



PATHFINDER

Success Starts with Strategy

In this increasingly competitive environment, nonprofit and faith-based organizations must understand the importance of good strategy. Too many institutions focus on mission and vision, and fail to articulate a compelling strategy for the organization. While mission and vision are important, they fail to provide the discipline necessary to deliver measurable results. And as we discovered while completing the *Mission Impact Study*, there is a serious “disconnect” between organizational mission, and both the day-to-day activities and performance measurement, of most nonprofits.

Here are several important questions to ask in assessing organizational strategy:

- Is there an organizational strategy?
- Is it known by the board, senior managers, and other staff?
- Is the strategy generally accepted and supported in the organization?
- Has the strategy helped clarify priorities, thus giving the organization a way to assess its performance?
- Is it used as a way of helping to make decisions?
- Is the strategy an impediment to capacity-building or improved performance?
- Is there a process for monitoring application of the strategy?
- Is there a process for scanning the environment in order to consider potential threats and opportunities?
- Is there a similar process for understanding client and stakeholder requirements and changes?

Remember that *execution* (what strategy is really all about), must be a key aspect of every leader’s role. It’s too important to delegate. As Bossidy and Charan remind us, “There’s a big difference between leading and organization, and presiding over it.”

Straight Path Management can help you develop organizational strategies that result in mission impact. Contact us if you’d like more information.

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