

## Collaborate. Create. Accelerate.



## Strategy Snapshot: Survey Results and Reflections

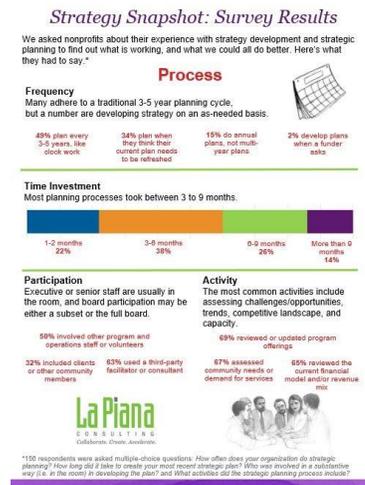
### Getting Better at Keeping Up with the Speed of Change

As the 10-year anniversary of the publication of [The Nonprofit Strategy Revolution](#) approaches in the coming year, the status of strategy development and strategic planning in the sector has been on our minds...even *more* than usual. So, in October, we launched a brief, Six-Question Strategic Planning Survey to ask what *your* strategy experiences have been like — and with over 150 responses, it seems the time is ripe for this topic!

We're happy to share [this visual snapshot](#) of the results to date,\* so you can compare how your responses align or differ. [\*Reflects data collected as of November 3. The survey remains open until November 22.]

In this article, "[Strategic Planning is Getting Better at Keeping Up with the Speed of Change](#)," [David La Piana](#) offers his observations on the survey findings, and what these and other data points may tell us about the state of strategy development in nonprofits.

Read David's article [here](#).



# *Business Plans Inform Nonprofit and Funder Success*

## New Blog Series Takes the Mystery Out of Business Planning

Business planning is not just for start-ups. Increasingly, nonprofits and funders are turning to business plans to help them turn their strategies into action. In this series, we'll explore [how nonprofits can use business planning to guide change and bolster funder confidence](#), how funders can use nonprofit business plans to inform "big bet" philanthropy, and why we think it's so important to put the power of business planning within everyone's reach.

[Read the first installment here](#) — and be sure to [subscribe to our blog](#) to receive follow-up posts in the coming weeks.

## *Resources*

**Organizational Assessment Tools for Capacity Building** The [William and Flora Hewlett Foundation](#), in partnership with Informing Change, have released a [new guide to more than 90 assessment tools and their effective use](#) by nonprofits and funder organizations. Also [see our own blog post on three common approaches to organizational assessment](#) and practical considerations for choosing the one that best meets your needs.

**It's All About People, People!** The bad news: Underinvestment in the nonprofit workforce undermines the sector's performance, impact, and sustainability. The good news: We can do something about it! Nonprofits and funders need to [check out the Fund the People Toolkit](#) to learn more about the case for talent investment, what others are doing, and concrete steps to take to be part of the solution.

**Like TripAdvisor, But for Foundations** We've written before about the [challenges posed by lack of candid feedback for foundations](#) from their nonprofit partners. [Grantadvisor.org](#) seeks to remedy this through its new online review site, which uses a seven-question survey to compile feedback from reviewers' first-hand experience with funders. [Learn more at this FAQ page.](#)

**Executives Share Their Perspectives on Strategic Restructuring** [In this blog post](#), Tom Dente, President and CEO of [Humentum](#) (premier organization supporting the international relief and development community, formed by the [2017 merger of InsideNGO, LINGOs, and Mango](#)), reflects on "[Purpose and Belonging in Mergers](#)." And [here](#), Russ Hedge, CEO of [Hostelling International USA](#), talks about [the role of culture change](#).

## News and Events

**Getting to Know Our Team:** In our last issue, we introduced two new Senior Consultants, [Onuka Ibe](#) and [Lara Jakubowski](#). Now you can take a look beyond their official bios in these two interviews, and learn more about what [Onuka](#) and [Lara](#) love about working with nonprofits.

**BoardSource, of Course!** We were already honored to be part of two sessions at this year's [BoardSource Leadership Forum](#), but to come away so inspired was the real treat. [David La Piana](#) and [Makiyah Moody](#) met with 80 board chairs and CEOs on shared responsibility and relationship leadership, and [Bob Harrington](#) fielded questions about nonprofit partnerships during and after the panel presentation on [The Power of Possibility](#). Look for Makiyah's [blog series on LinkedIn](#) with some of her key takeaways and additional reflections.

**Nonprofit Strategy for Next Gen Leaders:** On November 20, [Luis Vergara](#), Senior Manager, will discuss strategy development and strategic planning with grad students in the [Master's in Nonprofit Administration program at the University of San Francisco](#).

**NOLA in 2018:** On February 26, [Makiyah Moody](#) will join Genita G. Robinson, Director of the Mission Sustainability Initiative at [Forefront](#), Laura Zumdahl, CEO of [New Moms](#), and Mark Murray, VP of Programs and Administration at [The Field Foundation of Illinois](#) for a [panel session on The Benefits, Pitfalls, and Challenges of Nonprofit Partnerships](#), at the [Alliance for Strong Families and Communities 2018 Senior Leadership Conference](#) in New Orleans.

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