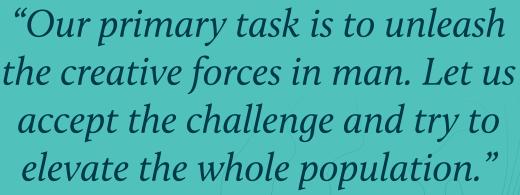
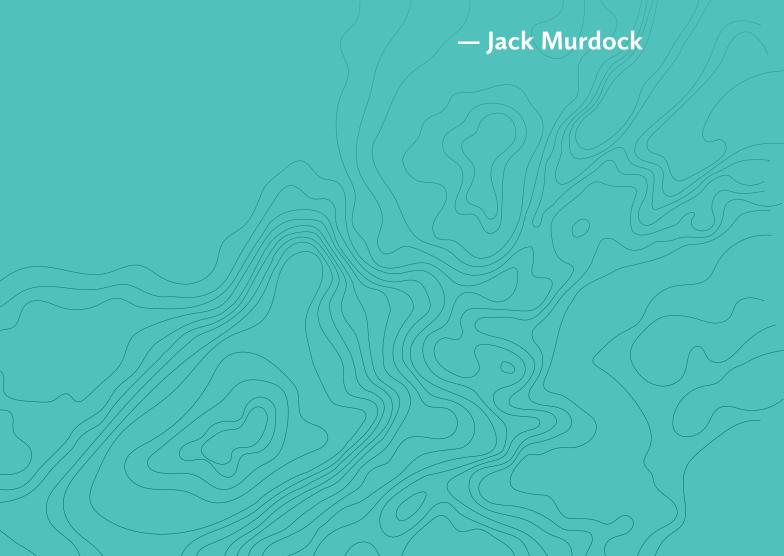
Sustainability 101

Building an Organizational Framework







What Do We Mean by Sustainable?

- > Lasting, enduring, delivering over the long-haul
- > Absorbs ups and downs
- > Flexes, but does not break
- > Balances inputs and outputs





Why is Sustainability Important?

- > Numerous constituents require it
- > You can focus on doing work rather than reorganizing





Organizational Framework

- > For a board member or an executive leader to be effective, she/he must understand the organization and its history, which requires knowing what they do and how their work is supported. In other words, understand your organizational framework.
- > Identify the elements of your organization's framework



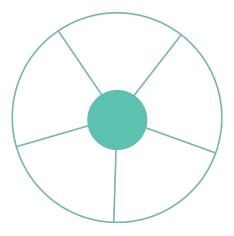


GROUP EXERCISE:

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3.	
5.	
6.	

Framework for Success: A Structure







Everything Starts with "Why"

- > Why did you come into existence? What need did you see?
- > What gets you up in the morning?
- > What keeps you up at night?
- > Understanding your "why" leads to a promise







What is Your Promise?

- > Why was your organization founded?
- > What need did it set out to meet?

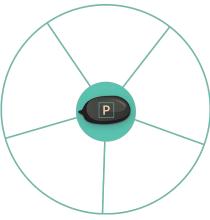




Why was your organization founded? What need did it set out to meet?

Your "Why" is the Core, Touching All Elements of the Framework

> What is your promise?





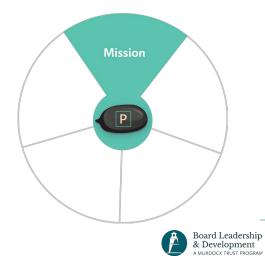


GROUP EXERCISE:

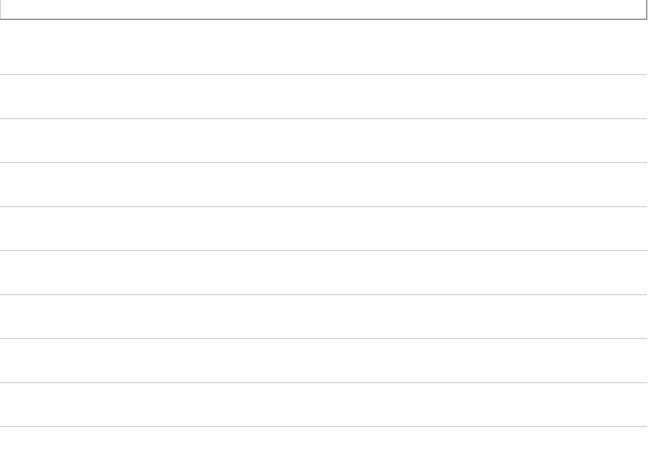
What is your promise?

First Core Element: Mission

- > Defines what we do
- The board is responsible to steward (hold in trust) the mission
- Missions must live and breathe—they need to stay relevant







Second Core Element: Target Audience

- You have multiple audiences your primary audience is the beneficiary of your services
- > What does each audience want/need?
- The board needs to ensure a strategy exists for each audience







Third Core Element: Programs

- > This is where your mission comes to life
- Do we deliver this service/program better than everyone else?
- Are our programs relevant/productive? Do they produce desired results?







Fourth Core Element: Resources







Fourth Core Element: Resources



- Avoid overreliance on financials
- > Have a plan and review process for each resource





Fifth Core Element: Future Direction

- > "Future" is the key word
- > Proactive versus reactive
- Disruption will drive this if nothing else
- How will you deliver your mission three years from now?







A Complete Framework for an Organization

- Your promise is at the center of everything
- > Balances inputs/outputs
- Top leaders need to understand your framework







Adding the POWER

- The power is the interconnectivity of the elements
- Embrace this and avoid silo thinking
- > Promote efficient behavior







Three Most Important Concepts with the Organizational Framework

- Leadership must have a working understanding of the entire framework
- 2. Interconnectivity is key to driving efficiency and optimizing resources
- 3. Have a plan and review process for each element





ASSESSMENT

LOW				HIGH
1	2	3	4	5

1. How confident are you that your organization is sustainable? Built for the long-haul?

2. How confident are you that your mission is reflected in your operations?

2. From Community and trial your mission is renected in your operations.

3. How confident are you that ALL target audiences have been identified and resourced?

4. How confident are you that your organization has effective programs for each target audience?

5. How confident are you that your board is knowledgeable about ALL resources needed to deliver your promise—not just financial resources?

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6. How confident are you that your board has anticipated the need and importance of a future direction that will serve for generations?

GROUP COMPOSITE AVERAGE SCORE

Question 1 _____

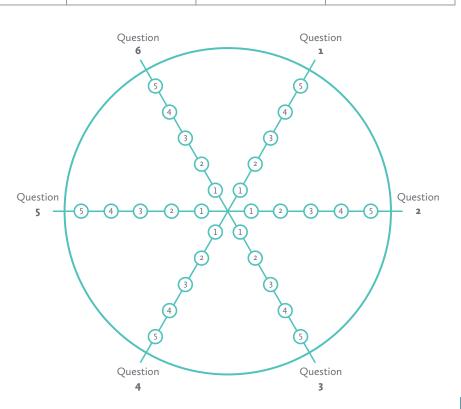
Question 2

Question 3 _____

Question 4 _____

Question 5 _____

Question 6 _____



ASSESSMENT FOLLOW-UP QUESTIONS A. How do you want the diagram to look in 18 months? B. Does the graph give you any ideas for your Five Strategic Next Steps? ARE ANY ACTION ITEMS IN THIS SECTION A CANDIDATE FOR THE TOP 5 STRATEGIC NEXT STEPS?