

TAP Talk Summary Evaluation

February 2015

Theme: Nonprofit Life Cycles: Healthy Organizations at Every Stage

Framing Question: How can you use knowledge of your organization's life cycle to support a healthy organization?

Number of Participants: 75-85

Presenters: Sharon Flanagan-Hyde, Flanagan-Hyde Solutions and Linda Volhein, Volhein Consulting

Evaluation Response: 39 individuals responded to the overall survey. 33 completed the survey. The information here-in reflects the 33 completed surveys.

Desired Results: We hope participants walked away with...

- Recognize the value of continual learning to improve their organization's work
- Making a connection with another participant
- Believing they are an important part of a larger network of change agents in our community
- Increase knowledge about nonprofit lifecycle stages and how it influences your organization.

Desired Results

<i>Evaluation Questions</i>	<i>Strongly Agree</i>	<i>Agree</i>	<i>Neutral</i>	<i>Disagree</i>	<i>Strongly Disagree</i>	<i>NA</i>
I have an increased awareness about the value of continual learning to improve my organization's work.	21	9	1	0	1	1
In the next three months, I intend to contact someone I met or with whom I reconnected at the TAP Talk.	22	3	7	0	1	0
I have an increased awareness and/or feeling that I am part of a larger network of change agents in our community.	21	9	2	0	1	0
Increase knowledge about nonprofit lifecycle stages and how it influences your organization.	20	8	1	1	1	2
I believe that I will be able to use the information and insights I gained during this TAP Talk to help my organization accomplish its mission.	16	12	0	0	2	3

What is your biggest "aha" or "take away" from this TAP Talk?

- The number of other nonprofits with similar needs and concerns
- Confirmation that the model I have laid out for my agency is dead on. I talked to Linda in the Empty Bowl Pet Food Agency one on one that Tap is graciously gave us, so I was already ahead of the game. What this session gave me (besides the priceless networking opportunity) is a format that I can share this with my board and leadership and other sources to further explain it as well.
- Information
- Raquel spoke about pebbles on the water and the ripples (intersections) created. This analogy affirmed my understanding of the work I do specific to the turnaround phase we are in. The overlapping areas of our work are the most valuable, diverse and productive elements. Creating social edges where people can meet and enhance community is a key component to permaculture, and it was nice to hear the concept and relate it back to what we do. Leveraging the power of our uniqueness with creativity could help us look at putting new systems in place (overlap successes) and take a look at programs for viability.
- A wonderful take away for me was realizing that all organizations are continuously cycling through different stages of organizational life, with many organizations having many programs or subparts in very different stages. Realizing this makes you better prepared to balance energy and resources on keeping each program in each unique stage healthy and progressing.
- How many organizations were in the turnaround and growth stages
- The entire presentation was "aha!" Really great information that I took back to our board and executive leadership. This was exactly the information I needed to support my reasoning for specific marketing and community outreach strategy. Health plans I support are both in different stages of this cycle. Great information!
- The importance of not rushing programs, of having your table legs in place before trying to grow.
- -Life cycles i.e. stages
- Nonprofits often have one leg in different life cycle stages
- When things seem difficult, plunge ahead.
- My biggest "aha" moment was understanding the different dynamics each phase creates and by working on the worksheet it helped me visualize areas that need more attention to make us a stronger organization. Although this is something we think about on a regular basis, writing things down helps us be more intentional and begin a conversation with our staff, board and key people.
- How engaged people are during the small group discussion

- That various programs and people are in different lifecycle stages and that there is a need to and there are ways to help move them along. Also, that it is probably worthwhile to share some of the Lifecycle Stages information with our leadership to help them see this perspective as well.
- Really seeing the life stages of the nonprofit and what each one means and input from others to move to a more beneficial stage
- Some of the audience remarks at the end of the session were quite thought-provoking.
- Many organizations face the same challenges we are facing
- Following the tap, I thought a lot about the impact of growth on staff. I always viewed this from the CEO perspective and failed to comprehend how exhausting this stage is for staff as well.
- All agencies do not necessarily move through all the life cycles. Some can remain in one cycle indefinitely.
- I am happy to know the category we fit in and how to grow or move forward from there. We are in the mature stage of nonprofit organizations but can always grow and improve.
- I am interested in the way the material was presented. I noticed that participants were most interested in learning about the experiences of others who were in a similar stage of development.
- That not all TAP Talks are worthwhile.
- The non-profit life cycle book! Thank you for offering such "Talks" in our community. :)
- An appreciation of the life cycle concept as the basis for taking appropriate action.
- The importance of the life cycle concept in determining the appropriate actions that are relevant to the capacity available at different stages.
- How critical it is to understand where your organization is in its lifecycle.
- How often groups reside in different parts of the organizational lifecycle.
- The cycles help determine what are your best activities at that stage.
- Recognizing where our organization is in our life cycle and thinking about ways to advance.
- Thought about where our organization is in the nonprofit lifecycle.
- That our nonprofit is in mature stage.
- The constant flow in the life cycle.
- The group discussion lead to wonderful new ideas, even if we stayed off topic

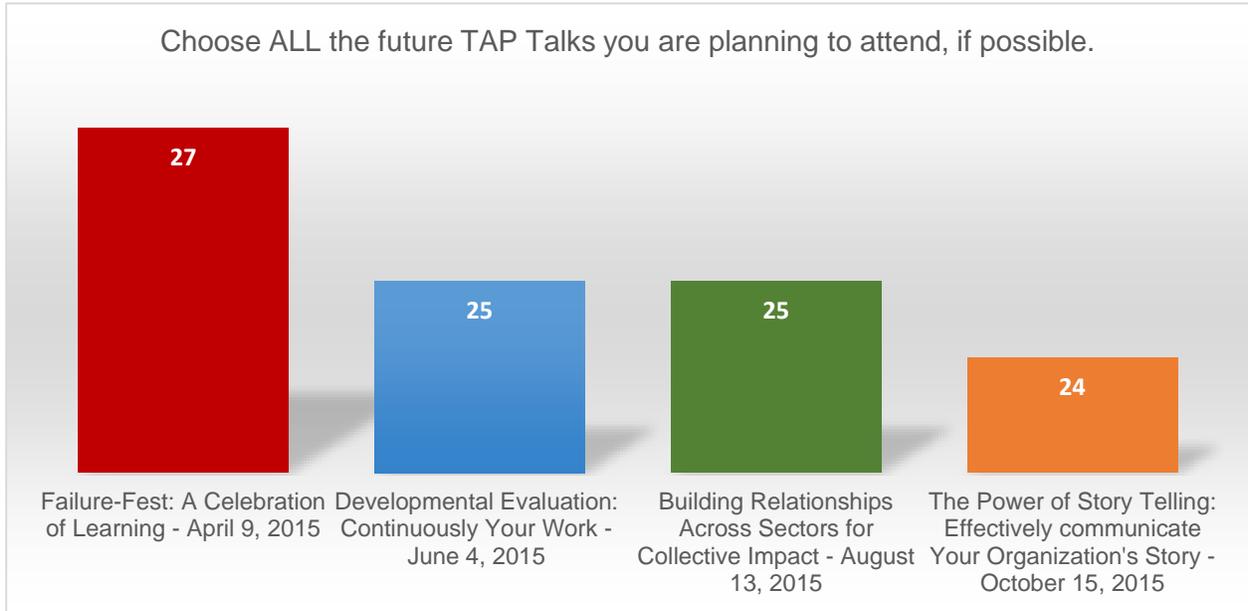
What will you do different as a result of what you have learned? How will that positively impact your organization?

- I will share what I learned about organizational cycles with Sr. Management team.
- What I now will be able to do is to set interventions in place before we get them to the top of the curve to reset in the growth stage.
- Greatly a lot!! Very helpful, informative.
- Strategically assess re-definition, mission relevance (possibly reduce the number of programs we offer) and work to mobilize resources.
- I will be more conscious of where my energy is spent, making sure each stage of organizational life receives the appropriate attention, energy and resources to keep it a viable and healthy program for as long as the need in the community exists.
- Impart this information to the Board of Directors of the organization I volunteer for
- Use information presented to help Board and Executive leaders have the same "aha" moment and realized the importance of some of the strategy we'd like to implement this year to support growth and retention.
- I believe we'll step back from some of our programming so that we can first fill out our board positions and ensure we have staff to implement programs and fundraising goals.
- -Acknowledging that non-profits evolves over time and consistency matter in the long run. Patience and continue to explore for better ways.

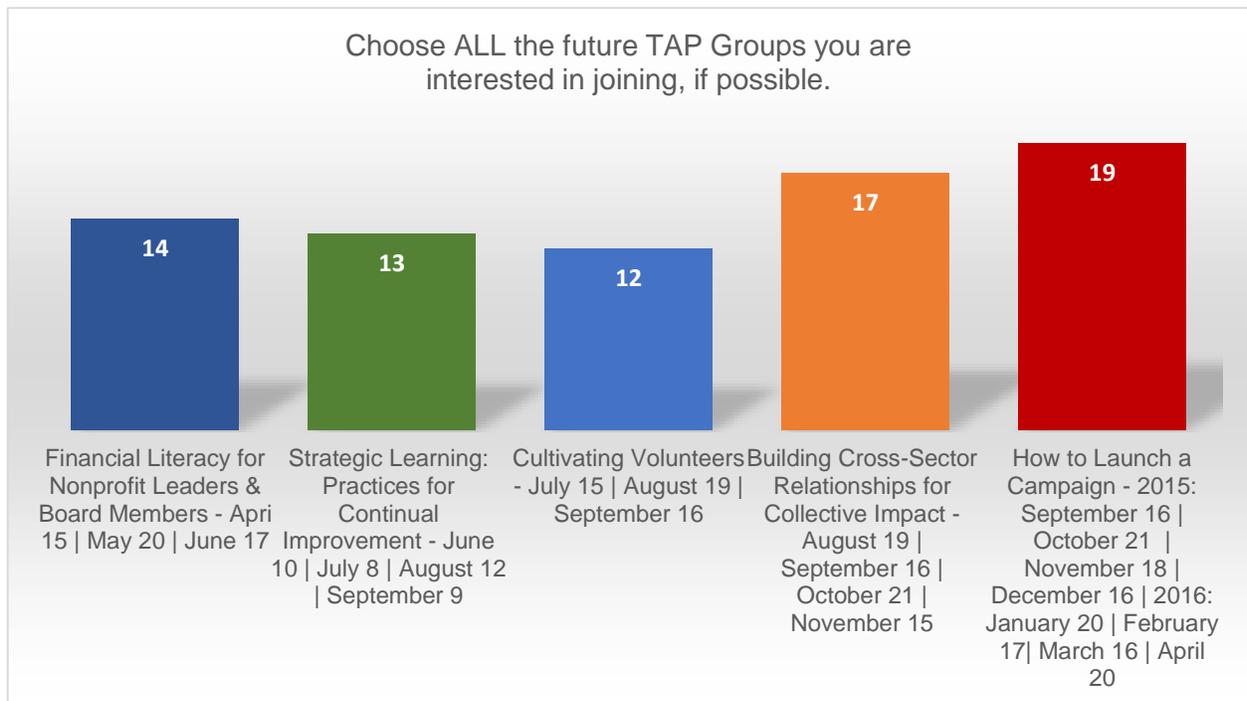
- Better understanding of where organizations are presently, where they need to get to and why organizational strength is critical to collective impact success.
- Find a way to replace the President of the Board.
- I truly believe that each and every person in the organization needs to also be on the same page so I intend to bring this to our staff meetings and begin also providing training to them as well. I think if we are all on board we'll be more likely to make strides forward because we are not hindering each other's work/intentions along the way.
- network with people who have been there and done it successfully
- Consider what lifecycle a person or program is in and how that might be affecting our work or conversation. Try to share the information I gathered with leadership.
- Board engagement, board engagement, board engagement!
- Participate in "Arizona Gives" Day.
- Set up a work plan to take the next step for our lifecycle.

- I hope to re-enter the nonprofit world in an interim CEO or full time CEO position. When involved again in an organization in growth, I will remember to keep thanking and motivating staff and to take time to celebrate our agency WINS.
- Use the Nonprofit Lifecycle book as a conversation starting point regarding current strategy with senior leadership.
- I received some great feedback from our breakout group. I will now change my course and direction of who I thought may be future donors to staying the course we are on that is already working and really doesn't need to change at this time.
- Take the tool and use it.
- Unless someone from our organization won the book at the table the information in the presentation was too vague and too poorly organized to inspire any change or difference in the way we serve our community.
- A different approach with Board engagement and education.
- The programs that will be supported will be those that are appropriate to the stage in the life cycle that the organization is in
- life cycle concept will be factored into consideration in determining the actions and events that will be undertaken
- Look more discerningly at what we are doing.
- Awareness #1: I will think through this when I encounter any new organization.
- Plan more effectively with a realistic view of your stage and be PATIENT
- We will be intentional about advancing our programs, management, governance, resources and systems to move from the Start-up to Growth stage.
- Think about what we need to do to keep organization vibrant and not stagnant.
- Need to continually make decisions proactively and anticipate challenges.
- Engage our board to be more active and look for sustainable sources of income.
- We see that other people are in the same position we are in. We are learning how to grow and it is nice to talk to others that are also growing.

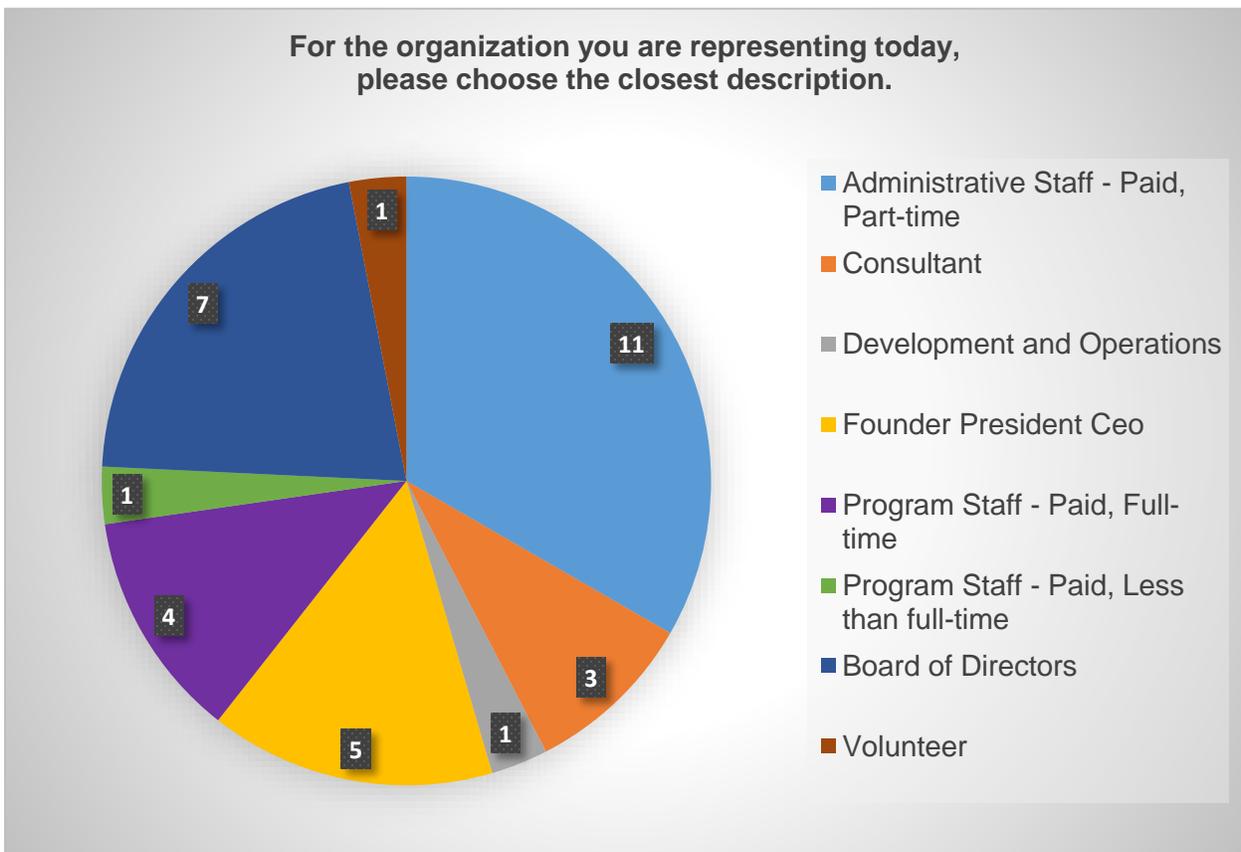
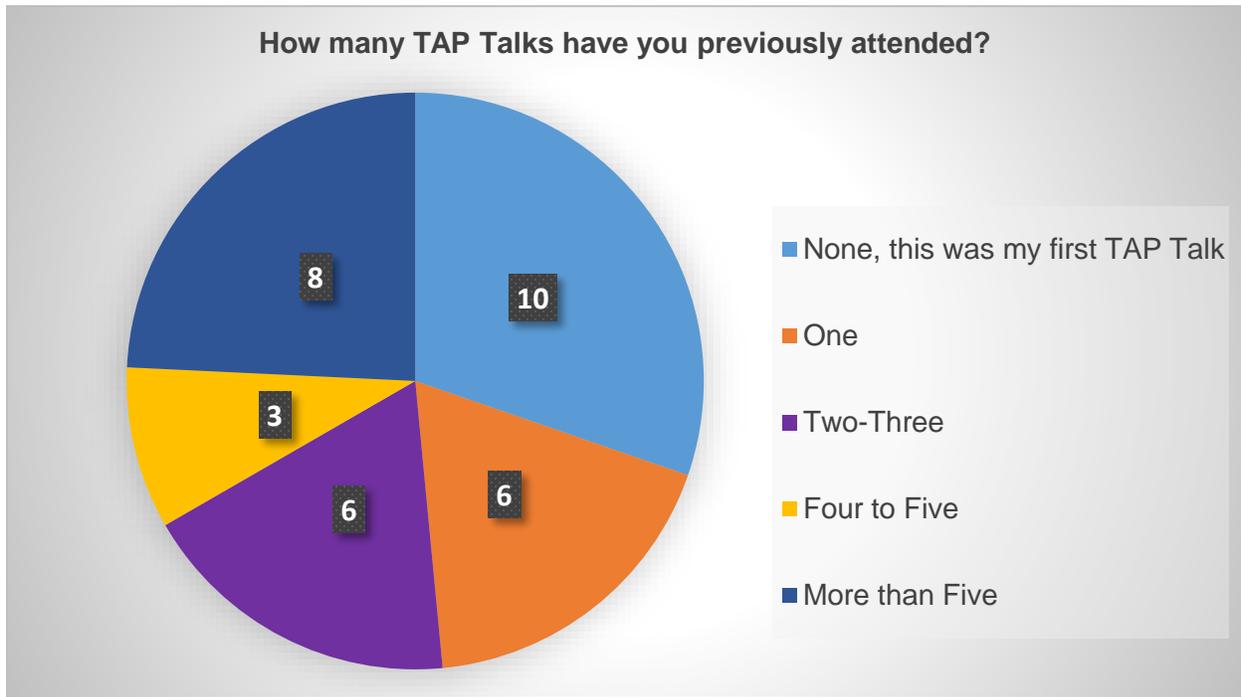
Future TAP Talks



Future TAP Groups



Demographics



Final Comments

- Thank you for providing such wonderful learning opportunities and for investing in our growth.
- Thanks!
- Excellent, thank you very much! wonderful experience
- I believe I can help you bring celebration to life during your presentations -- Let's get together and discuss.
- Thank you for hosting such a wonderful event. Was a great experience and I hope to be able to join again in the future? Thank you for including me.
- You may want to reconsider the group activity associated with this informative, relevant presentation. It was not effective as it could have been.
- Great turn out, enjoyed it!
- Without facilitators or better preparation the breakout groups were useless for the purpose of completing the worksheets. It was a disappointing presentation.
- Very good learning experience.
- Useful content is always appreciated, thank you!
- Thank you for this initiative. It is making a huge difference in furthering the work of nonprofit organizations.
- Thank you for the opportunity!