

Setting and Executing Sustainable Organizational Strategy

Jeanne Bell, CEO
CompassPoint

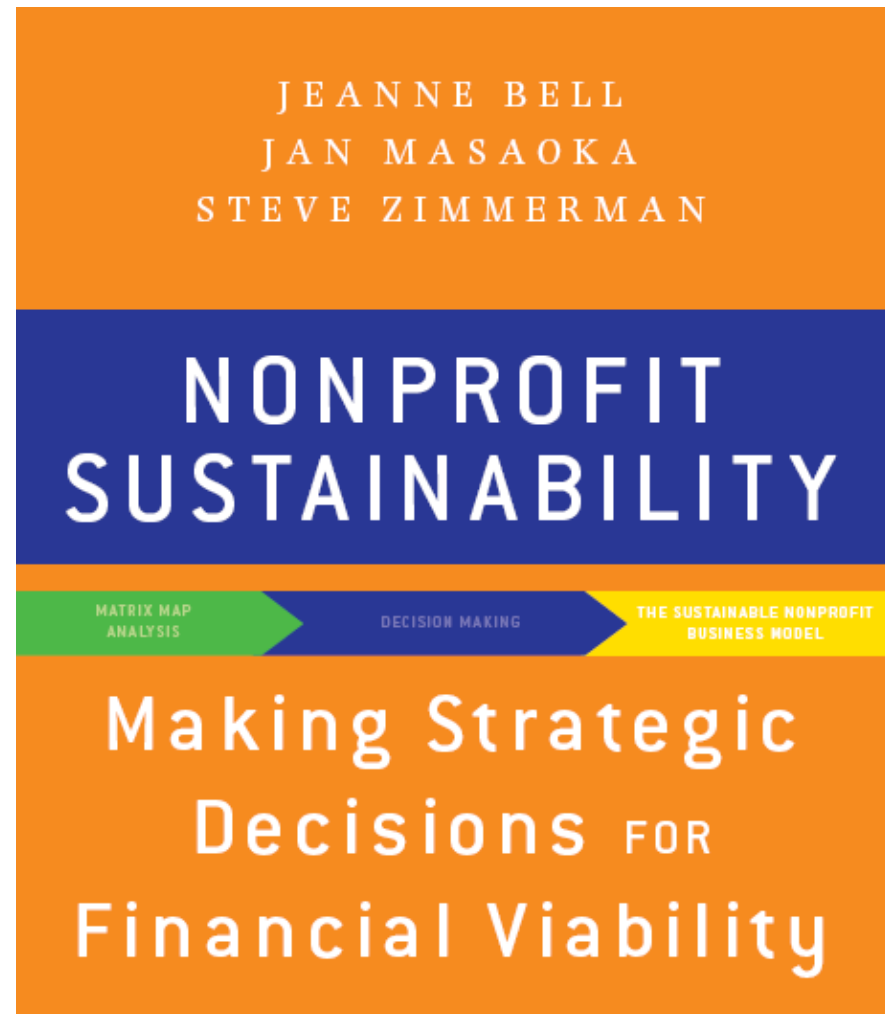
A stylized map of the East Bay area in the San Francisco Bay Area, showing the coastline and major roads. The map is colored in shades of orange and brown.

EAST BAY
Nonprofit Forum

January 31, 2012
Concord, CA

CompassPoint
NONPROFIT SERVICES

November 2010:



December 2010:

(\$220,757.01)

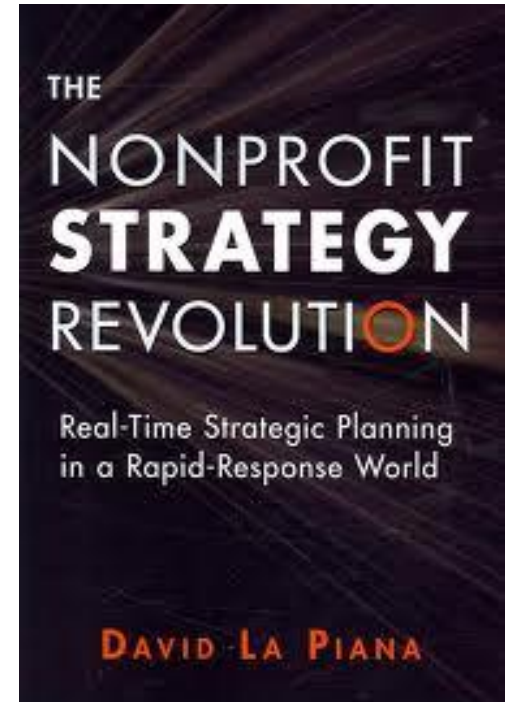
“Nonprofits must now function at the edge of the present and the future. Strategies must be fast moving, flexible, and continuously experimental.”



THE
Nonprofit
QUARTERLY

“The words *strategy* and *planning* need not always go together.”

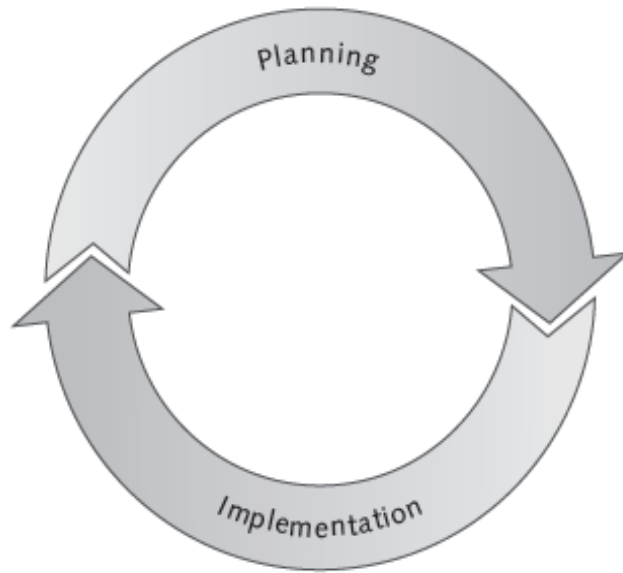
“Strategy is a coordinated set of actions aimed at creating and sustaining a competitive advantage in carrying out the nonprofit mission.”



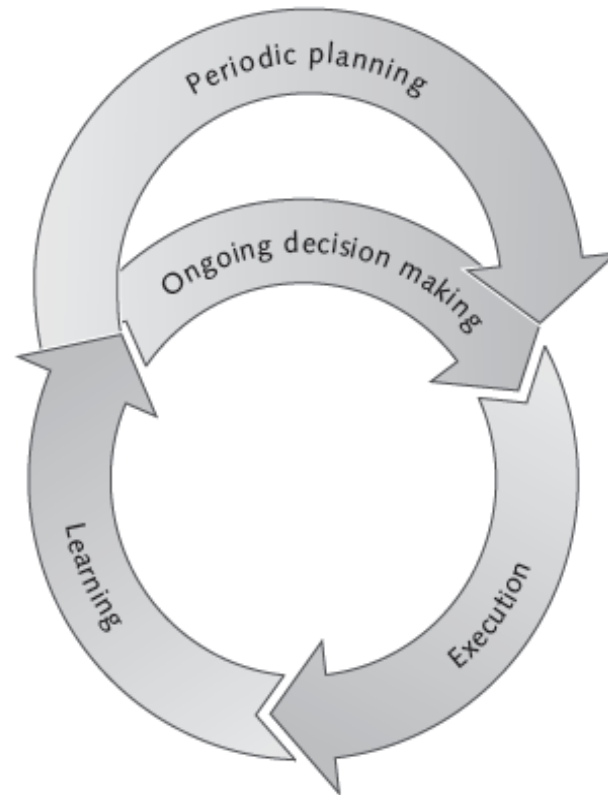


Is your current strategic plan or planning process getting you to clarity about how best to “create and sustain a competitive advantage in carrying out your mission?”

OLD



NEW

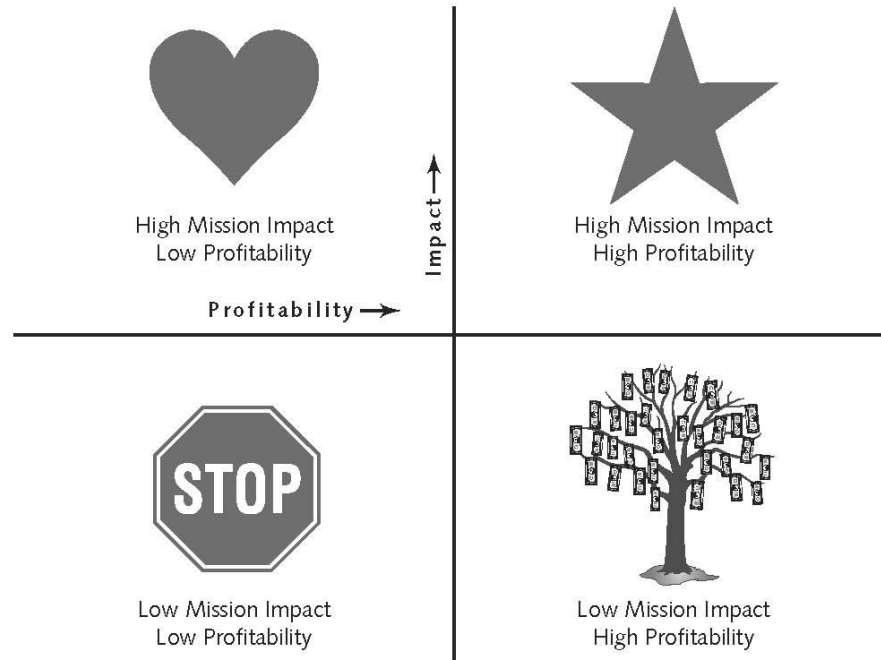


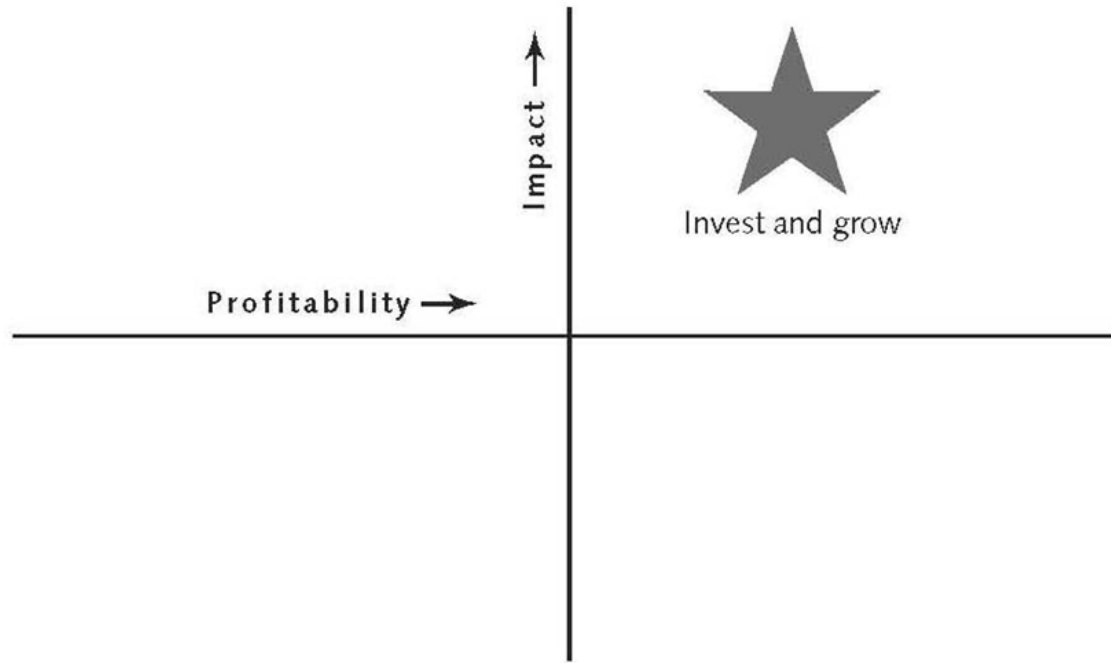
“Sustainability encompasses both financial sustainability (the ability to generate resources to meet the needs of the present without jeopardizing the future) and programmatic sustainability (the ability to develop, mature, and cycle out programs to be responsive to constituencies over time).”

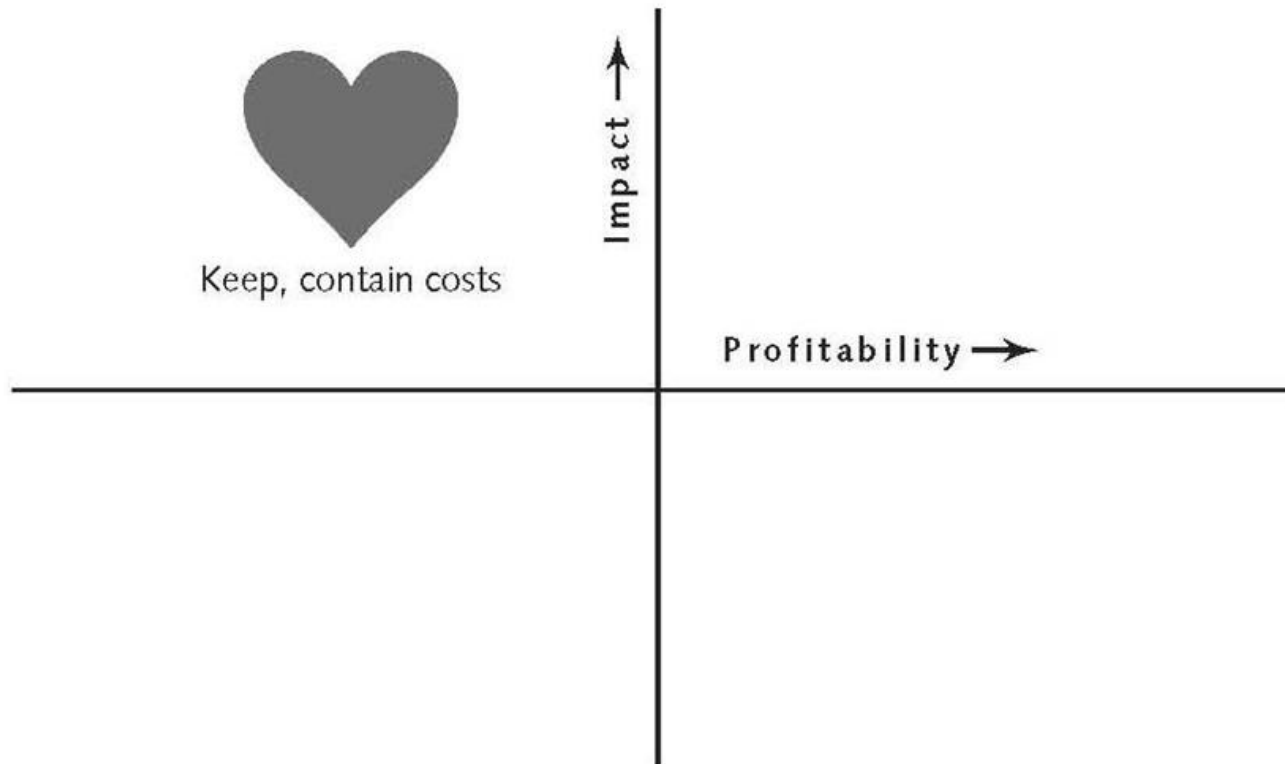
**Focus on impact and
resources holistically
all the time.**

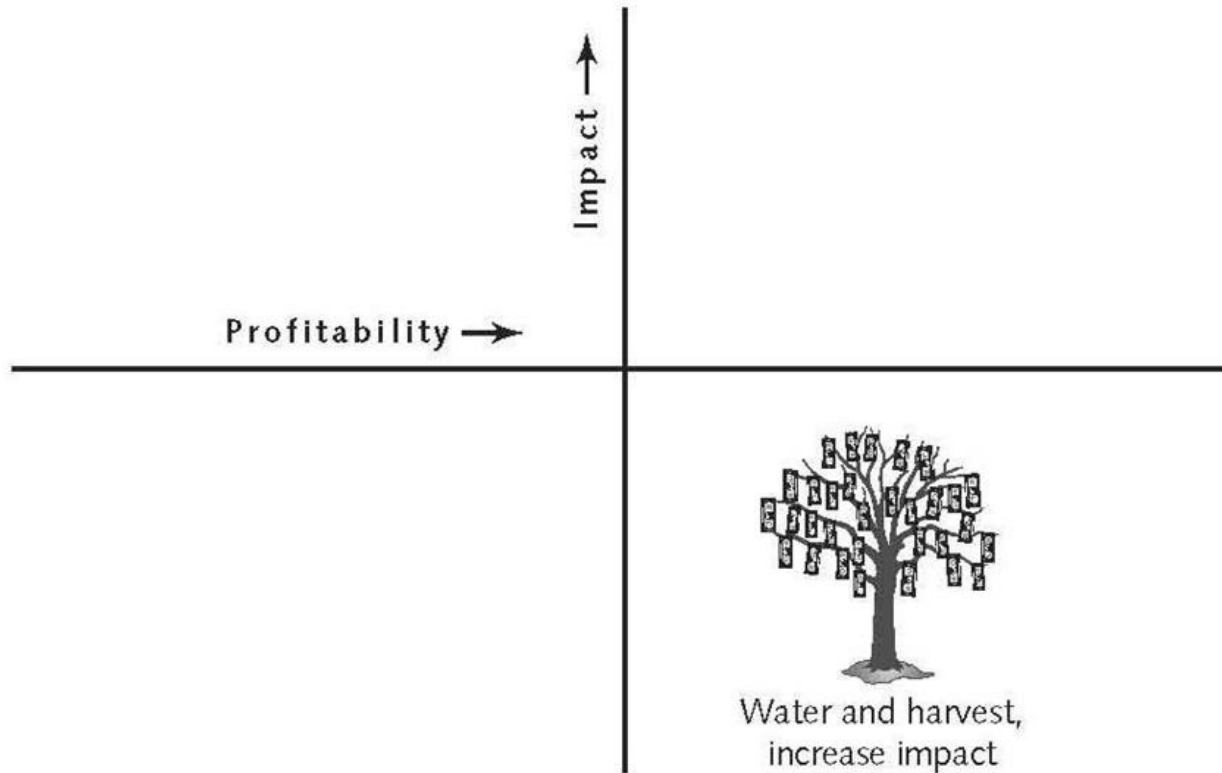
**Sustainability is an
orientation,
not a destination.**

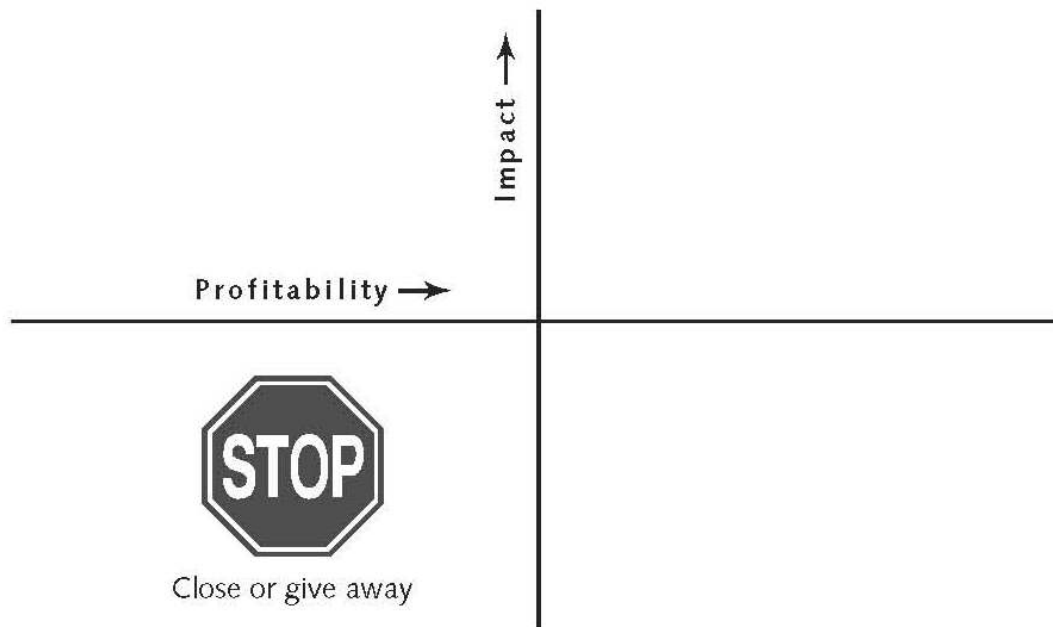
Deferred decision-making costs money, morale, and impact.













**We are a board of a
strategic thinkers.**



Our executive and senior staff are innovators in our field.



**Board and staff are clear
on our competitive
advantages relative to
others in our mission
space.**



We have closed or radically improved an outdated program within the last 5 years.



**We communicate our impact
to stakeholders in a
compelling way.**

**Think beyond
organizational walls and
even preservation.**

**Combine our strengths in
new forms.**

**Rethink board
engagement.**

**Financial oversight ≠
sustainability.**



What's a next step you can take this week to accelerate a strategic decision that needs to be made?