

What you Need to Know to Grow!

Welcome!!

Dana Butler-Moburg
CEO, The Shea Center





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What do you want to learn today?

Any cool updates and successes?

How to listen...

Today's focus...



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- Know there are life stages
- Know the seven nonprofit arenas of an organization
- Begin to understand or continue to clarify who you are as a leader



Today's focus...

Seven arenas of the nonprofit organization

1. Staff leadership
2. Financing
3. Administrative systems
4. Products and services
5. Staffing
6. Marketing
7. Governance



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Seven key areas of a nonprofit

ALL AREAS ARE INTERCONNECTED!!!



The Five Life Stages of a Nonprofit



Based on the book by Judith Sharcken Simon



Five Life Stages

Dana Butler-Moburg

CEO, The Shea Center

26 years

Shea is 46 years old

1400+ clients per year, \$7.3 million revenue



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Where we started in 1978...



Then we became...



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1988

The Fran Joswick
Therapeutic Riding
Center



Who we are now...

2002

The J.F. Shea Therapeutic
Riding Center



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When it all comes together...



Some background...



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- Organizations evolve naturally
- Organizational leaders have specific roles in each stage of development
- Leadership changes are inevitable and necessary
- Key factors trigger change



Assumptions

- Forward moving
– predictable
- Multidimensional
- Five factors – age, size, growth, rate of field, social environment, **leader's characteristics**
- Significant events occur



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Assumptions, cont.

- No predictable end-point
- Boundaries between stages are fluid
- Each stage not always defined by dominant characteristics
- Each stage valuable



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Stage I – Imagine and Inspire

- Can this dream be realized?
- Leader – entrepreneurial and visionary, self-confident
- Lots of volunteers – few to no staff
- Creativity – dreaming – forming
- 0-5 years





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Stage 2 – Found and Frame

- How are we going to pull this off? (1-2 years)
- When you legally form – the start of stage 2
- Formal governance
- Start up funding
- Leadership is focused and driven – coordinator or executive director – sole decision maker *(Seeds of Founder's Syndrome start here...)*

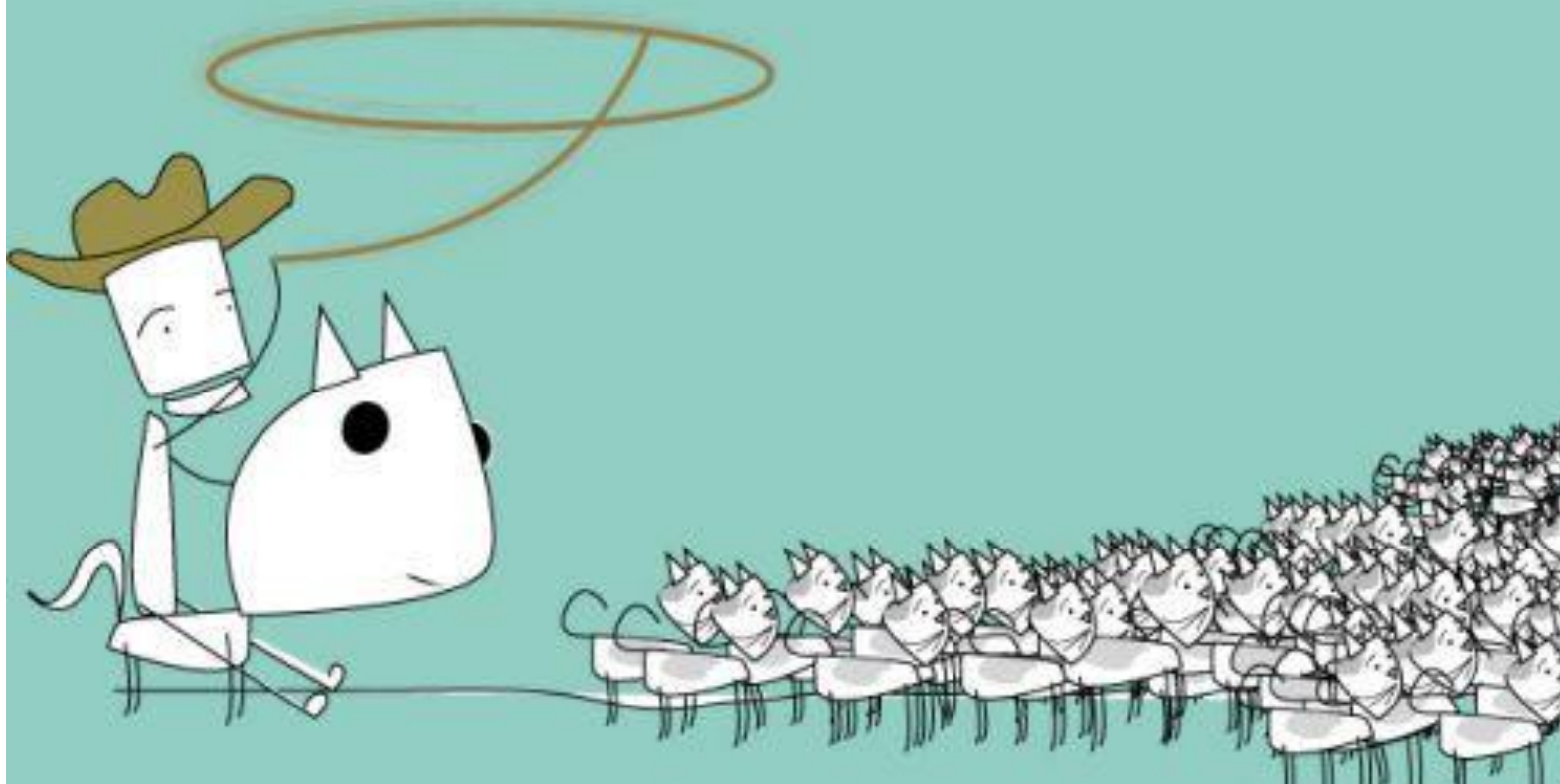




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Stage 2 visualized

it's like herding cats.







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Stage 3 – Ground and Grow

- How can we build this to be viable? (2-5 years)
- Board “outsiders”
- Experts join board
- Working board
- Leader-led versus board-led (first paid exec)



Questions...



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Stage 4 – Produce and Sustain

- How can we sustain the momentum?
- Governing board in its prime
- Strong staff leadership
- Obstacles – lack of or too much control, micromanaging board
- Duration – 7-30 years





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Stage 5 – Review and Renew

- What do we need to redesign?
- Board, staff, programs, financing, marketing
- Duration – 2-5 years
- This stage can also be ongoing in multiple ways with multiple projects.



What growth looks like:



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PRÉLUDE

à
l'après-midi d'un faune.

INDIANA UNIVERSITY
SCHOOL OF MUSIC
Bloomington, Indiana

CLAUDE DEBUSSY

Très modéré
1^o SOLO

3 FLÛTES
p doux et expressif

2 HAUTOIS

2 CLARINETTES EN LA

4 CORS A PISTONS EN FA

2 HARPES
1^{re} accordéz
LAP-SIB, DO2-RE3, MI2-FA3, SOL2-LA3
1^o glissando

Très modéré

VIOLONS

ALTOS

VIOLONCELLES

CONTREBASSES

Kalman

This system of musical notation includes ten staves. The top two staves feature complex rhythmic patterns with many sixteenth and thirty-second notes, often beamed together. The lower staves provide harmonic support with chords and rhythmic accompaniment. A dynamic marking of *fff* (fortississimo) is present in the middle of the system. The notation includes various articulations such as slurs and accents.

This system continues the musical piece with ten staves. It features similar complex rhythmic textures as the first system. A dynamic marking of *ff* (fortissimo) is visible in the middle of the system. The notation includes various articulations such as slurs and accents. The bottom staves show a continuation of the harmonic accompaniment.

Decline & Dissolution

- Crisis
- No new blood
- Lack of retention
- Gossip
- Fighting
- Turf wars



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Where are you on the continuum?

- Next steps:
- GET THE BOOK
– STUDY – TAKE
TIME TO STUDY
- A fearless
leadership
inventory of your
own skills





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Your next steps...3 by 30

- The white envelope – commit to three things in the next 30 days – write them down, stuff in envelope and seal. Address to yourself.



you've got mail!



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Thank you!

