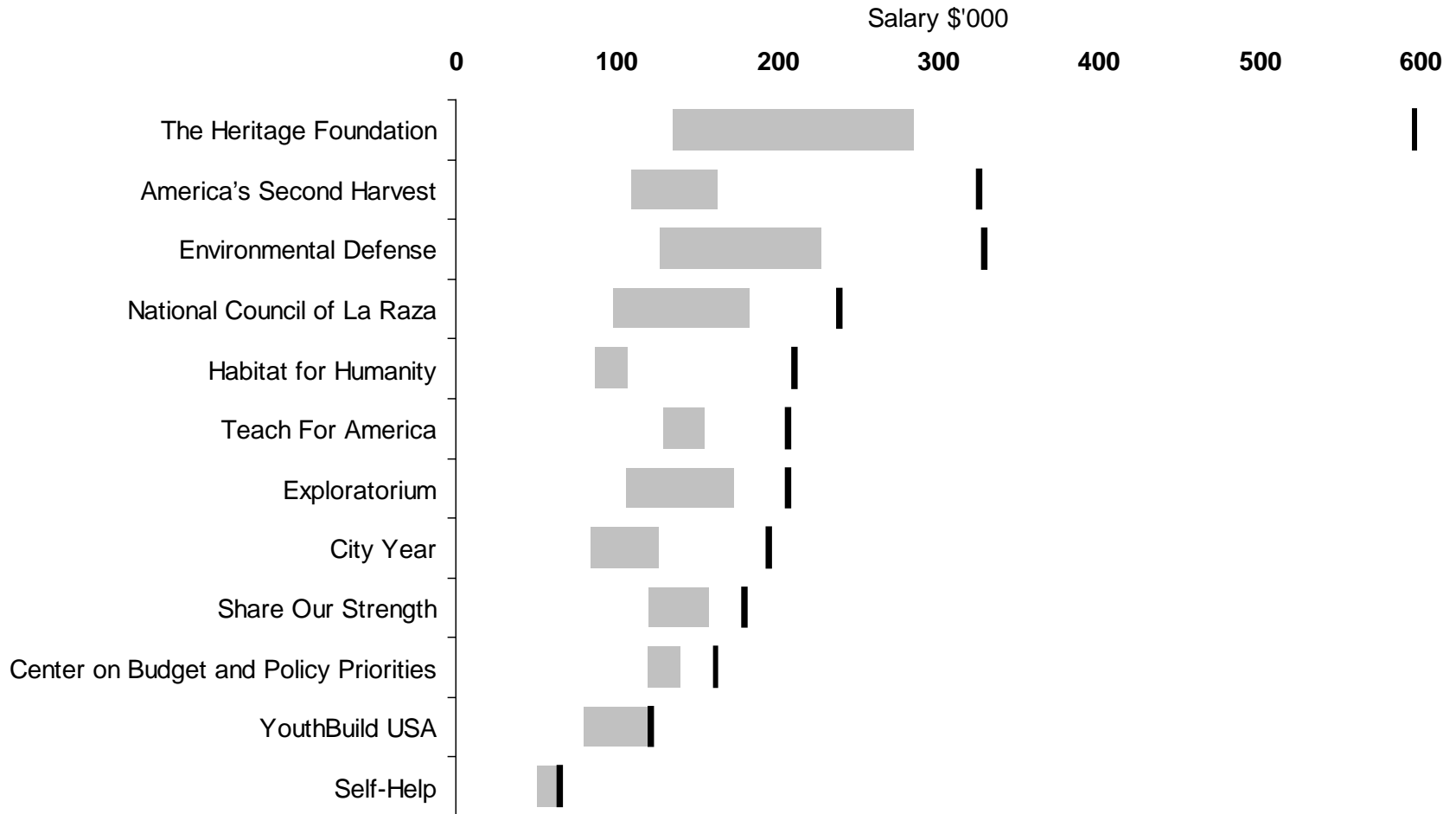


Great Leaders Last

Average CEO Tenure for Organizations



Retain Great People: Pay to Play



Conventional Metrics Don't Apply

America's Second Harvest		Heritage Foundation	
Center on Budget		NCLR	
City Year		Share Our Strength	
Env. Defense		Teach for America	
Exploratorium		YouthBuild, USA	
Habitat			

Guidestar



A New Framework for Success

From building just organizations ...
to building movements

From giving charity and hand-outs...
to finding and investing in winners

Collaborating rather than competing
to achieve long-term wins



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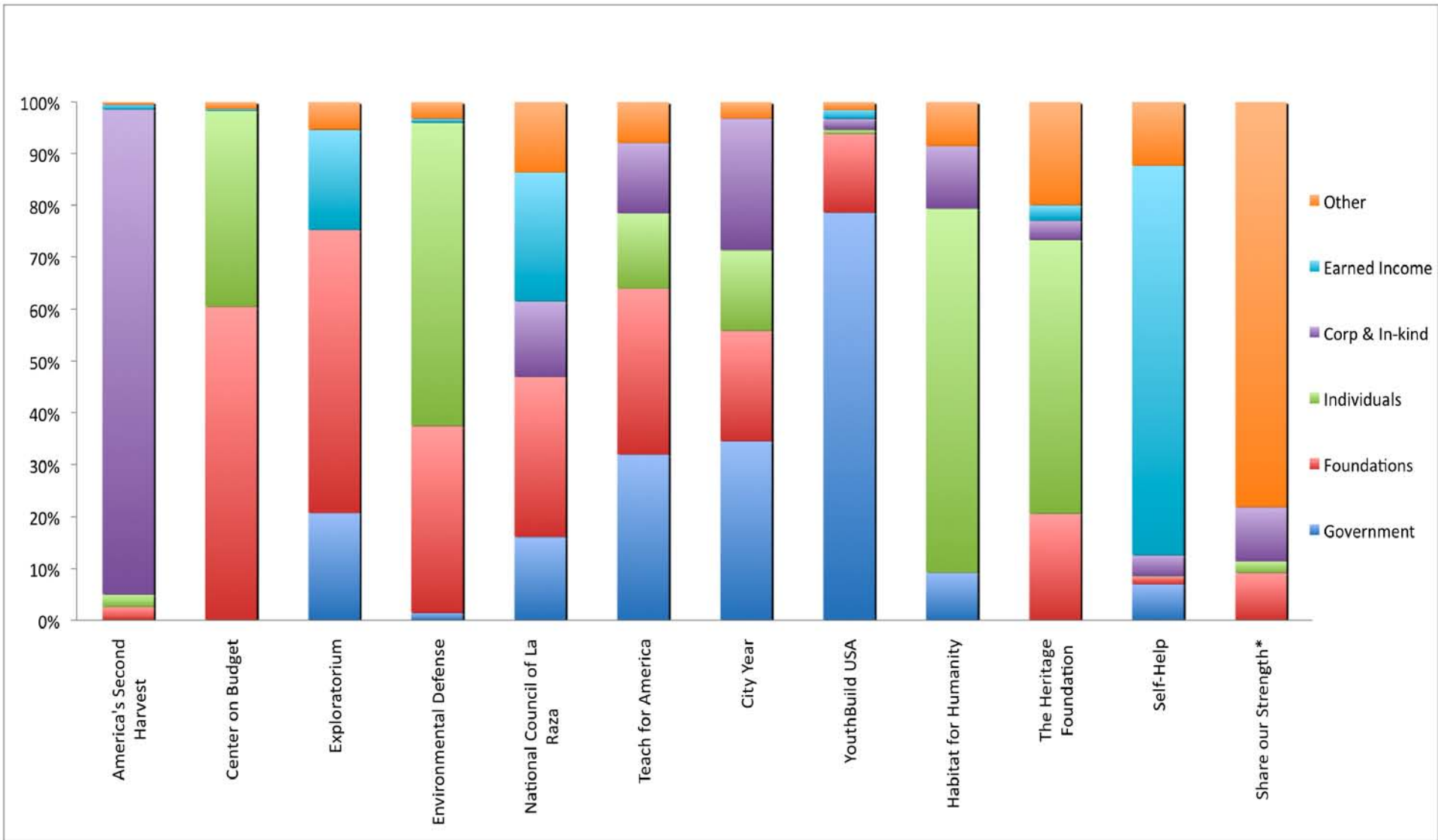
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www.forcesforgood.net

BACK UP SLIDES

Total Revenues (2005)



* Headquarters only – does not include affiliate budgets

** Does not include value of in-kind donations

