

Do you have a vision of the world you want?

*The following was written by Arundhati Roy,
Author, political activist involved in human rights and environmental causes*

Whatever it is, coronavirus has made the mighty kneel and brought the world to a halt like nothing else could. Our minds are still racing back and forth, longing for a return to “normality”, trying to stitch our future to our past and refusing to acknowledge the rupture. But the rupture exists. And in the midst of this terrible despair, it offers us a chance to rethink the doomsday machine we have built for ourselves. Nothing could be worse than a return to normality.





Pivot, Plan and Re-imagine

Building a strategic plan for the future – Part 1

Mission, Visions, Values and more ...

Introductions

**Presenter:**

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Director of Grantmaking and
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The Community Foundation for Greater New Haven



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About Today's Seminar

➤ Housekeeping:

- Everyone's devices are muted and videos should be hidden to diminish background noise and distraction
- You will receive a copy of the deck and a recording of this presentation at a later time
- If you have a question or comments, please type them in the Chat box and I will try to get to as many as we can.
- If I cannot answer your question during the webinar, please e-mail us at info@danosky.com and we will answer your question off-line.

Who is participating in this webinar?

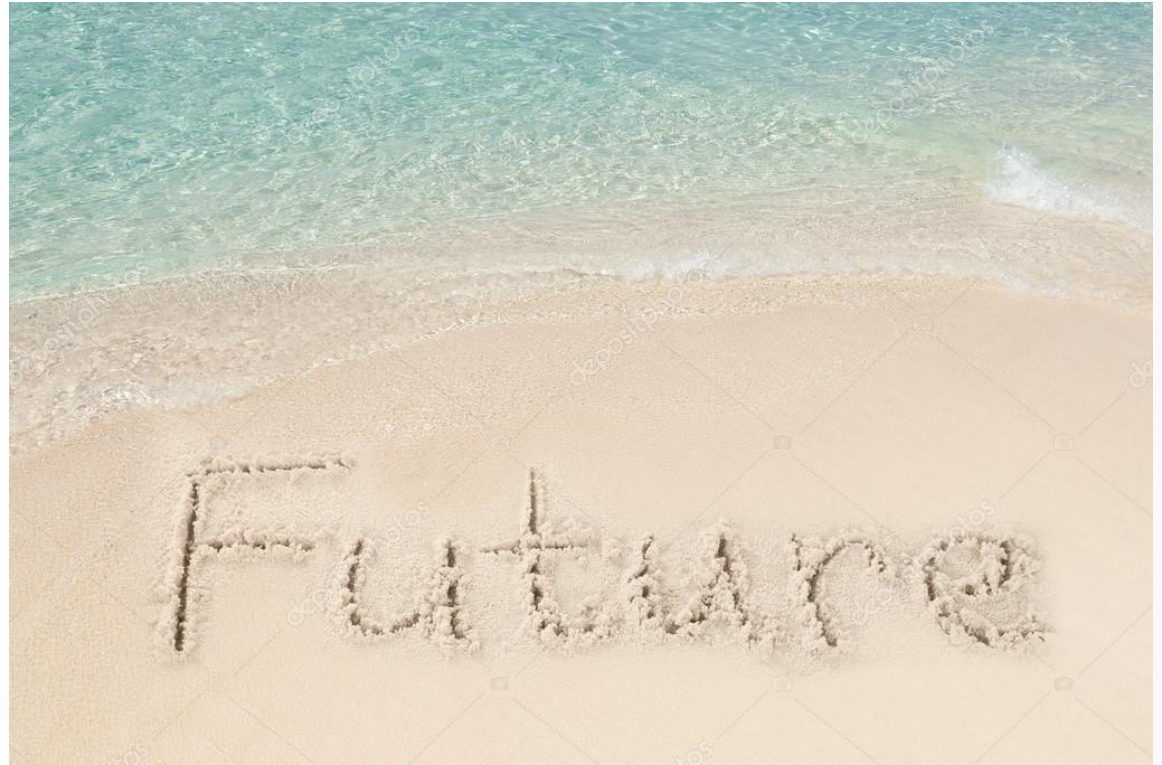
Choose one

- How many are Executive Directors?
- How many are operations/administrative or finance people?
- How many are responsible for implementing and overseeing programs?
- How many are development directors and responsible for raising money?
- Any Board members?
- Other?



Question

What do you want for the strategic plan you are envisioning at this point in time?



Planning in the midst of crisis

- Opportunity to Re-Imagine;
- Explore data, assessments, trends
- A fresh look at mission, constituencies, diversity and culture shifts
- A time for robust discussion among staff and boards about the future
- A commitment to strategies that will yield the outcomes you aspire

Meeting the Moment

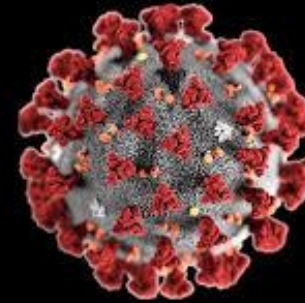
COVID-19

Black Lives Matter and continued social unrest

The Economy

Under-Valuation of Essential Workers

Widening Gap between Poverty and Wealth



K



**BLACK
LIVES
MATTER**

What We Know

- Pandemic will intersect with and compound other ongoing trends
- The need for nonprofit services will dwarf the capacity and resources
- A significant number of NPO's will be forced to consolidate or close
- The impact is disproportionate for people of color
- Variations of this crisis across geographies and time

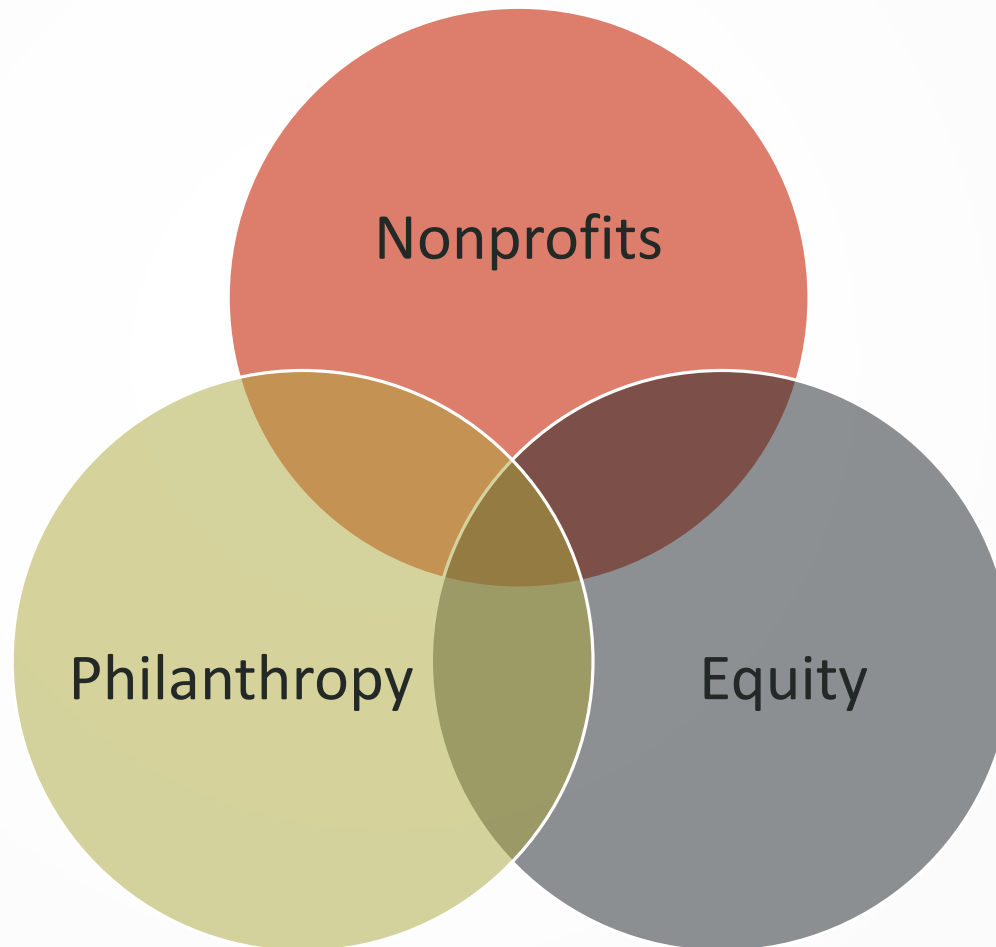
A Sign of our Times?



The Uncertainties

- Length and severity of the pandemic
- Length and severity of the economic downturn
- The government's response and the strength of the public safety net
- Impact of technology on operating models
- Level of social cooperation

The Lens We Are Looking Through



Start With Hope

"Every disaster shakes loose the old order: The sudden catastrophe changes the rules and demands new and different responses, but what those will be are the subject of a battle. These disruptions shift people's sense of who they and their society are, what matters and what's possible, and lead, often, to deeper and more lasting change...."

Rebecca Solnit, Writer, Historian and Activist. Most recent Book "The Mother Of All Questions"

Begin with Vision

What is our vision of the world we are trying to create for ourselves, our children, and our grandchildren?

Donella Meadows



What kind of world do you want to live in?
Just for 10 seconds, close your eyes and imagine it.

Vision Poll

How many of you have a vision that really energizes EVERYONE in your organization?



Rate yourselves between 1 (worst case) and 5 (best case)

1=NO (WORSE) -----2-----3-----4----- 5=YES (BEST)

- ▶ People in the organization are passionate and enthusiastic about what the organization is doing and where it is going.
- ▶ Those who work here, including the board, feel like they're all heading in the same direction.
- ▶ If asked, every person could give a 1-2 minutes description of the organization's vision, mission and how they are making that happen.
- ▶ There is strong alignment and consistency between our vision, our mission and the organization's programs, skills and financial priorities.
- ▶ The external world has a clear and compelling picture of our organization and what it stands for.
- ▶ Our vision/mission positioned us well to deal with the ramifications that COVID-19 brought about.

Vision

Imagine what the world would look like if you were successful?

- Vision anchors planning
- What does your organization ultimately want to achieve
- It is aspirational
- Invite Board members to share in a visioning exercise
- Create a rallying call for your organization with a strong statement
- A shared vision brings consensus and enthusiasm to the work you do

Vision Requires Time, Patience and the freedom to allow no boundaries

- A humane society
- A world without hunger
- Equality for Everyone
- A just world without poverty
- A world where everyone has a decent place to live
- A world where no child goes to bed hungry
- A world in which all people have pathways to health and opportunity

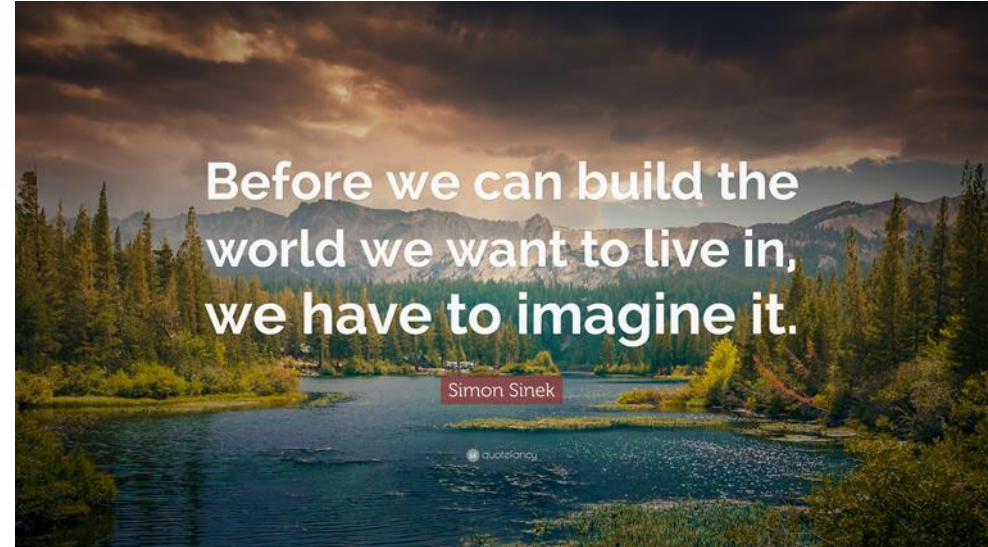
Developing a Vision With the Board

- Envision the world as you would like it to be.
- Picture the world from the perspective of abundance.
- In that world, how do your clients live?
- Envision their lives; what brings joy and abundance?
- Describe it in a few words or a sentence.

A white rectangular card with a slight drop shadow, tilted slightly to the right. On the card, the word "joy" is written in a black, cursive, handwritten style. The card is positioned on the right side of the slide, overlapping a light gray background.

Mission

The purpose of your work



Mission

- Mission defines your purpose – what are you going to do to make your vision a reality?
- Mission aligns with vision
- It is what you do – not how you do it
- Missions evolve and refine over time.
- In the midst of this upheaval, maybe it's time to revisit your mission

If You Were To Start Your Nonprofit Today What Would Your Mission Be?

- Pretend you are founding your organization today – at this minute. What would it be?
- Ask this question of your board
- Ask this question of your staff



Facilitating a Mission Discussion

Ask each board and staff member to do the following:

- Share a very personal story – a time when they felt their organization was really fulfilling its purpose.
 - Why was this so meaningful to them?
 - What did it say about the purpose of your organization
- What could your organization do to make your vision more of a reality for the people you serve?
 - How does that compare with what you are doing?

Who Do You Serve?

Who Are You Meant To Serve?

- In your vision, who are you meant to serve?
 - (age, race, ethnicity, gender, socio-economic capacity, other)
- Who are you currently serving?
- Are there people missing?
- How do the following factors influence who you should be serving:
 - COVID-19
 - It's impact on minority populations
 - Challenges of essential workers
 - Education
 - Economic Recovery
 - Racial injustice



Other questions to consider

- Did COVID-19 identify people falling through the cracks?
- Have racial inequities highlighted people who are not being served?
- Has the economic downturn identified other groups of people needing services?
- Is there a greater need for services than you are currently providing?

Values

Your core values are the deeply held beliefs that authentically describe your soul

John C. Maxwell



Values – Aligned with your Mission

- What are your personal values?
- How do you bring those values to your organization's mission?
- Values are critical as you begin planning
- Values can determine the direction of your organization



How Do Your Values Serve As Your Guiding Principles?

1. Why do people seek out your organization or refer others to you?
2. What are the traits and values you look for when hiring people?
3. When things didn't work out, why? What were the values that were missing?
4. When you promote people, why those people over others?
5. When you nailed something, what values were coming through?
6. What kind of nonprofit do you want to be in the future?

The Services You Offer



Services are the Direct Expression of your Mission



- What are your core services?
- Is everything you do critical? Was it when you had to shut down?
- Can you differentiate core services from sacred cows?
- What is core to your mission – what is core to your mission re-imagined?
- What is core to your values?
- Have they changed? Are there things your competitors can do?
- How many people can you serve; do you want to serve; what do you want to provide
- **If you were founded today – what would you want your core services to be?**

How do your services reflect how you have been recently thinking about your nonprofit?

- Are they sufficient the way they are?
- Should they be delivered differently?
- IF so, how so
- What services should be developed or considered to better reflect your vision or mission?
- Should any services be scaled back or eliminate?

Services from the perspective of “lived experience”

- Who are you serving and how has this time affected their lives?
- Are there people you aren't serving – what is their opinion
 - How has this time changed their lives?
 - What resources or help is most needed. How has your organization helped (Has it helped)? In what ways has it help?
 - What more is needed? What other things are needed? Maybe this will prompt ideas for collaboration?

The word "listen" is written in a cursive, handwritten style in black ink. The letters are connected, and the overall appearance is that of a quick, personal note.

Thinking about “services” broadly

- Differentiate core from “non-core” services
- Are there organizations providing core services better than your “non-core” services
- Would they complement your organization
- Could they help you provide more bandwidth for your core services?
- Could a partnership strengthen your vision of the world
- Could a partnership strengthen your vision for your organization and the people you serve

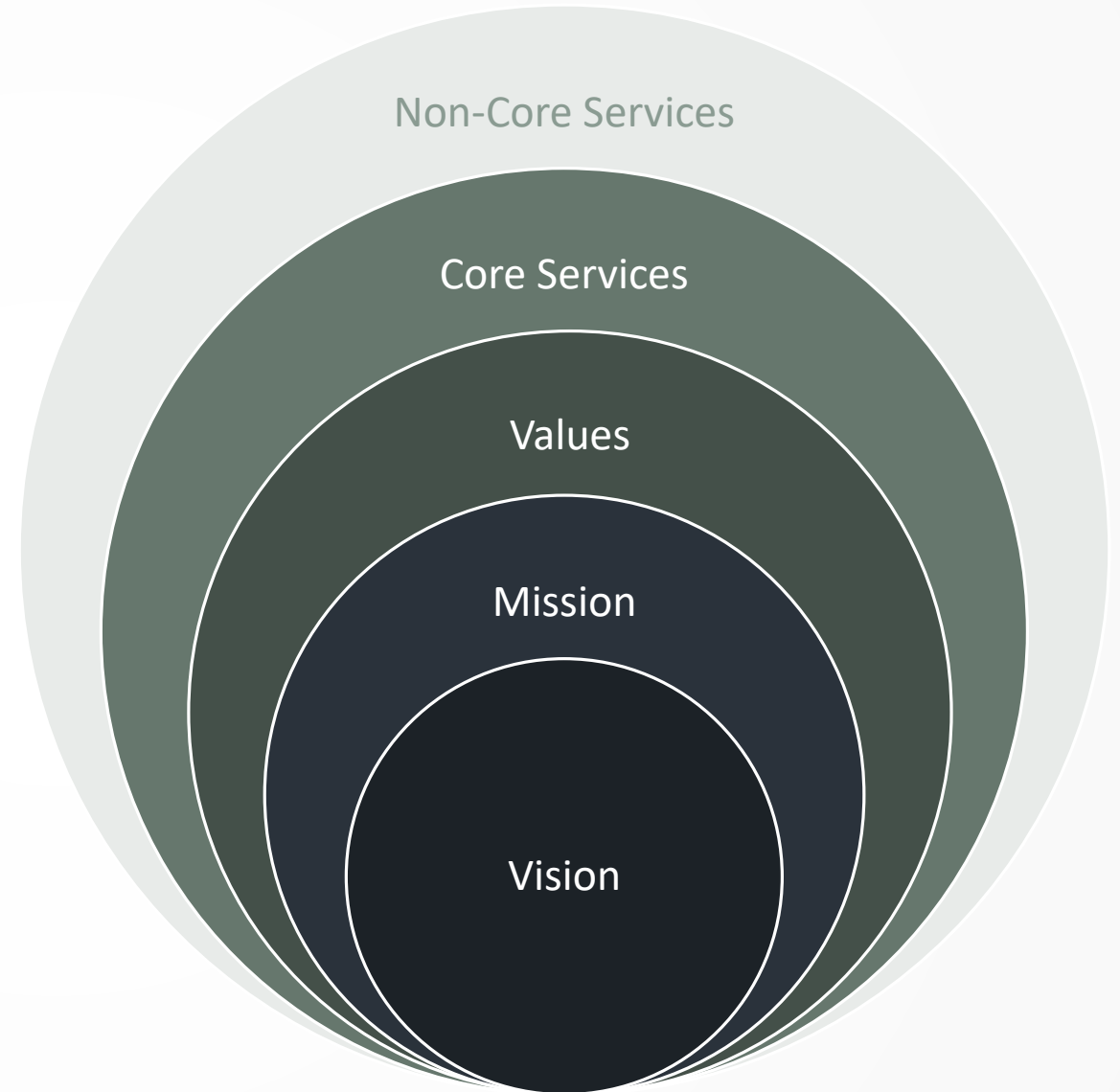
You start with your vision

You move to your mission

These are enveloped with your values

Around the circles are your core services

Opportunities for partnerships wrap around those



Begin to Re-Imagine

- Take a minute and reflect.
- Are there things you would like your organization to do differently?
- This is the beginning of Re-imagining your organization

How To Create A Better World



“

Historically,
pandemics have
forced humans to
break with the past
and imagine their
world anew. This
one is no different

ARUNDHATI ROY, NOVELIST

Resources

- Donella Meadows, The Donella Meadows Project, Academy for Systems Change
<http://donellameadows.org/archives/envisioning-a-sustainable-world>
- Monitor Institute by Deloitte, An Event or an Era,
<https://www2.deloitte.com/content/dam/Deloitte/us/Documents/about-deloitte/us-deloitte-monitor-institute-scenarios-for-the-social-sector.pdf>
- COVID-19's Impact on Nonprofits' Revenues, Digitization and Mergers, by David LaPiana, Stanford Social Innovation Review, June 4, 2020
https://ssir.org/articles/entry/covid_19s_impact_on_nonprofits_revenues_digitization_and_mergers
- Rebecca Solnit, Writer, Historian and Activist. Most recent Book "The Mother Of All Questions", <http://rebeccasolnit.net>

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