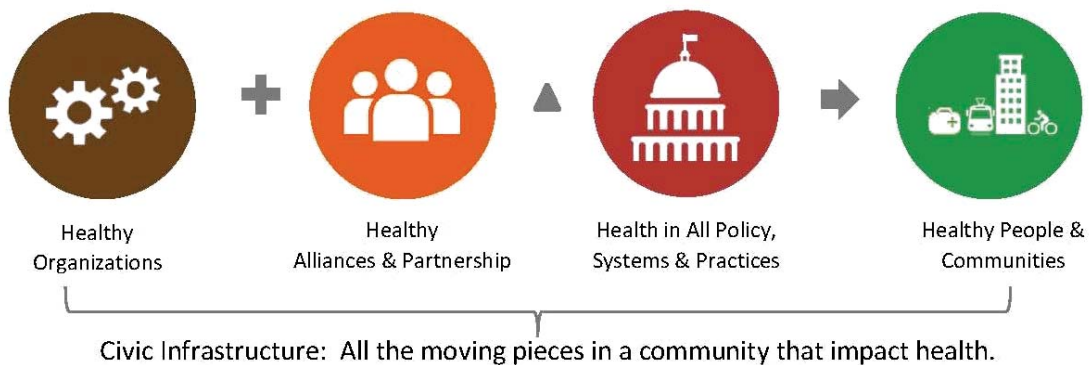




SLHI is on a mission to **inform, connect** and **support** efforts to improve the health of individuals and communities in Arizona.

SLHI improves the well-in in Arizona by addressing root causes and broader issues that affect health.

THEORY OF CHANGE



Healthy and resilient communities are supported by policy and systems shaped and influenced by effective nonprofits and alliances.

SLHI Priorities



Health is created where we live, learn, work, and play.



People with health coverage achieve better well-being and health than those who do not.



Insightful partners taking significant risks to achieve improved understanding of health in Arizona.



Dynamic and healthy communities are best supported by healthy organizations and leaders.

Capacity Building Opportunities

TAP TALKS

To build the capacity of nonprofit professionals.

Connections between colleagues with common challenges and successes.

A network of support.

Wisdom from the lived experiences of those in the room.

TAP GROUPS

Grow the capacity of nonprofits to be effective carrying out their mission.

Focus on critical issues facing their organizations.

Develop relationships with other nonprofit professionals.

Other Resources – Just a Few...

- Arizona Nonprofit Academy
- Arizona Alliance of Nonprofits
- ASU Lodestar Center for Philanthropy and Nonprofit Innovation
- National Council of Nonprofits

Arizona Gives Day



What is it?

Arizona Gives Day is a **single day of online giving** that has raised over \$2.3 million to date for Arizona's nonprofits.

When is the registration deadline?

Extended to next Friday,
February 27th

Arizona Gives Day

PLEASE NOTE:

- The **Alliance is aware of the technical issues** related to getting registered.
- If you have started your registration, and are unsure of the status, **please watch for a special email on Monday** from the Alliance with further instructions.
- **No nonprofits will be excluded** from participation **based on challenges with the application** - we will resolve all of your challenges as quickly as we can.
- The Alliance thanks you for your patience.

Desired Results

Connect with one another participant outside the TAP Talk



Recognize the value of continual learning to improve your organization's work

Know you are an important part of a larger network of change agents in our community



Nonprofit Lifecycles: Healthy Organizations at Every Stage



SLHI TAP Talk
February 20, 2015

Just like humans, nonprofits go through distinct life passages until they reach maturity. And just like humans, there are distinct behaviors that must happen in one phase before moving to the next. Nonprofits begin in infancy, as we all do, then become toddlers and adolescents before reaching the prime of life and maturity. – Dr. B.J. Bisroff

Introductions

Your name and affiliation



Graphic: theworldcafe.com

Intended Results

- Increase knowledge about nonprofit lifecycle stages.
- Hear how others use a lifecycles framework to strengthen the capacity of organizations to execute their missions.
- Learn with peers and share experiences.
- Leave with knowledge and tools to strengthen the governance, financial resources, management, and administrative systems of your organization.

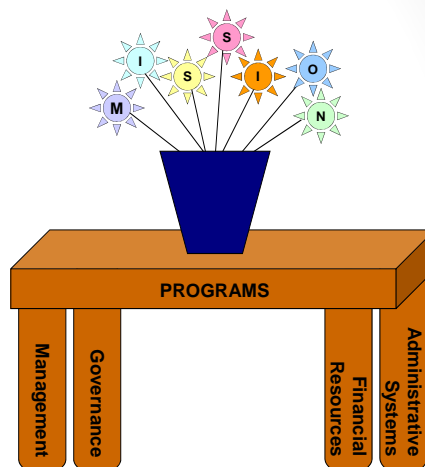
Capacity Building

Strengthening the organizational platform that supports your mission and programs.

Capacity Building

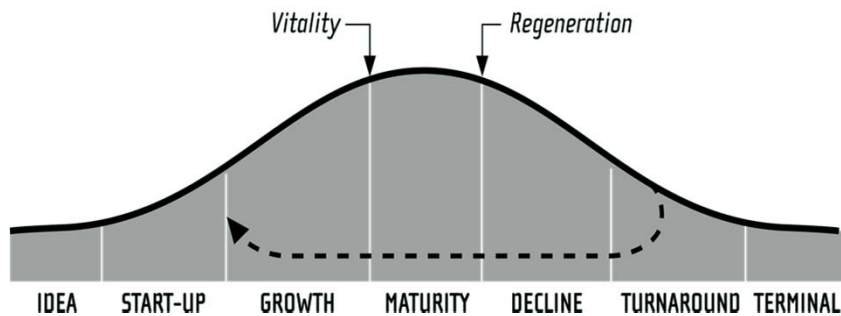
Programs to achieve your mission are supported by:

- Management
- Governance
- Financial Resources
- Administrative Systems



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“Lifecycles” Approach to Capacity Building



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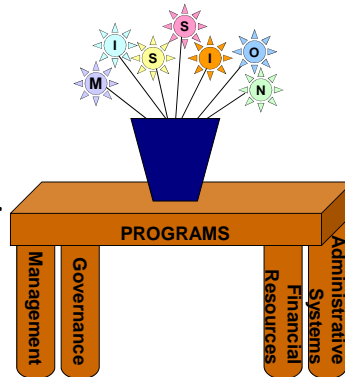
The Lifecycle Model

Describes diagnostic characteristics and performance outcomes for each stage related to:

- Programs
- Management
- Governance
- Financial Resources
- Administrative Systems

The Balance Challenge

- Achieve balance or complete alignment among programs, management, governance, resources, and systems at each stage.
- Until balance is reached, any “wobbly” capacity legs will hold the organization back.



Your Work Begins

- As we review the characteristics and performance outcomes of the seven stages, think about **where your organization may be** in terms of lifecycle stage.
- If you're a consultant, think about where a particular client may be.



Graphic: theworldcafe.com

Examples from the Field



Technical Coaching

- Work with small, founder-led organizations.
- Interview Executive Director.
- Stakeholder work group develops a plan.
- Survey of stakeholders with assessment questions adapted from Susan Kenny Steven's *Nonprofit Lifecycles*.
- Based on survey results, work group and consultant create a plan with key initiatives on 2-3 important issues that will help move the organization to the its next level of capacity.

Facilitated Self-Assessment

- Takes a thoughtful, objective approach to get an accurate read on the current state the organization.
- Removes sensitivities and subjectiveness from the assessment process.
- Provides a clear roadmap to guide movement forward.
- Offers a strength-based change management approach to capacity building.
- Appeals to multiple stakeholders — leadership, management, board members, external donors, and the funding community.

Stage-Based Approach to Change

- Normalizes challenges that can feel like failures.
- Takes the drama out of typical growing pains.
- Fosters an understanding of where we are and how we can focus on building “muscle” in essential areas.
- Gives everyone in the organization—board, staff, and senior executives—a common vocabulary to talk about challenges and achievements.

Understanding Lifecycles

Who?

- Staff, management, boards, and funders

Why?

- To achieve the balance needed for mission fulfillment.
- To project future needs.
- To make decisions proactively.
- To anticipate challenges.

Comments?

Insights?

Questions?

Nonprofit Lifecycle Stages

Stage: _____

Programs: At what stage are your programs? (Look at the stages on either side of the stage you selected—it's not unusual for programs to be stronger than other infrastructure components.)

Management: To what degree does the current senior executive have the right characteristics to lead the organization through this stage of development?

Governance: To what degree is the board assuming roles and responsibilities consistent with the requirements of the life stage?

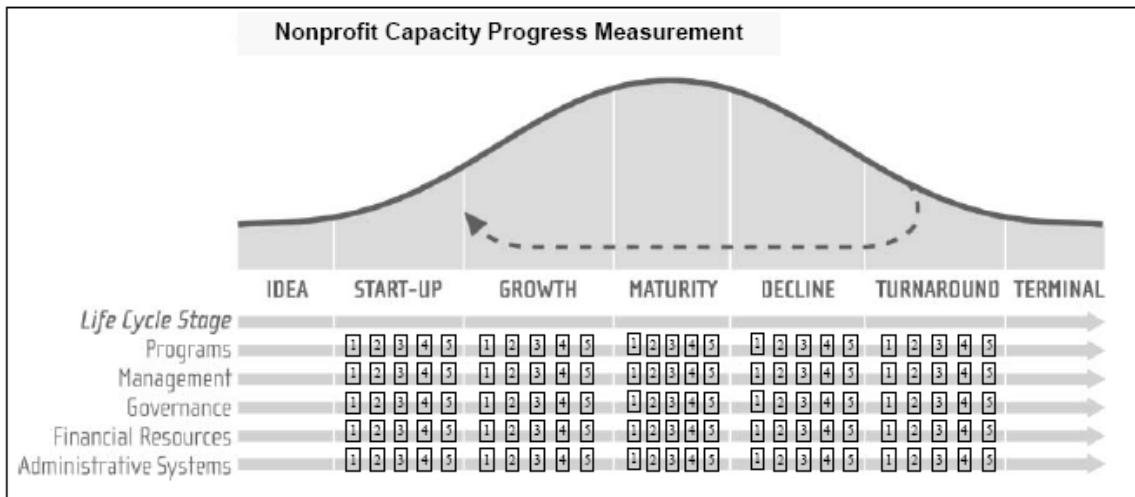
Worksheet 1

SLHI 2/20/15 TAP Talk

Resources: To what degree are the resources of the organization consistent with those required for that stage of maturation?

Systems: To what degree are current financial and administrative systems in line with the organization’s programs and life stage?

Where would you place your organization overall and in terms of programs, management, governance, financial resources, and administrative systems?



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Nonprofit Lifecycle Stages

What insights did you gain from completing Worksheet 1?

How might you strengthen any areas that are “wobbly legs”?