

# Consulting with Nonprofits

A PRACTITIONER'S GUIDE



The art, craft, and business of helping nonprofits  
and community groups get the results they want

Carol A. Lukas

# Consulting With Nonprofits A Practitioners Guide

**Beth Gilbertsen,Vijit Ramchandani**



## **Consulting With Nonprofits A Practitioners Guide:**

Consulting With Nonprofits Carol A. Lukas, 1998-07-01 At last A comprehensive guide to the art craft and business of consulting with nonprofits and community groups Nonprofit consulting requires specialized skills and knowledge of how the sector works This guide gives you the resources and tools to help you provide quality assistance throughout your career experienced consultants will find it an invaluable reference new consultants will get oriented to the sector and find step by step guidance through the entire process technical specialists will gain insights into the larger processes that shape nonprofit organizations for profit consultants and business sector volunteers will discover how to shift their expertise to match the unique culture of nonprofit and community work students in public administration organization development and nonprofit management will find it a useful guide for fieldwork service projects or future career search With this illustrated guide you get an overview of the nonprofit sector and unique elements of consulting with nonprofits the six stage process of consulting with concrete steps and challenges in each stage the art of consulting including roles dynamics and ethics lessons from the field stories from thirty skilled consultants offering sage advice on common challenges from setting up contracts to cross cultural consulting to choosing a consulting role that matches the client s needs when team consulting makes sense key differences between internal and external consulting how to run your business marketing your services setting fees estimating costs and billing managing your career growth working with funders nine worksheets sample proposals professional standards annotated bibliography and much more

**Consulting and Evaluation with Nonprofit and Community-based Organizations** Judah J. Viola, Susan Dvorak McMahon, 2010 The need for consultation and evaluation among nonprofits and government agencies has soared in recent years as funders have demanded accountability and agencies are ill equipped to provide the types of data based information needed Consulting and Evaluation with Nonprofit and Community Based Organizations fills a critical gap in the academic literature for nonprofit management This unique text is a collection of advice and voices from a diverse group of successful practicing consultants who work with nonprofits and government agencies Through surveys and interviews these experts relate detailed information on how they got started in consulting what types of services they provide what types of clients they serve the biggest challenges they face and much more The book also integrates current topics from a wide variety of sources so that interested readers can easily access important information all in one book Book jacket

**Consulting with Nonprofits** Carol A. Lukas, 1998 At last A comprehensive guide to the art craft and business of consulting with nonprofits and community groups Nonprofit consulting requires specialized skills and knowledge of how the sector works This guide gives you the resources and tools to help you provide quality assistance throughout your career experienced consultants will find it an invaluable reference new consultants will get oriented to the sector and find step by step guidance through the entire process technical specialists will gain insights into the larger processes that shape nonprofit organizations for profit consultants and business sector

volunteers will discover how to shift their expertise to match the unique culture of nonprofit and community work students in public administration organization development and nonprofit management will find it a useful guide for fieldwork service projects or future career search With this illustrated guide you get an overview of the nonprofit sector and unique elements of consulting with nonprofits the six stage process of consulting with concrete steps and challenges in each stage the art of consulting including roles dynamics and ethics lessons from the field stories from thirty skilled consultants offering sage advice on common challenges from setting up contracts to cross cultural consulting to choosing a consulting role that matches the client s needs when team consulting makes sense key differences between internal and external consulting how to run your business marketing your services setting fees estimating costs and billing managing your career growth working with funders nine worksheets sample proposals professional standards annotated bibliography and much more The Practitioner's Guide to Governance as Leadership Cathy A. Trower,2012-11-12

**THE PRACTITIONER S GUIDE TO GOVERNANCE AS LEADERSHIP** The Practitioner s Guide to Governance as Leadership offers a resource that shows how to achieve excellence and peak performance in the boardroom by putting into practice the groundbreaking model that was introduced in the book *Governance as Leadership* This proven model of effective governance explores how to attain proficiency in three governance modes or mindsets fiduciary strategic and generative Throughout the book author Cathy Trower offers an understanding of the Governance as Leadership model through a wealth of illustrative examples of high performing nonprofit boards She explores the challenges of implementing governance as leadership and suggests ideas for getting started and overcoming barriers to progress In addition Trower provides practical guidance for optimizing the practices that will improve organizational performance including flow high skill and high purpose discernment deliberation divergent thinking insight meaningfulness consequence to the organization and integrity In short the book is a combination of sophisticated thinking instructive vignettes illustrative documents and practical recommendations The book includes concrete strategies that can help improve critical thinking in the boardroom a board s overall performance as a team as well as information for creating a strong governance culture and understanding what is required of an effective CEO and a chairperson To determine a board s fitness and help the members move forward the book contains three types of assessments board members evaluate each other individual board member assessments and an overall team assessment This practitioner s guide is written for nonprofit board members chief executives senior staff members and anyone who wants to reflect on governance discern how to govern better and achieve higher performance in the process **Nonprofit Stewardship** Peter C. Brinckerhoff,2004-09-30 In an environment of increasing competition and eroding trust nonprofits are under pressure to up their ability to deliver on their mission Stewardship is a paradigm shifting way to view your role your board your staff your funders and yourself Understanding that the nonprofit is rooted in its ownership by the community helps break the boundaries of turf and fragmentation that prevent sustainable impacts Author Peter Brinckerhoff

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step process to create an effective marketing plan provides an expanded resources section including Internet examples and includes web wisdom to help you set reasonable web goals build an on line reputation and learn about the possibilities and pitfalls of web promotion Use it to be sure you have the right services to meet people s needs reach the audiences you want with a message that motivates people to respond and make a strong impact in your community and beyond This book will guide you through each stage of the marketing process You ll learn how to link marketing with strategic planning set goals and evaluate your success conduct a marketing audit using the Six Ps of Marketing position your organization in a unique niche and develop a marketing plan and promotional campaign Plus you also get 27 proven promotional techniques dozens of tips for writing and design a sample marketing plan a case study of how one nonprofit implemented their plan and much more Get the Marketing Workbook and start putting the power of marketing to work in your organization

**Collaboration Handbook** Michael Barry Winer,2012-09-13 This is your complete guide to putting together a collaboration that gets results You ll see how to get a collaboration going define the results you re after determine everyone s roles create an action plan and evaluate the results Includes a case study worksheets and special sidebars with helpful tips such as what to do at your first meeting

**Financial Leadership for Nonprofit Executives** Jeanne Bell,Elizabeth Schaffer,2005-03-31 Making sure that your nonprofit is going to be around long term requires financial leadership This means creating a financial vision for your organization and planning how you ll get there Financial Leadership for Nonprofit Executives gives you the framework specific language and processes to lead with confidence With it you ll learn how to protect and grow the assets of your organization and accomplish as much mission as possible with those resources The good news is you don t have to be a trained accountant earn an MBA or have run a for profit business in another lifetime You already have many of the skills it takes to be a financial leader This useful guide makes the process understandable and doable You ll find clear logical steps to learn how to get accurate financial data in a format you can understand use financial data to evaluate your organization s health plan around a set of meaningful financial goals and communicate progress on these goals to your staff board and external stakeholders You ll also find five foundational financial leadership principles three overarching questions every financial leader needs to be able to answer and where to find those answers two fundamental budgeting principles and five steps to building a strong annual budget At the end of each chapter is an evaluation tool You can rate how your organization is doing relative to the component of financial leadership covered in each chapter Each attribute is scored as being red yellow or green Red items are below standard and require immediate attention yellow items are widely practiced though not generally ideal and green items are considered best practice Over time as you and your partners on the board and staff move the organization toward green in each of these areas you will create an environment in which financial leadership can flourish

**The Community Leadership Handbook** James F. Krile,2006-02-03 Tools for people seeking to improve their communities This significant guide puts the tools of democracy into everyone s hands Based on the best of Blandin

Foundation's 20 year experience in developing community leaders it gives community members like yourself the tools to bring people together to make changes Here are some of the useful resources you'll find Identifying Community Assets Community Problem Analysis Accessing Community Data Appreciative Inquiry Translating Vision to Action Interpersonal Communication for Leaders Managing Interpersonal Conflict as a Leader Building Social Capital Across Cultures Network Mapping Locating Your Social Capital Stakeholders Analysis Building Coalitions Building Effective Community Teams Recruiting and Sustaining Volunteers Getting the Most from Your Meetings Nonprofit Mergers Workbook Part II La Piana Associates, 2004-05-15 You've completed the merger agreement Now how do you make the merger work Nonprofit Mergers Part II helps you create a comprehensive plan to achieve integration It addresses large strategic issues as well as small practical ones Integration issues and how to handle them Section I Going the Distance provides a broad view of integration its challenges and how to meet them Topics include the basic tenets of organizational change what success looks like in a well implemented merger the purpose and content of an integration plan how to address people issues through leadership and planning and the relationship between effective leadership effective communication and their combined contribution to integration success How to create a useful integration plan Section II Creating an Integration Plan takes you step by step through this essential process You'll learn about integration of boards cultures management staff and volunteers programs communications and marketing and systems one by one in detail the steps needed to create each section of the plan common challenges roadblocks and crises that will arise and how to respond when they do and processes procedures and interventions likely to be most helpful and necessary Software helps you create an organized plan Included with the book is a CD ROM with a detailed integration plan template Use it to keep your planning organized and on track This useful guide also includes sample integration plans worksheets checklists and tips and quotes from leaders of merged organizations Nonprofit Mergers Part II is a must read for anyone considering embarking on or just completing a merger **The Lobbying and Advocacy Handbook for Nonprofit Organizations, Second Edition** Marcia Avner, 2013-07-23 The Lobbying and Advocacy Handbook for Nonprofit Organizations Second Edition is your complete road map to shaping public policy at the state and local level It gives detailed step by step instructions for developing an effective plan and putting it into action With this handbook you will discover how lobbying can help fulfill your mission learn how to initiate support or defeat bills develop effective lobbying skills gather and mobilize support for your positions learn how to use the media effectively influence government administrators to back your policy positions comply with state and federal regulations and set up systems in your nonprofit to support lobbying In addition to updated worksheets case studies and resources new material in the second edition includes nonprofit civic engagement and voter mobilization designing the Policy Committee that works for your nonprofit utilizing social media in your communications strategies administrative advocacy working with governmental agencies and understanding the why what and how of collaboration **Collaboration** Paul W. Mattessich, 2001-05-15 What

makes the difference between your collaboration s failure or success Collaboration What Makes It Work Second Edition answers this question with an up to date and in depth review of collaboration research This new edition also includes The Wilder Collaboration Factors Inventory **Teaching Nonprofit Management** Karabi C. Bexboruah, Heather L. Carpenter, 2020-04-24 This peer reviewed edited volume provides strategies and practices for teaching nonprofit management theories and concepts in the context of the undergraduate graduate and online classroom environments

*Five Life Stages* Judith Sharken Simon, 2001-05-15 The life stage model is a powerful tool for understanding objectively your organization s current status and preparing it to move ahead to the future This useful guide helps you understand where your organization is in its life and how to avoid unnecessary struggles and act on opportunities to boost your organization s development Generations Peter C. Brinckerhoff, 2007-03-15 The Clock Is Ticking Is Your Nonprofit Ready Boomers are leaving the workforce soon Do you have a plan to replace them How do you relate to GenX and Gen employees volunteers and donors What are you doing today to adjust your services your outreach your mission Generational change presents as many opportunities for nonprofits as challenges In *Generations The Challenge of a Lifetime for Your Nonprofit* nonprofit mission expert Peter Brinckerhoff tells you what to expect and how to plan for it From iPod policies to recruiting younger board members Brinckerhoff shows how you can address generational trends today to keep your nonprofit organization relevant and able to meet the changing needs of your staff volunteers donors and the community you serve Six trends and what to do about them *Generations* examines six generational trends that will affect everything you do 1 financial stress 2 technological acceleration 3 diversity of population 4 redefining the family 5 MeBranding and 6 work life balance You ll come away with an understanding of these trends and how they will impact your nonprofit Individual chapters provide in depth information on how to deal with generation issues in each area of your organization staff board volunteers clients marketing technology and finances Practical tools help you take action This hands on guide includes the Generational Self Assessment Tool This tool gives you a baseline to measure your success as you bring generations into your planning Throughout the book you ll find real life examples that illustrate key points You ll also find practical ideas that you can use immediately Finally the book includes keys points and discussion questions because you need to get your staff and board involved in this discussion today The wake up call been given to nonprofit boards and staff alike now is the time to plan for generational change The Nimble Collaboration Karen Louise Ray, 2002-09-15 Let s face it the collaboration process can be a pain in the neck *The Nimble Collaboration Fine Tuning Your Collaboration for Lasting Success* shows collaborations how to become leaner more responsive more flexible and ultimately more productive In their bestselling book *Collaboration Handbook Creating Sustaining and Enjoying the Journey* Michael Winer and Karen Ray describe how to form a successful collaboration In *The Nimble Collaboration* Ray guides existing partnerships into the next stage becoming more effective Part I presents the three Rs of nimble collaboration results that are clearly defined relationships that are deft and a structure that is resilient Readers



will learn how to determine describe and evaluate the specific results everyone wants to achieve and keep them at the heart of each step they take The book shows readers how to build trust reinforce roles and avoid turf issues and hidden agendas Part II walks through real life applications in two typical collaborations service integration collaborations and complex problem solving collaborations Detailed case studies demonstrate nimbleness in action and give collaborations concrete problem solving ideas Throughout the book are samples examples and how tos based on the author s many years of experience consulting with real people in real collaborations across the United States A special section explains how to write the various documents that bind partners together on paper including a memo of agreement and a formal governance agreement Collaborations that involve government agencies nongovernmental organizations community building groups nonprofits law enforcement education health housing arts social services business foundation you name it will find hands on help for making their collaboration satisfying and productive

The Wilder Nonprofit Field Guide to Developing Effective Teams Beth Gilbertsen, Vijit Ramchandani, 1999-07-01 Proven methods for smoother and more productive teamwork Teamwork is rarely simple easy or natural It s not enough to announce we re a team and expect results The Fieldstone Nonprofit Guide to Developing Effective Teams is a collection of the best tried and true team building methods All types of nonprofits community groups volunteers and board members can benefit from the tips and processes in this guide Plus no matter what role you play on the team you can use this guide and help bolster your team s success Tools for team start up To help your team get going this guide gives you seven tools and techniques for Writing a team mission statement Setting team goals Conducting effective team meetings p Creating ground rules Decision making in teams Creating team project plans Developing team spirit Tools for team maintenance Even the best teams struggle with challenges This guide will help you deal with predictable problems and improve teamwork at any stage of your team s development You ll find specific guidance for Improving team meetings Evaluating overall team effectiveness Resolving conflict within a team Managing conflict between two teams Clarifying roles and responsibilities Dealing with performance problems Communicating between meetings With a few tools and a little guidance most groups of people who want to become a team can do it Developing Effective Teams is just the help you need

*The Wilder Nonprofit Field Guide to Conducting Successful Focus Groups* Judith Sharken Simon, 1999 Practical and easy to use Conducting Successful Focus Groups gives you the practical guidance to do focus groups using little more than staff or volunteer time and the cost of refreshments In ten easy to follow steps you ll learn how to plan and conduct focus groups and most importantly how to put the results into action 1 Create a focused purpose statement 2 Set up a realistic timeline 3 Decide who and how many participants to invite 4 Generate questions that ll get the information you need 5 Write a focus group script 6 Choose a facilitator 7 Find a location that puts people at ease 8 Run the focus group 9 Put the results into action Each step is followed by a task statement that sums up what you need to do before moving on Examples worksheets answers to frequently asked questions and an annotated bibliography make the job even

easier People feel flattered when you ask for their opinions in fact most love to tell you what they think With Conducting Successful Focus Groups you ll have the tools to use focus groups effectively and make better informed plans     **A Funder's Guide to Evaluation** Peter York,2005 Traditionally funders expect evaluation to show that resources are being used wisely But evaluation can be a much more powerful tool for both funders and nonprofits Forward looking grantmakers and grantees are leveraging their evaluations ensuring that the time and money spent ultimately improves effectiveness for everyone This book shows how they re doing it including How the evaluative learning approach furthers ongoing improvement via collaborative stakeholder influenced evaluations How to bridge the differences in what funders and nonprofits need from evaluation How evaluation builds four critical capacities leadership adaptive capacity management and technical capacity Seven steps a funder can take to build the evaluative learning capacity in nonprofits Thirteen specific evaluative learning strategies that funders can support Worksheets and assessment tools will help funders 1 assess their readiness to implement evaluative learning 2 develop a logic model 3 uncover grantees current evaluation efforts and preparedness for evaluative learning and 4 use resources wisely when selecting an evaluative learning support strategy When the funding community supports evaluative learning nonprofits and funders together can figure out how to strengthen programs better allocate resources and share successful models

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