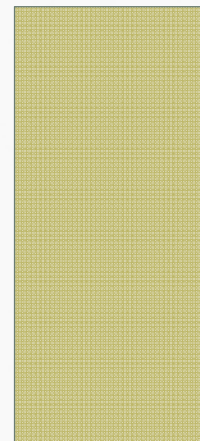


THE PERFORMANCE IMPERATIVE 2.0

A FRAMEWORK FOR SOCIAL-SECTOR EXCELLENCE



**My organization looks
to _____ for
information on best
practices, thought
leadership for my field.**

**My organization
conducts board/staff
self evaluations on a
_____ basis.**

(Monthly, semi-annual, annual, biennial)

TO WHAT END?

The seven pillars are the pathway to high-performance—that is the ability to deliver meaningful, measurable, and financially sustainable results for the people or causes you serve.

THE PERFORMANCE IMPERATIVE

PILLAR 1 Courageous, adaptive executive and board leadership

PILLAR 2 Disciplined, people-focused management

PILLAR 7 External evaluation for mission effectiveness

PILLAR 6 Internal monitoring for continuous improvement

High performance is the ability to deliver—over a prolonged period of time—meaningful, measurable, and financially sustainable results for the people or causes the organization is in existence to serve

PILLAR 5 A culture that values learning

PILLAR 3 Well-designed and well-implemented programs and strategies

PILLAR 4 Financial health and sustainability

KEY FEATURES OF THE PERFORMANCE IMPERATIVE

- It defines what a high-performance organization is
- It places preeminent importance on leadership
- It recognizes that culture and people are key to performance, continuous learning, and improvement
- It blends disciplined execution, people focus, and data-driven decision-making
- It identifies external evaluation as essential to operational performance
- It focuses on organizations overall (not just programs)



PILLAR 1: COURAGEOUS, ADAPTIVE EXECUTIVE & BOARD LEADERSHIP

- 1.2.2: My organization's board members are sufficiently knowledgeable about our business model and programs to engage in routine, constructive questioning of how we deploy resources and to ensure that we're focusing our resources on the areas where we can have the greatest impact.

PILLAR 1: COURAGEOUS, ADAPTIVE EXECUTIVE & BOARD LEADERSHIP

- 1.10.1: Each of my organization's board members invests time outside of formal board and committee meetings to work in partnership with our executives to raise the resources we need to finance the organization.
- 1.12: Executives and boards cultivate diversity, equity, and inclusion at every level of the organization, because a wide array of backgrounds, experiences, and perspectives contribute to an organization's creativity, empathy, and effectiveness.

PILLAR 2: DISCIPLINED, PEOPLE-FOCUSED MANAGEMENT

- 2.1.1: My organization's managers partner with staff to develop individual performance objectives that support our organizational goals.
- 2.3.2: My organization's managers allocate sufficient resources to recruit, develop, reward, and retain high-performing individuals who are committed to our mission and our culture.

PILLAR 2: DISCIPLINED, PEOPLE-FOCUSED MANAGEMENT

- 2.6.3: My organization's managers establish an effective professional development plan tied to each individual's career goals and the organization's needs.
- 2.7.1: Managers in our organization are receptive to receiving feedback and make genuine efforts to create safe spaces for staff to provide it.

PILLAR 3: WELL-DESIGNED & WELL IMPLEMENTED PROGRAMS AND STRATEGIES

- 3.2.1: My organization selectively hires those who have a deep understanding of the people and causes we serve & have demonstrated a strong ability to connect with people in a compassionate, accepting and collaborative manner.

PILLAR 3: WELL-DESIGNED & WELL IMPLEMENTED PROGRAMS AND STRATEGIES

- 3.3 Leaders & managers select or design their programs and strategies based on a sound analysis of the issues & evidence informed assumptions about how the organization's activities can lead to the desired change (theory of change).
- 3.6: Leaders & managers are sensitive to the cultural, racial and political dynamics in the communities they serve and are open to making adjustments to their programs and strategies when these dynamics shift.

PILLAR 4: FINANCIAL HEALTH AND SUSTAINABILITY

- 4.1.1: My organization tracks major revenue and expense assumptions and key financial health indicators. At least semi-annually, we assess our financial performance & make course corrections as necessary.
- 4.1.3: My organization's financial plan aims to maximize sustainable sources of revenue – so we're not overly dependent on sources that are short term or subject to shifts at any time.

PILLAR 4: FINANCIAL HEALTH AND SUSTAINABILITY

- 4.6.1: My organization's monthly financial reports include an analysis of financial performance, a variance analysis (plan v. actual results) & a cash-flow analysis. We share these reports with all leaders and appropriate managers.
- 4.7: The board & management treat fundraising/fund development as a strategic function that requires focus, management, capital, and specialized skill sets. They craft clearly defined roles and goals for the board and staff.

PILLAR 4: FINANCIAL HEALTH AND SUSTAINABILITY

- 4.9.3: My organization's leadership ensures that we only grow our programs when we can also grow our program capacity & administrative infrastructure – to ensure reasonable alignment of costs and revenues.

PILLAR 5: A CULTURE THAT VALUES LEARNING

- 5.5: The board, management & staff take on the challenge of collecting and using information, not because it's a good marketing tool & not because a funder said they have to. They believe it is integral to ensuring material, measurable, and sustainable good for the people or causes they serve.
- 5.6: The board, management & staff recognize they can't fully understand the needs of those they serve unless they listen & learn from constituents in formal & informal ways.

PILLAR 5: A CULTURE THAT VALUES LEARNING

- 5.7.2: My organization's board regularly engages in discussion with peer organizations to share lessons & experiences. We also participate in in relevant professional associations & learning networks that help us compare our processes and results with similar organizations.

PILLAR 5: A CULTURE THAT VALUES LEARNING

- 5.10: Even the busiest leaders, managers & staff members carve out formal & informal opportunities to step back, take stock and reflect.
- 5.10.1: Because the urgent often squeezes out the important, leaders, managers & staff periodically set aside uninterrupted time on our calendars to read & think. They use this time to reflect on their own performance & on our people, processes, culture and results.

PILLAR 6: INTERNAL MONITORING FOR CONTINUOUS IMPROVEMENT

- 6.1.2: Our management & staff have identified what information we need for analysis of long-term patterns, trends and correlations.

For example how have the numbers served, outcomes & cost per outcome changed over the past 24 months?

PILLAR 6: INTERNAL MONITORING FOR CONTINUOUS IMPROVEMENT

- 6.3: Management & staff make the collection, analysis and use of data part of the organization's culture and daily operations. They ensure that people understand the key metrics. And they invest in ongoing training to help staff gain comfort in working with data as a natural part of their job.
- 6.7: My organization periodically brings outside experts to brief our management & staff on the latest discoveries, trends in the field & areas where we can improve.

PILLAR 7: EXTERNAL EVALUATION FOR MISSION EFFECTIVENESS

- 7.2: Leaders commission external assessments to learn more about how well their programs are being run, what these programs are or are not accomplishing, who is or is not benefiting and how the programs can be strengthened. Leaders do not use external assessments as a one-time, up or down verdict on the organization's effectiveness.

PILLAR 7: EXTERNAL EVALUATION FOR MISSION EFFECTIVENESS

- 7.3.3; My organization's evaluation plan includes summative (impact) evaluation of programs that have been running as intended for several years, to help us determine whether we're making a difference beyond what would have happened anyway.



"It's a wonderful opportunity to celebrate how far we've come, and to validate the trajectory we are already on. [It is] also helpful to make sure we are considering all of the right questions and next steps to achieve our goals."

**Terri Sorensen, CEO,
Friends of the
Children**

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Image: Diana Sell Photography



“What I like best about the Performance Practice is that it’s non-judgmental and opens the door for candid conversations. It helped us discuss organizational strengths and weaknesses openly and honestly.”

Kevin Jones
Former Executive Director
Urban Coalition for HIV/AIDS
Prevention Services

EINHORN FAMILY CHARITABLE TRUST



“The Performance Practice helps our partners reflect on their organizations’ progress and challenges over time, so we can have open and objective conversations about their needs, as well as where and how we can best support their work.”

Jennifer Hoos Rothberg
Executive Director
Einhorn Family Charitable Trust

PERFORMANCE IMPERATIVE

- Where is your organization strong?
- Where is there opportunity to improve?
- Whom do you need to talk to about this?
- What should we focus on first?

BACK AT THE OFFICE:

- ✓ **Step 1: Define the Learning Session**
- ✓ **Step 2: Prepare Your Team**
- ✓ **Step 3: Complete The Performance Practice**
- ✓ **Step 4: Review The Responses**
- ✓ **Step 5: Share The Data With Staff**
- ✓ **Step 6: Learn and Improve**
- ✓ **Step 7: Repeat**

PERFORMANCE PRACTICE WORKBOOK

Organization Name Enter Participant Name(s)	Description Enter Date	
PROOF POINT	RATING	RATIONALE / EXPLANATION
Principle 1.1: Executives and boards embrace their responsibility to deliver meaningful, measurable, and financially sustainable results for the people or causes the organization is in existence to serve.		
1.1.1: My organization's executives and board have formally documented that they are mutually responsible for ensuring strong performance and their respective roles in achieving it; furthermore, they have fully committed to and accepted these roles and responsibilities.	Choose One	
1.1.2: Through a formal process, my organization's executives and board assess themselves individually and collectively, at least once a year, to hold themselves accountable for delivering strong results.	Choose One Not Started Partially Met Substantially Met Fully Met Not Sure Not Applicable	
Principle 1.2: Boards are strong, assertive governors and stewards, not just fundraisers . They recruit, advise, and hold the organization accountable the lead executive (CEO). They ask probing questions about whether the organization is living up to its promises and acknowledge when course correction is needed.		
1.2.1: My organization's executives and board identify and prioritize the diverse skills and backgrounds we need on our board for producing meaningful results—and use this as guidance for recruiting and vetting prospective board members.	Choose One	
1.2.2: Through strong board orientation and engagement processes, my organization encourages board members to ask probing questions and provide constructive pushback on the CEO.	Choose One	
1.2.3: My organization's board meetings are data-informed, provide reports on results, and allow for in-depth discussions on major strategic issues.	Choose One	
1.2.4: My organization's board reviews our CEO's performance annually and uses this process to help set goals for the coming year. This review includes a self-assessment by the CEO, an assessment by the governance committee, input from the full board, and insights from staff (not necessarily	Choose One	

PERFORMANCE IMPERATIVE & 2020 THE NONPROFIT NETWORK

MONTH	TOPIC	PI PILLAR
JANUARY	Performance Imperative	All
FEBRUARY	Volunteer Management	2
MARCH	Logic Model/Program Design for Funding Proposals	3, 6
APRIL	Financial Management for Smaller Orgs	4
MAY	Data Informed Decision-making	3, 6
AUGUST	Telling Your Story	1
SEPTEMBER	Influencing Policy	1, 5
OCTOBER	Management Principles (panel)	1, 2
NOVEMBER	Diversifying Board & Leadership Committees	1

OTHER RESOURCES TO SUPPORT PERFORMANCE

- Centex AFP monthly meetings
- HOT SHRM monthly meetings
- LeadershipPLENTY Institute
- Facilitating Masterful Meetings Training (Waco Fdn)
- Building High Performing Boards (Cooper Fdn)
- REI Groundwater Training (Cooper & Waco Fdn)
- REI Phase I Training (Cooper & Waco Fdn)