

The Nonprofit Mergers Workbook

Part II: *Unifying the Organization after a Merger*



La Piana Associates

Nonprofit Mergers Workbook

Mim Carlson, Margaret Donohoe

A red circular graphic with a gradient, appearing as a partial circle or a thick arrow pointing to the right, located to the right of the authors' names.

Nonprofit Mergers Workbook:

The Nonprofit Mergers Workbook Part I David La Piana, 2008-09-10 Nonprofit mergers are on the rise Executive directors and board members are discovering the advantages comprehensive service delivery better finances more powerful fundraising increased market share Bottom line mergers make more mission possible From assessing reasons and readiness to finding a partner to negotiating the best path to budgeting and implementation author David La Piana guides you through the maze of options with a steady hand Based on experience with more than sixty mergers this handbook is the perfect starting point for any nonprofit exploring a possible merger and a basic resource for all nonprofit managers You ll find how to decide what kind of structure from collaboration to merger meets your goals how to know your own motivation and keep your mission forefront what kind of merger best fits your goals structure and financial situation how to seek merger partners and objectively assess the pros and cons of each how to manage the boards essential role in merger considerations how to exercise due diligence and write the merger agreement how to deal with the rumor mill what you can do yourself when to call in attorneys and consultants and how to select them typical roadblocks and how to beat them how to move past old history and build new traditions as you integrate staff management boards systems and corporate cultures how to budget for and raise funds to implement the merger and much more Full merger case studies decision trees twenty two worksheets checklists tips milestones an extensive resource section and many samples including the minutes of a completed merger negotiation give you concrete assistance with your own merger plans and implementation A special chapter written for nonprofit organizational consultants explains their roles and responsibilities in assisting clients interested in merger

The Nonprofit Mergers Workbook David La Piana, 2003 *Nonprofit Mergers Workbook Part II* La Piana Associates, 2004-05-15 You ve completed the merger agreement Now how do you make the merger work Nonprofit Mergers Part II helps you create a comprehensive plan to achieve integration It addresses large strategic issues as well as small practical ones Integration issues and how to handle them Section I Going the Distance provides a broad view of integration its challenges and how to meet them Topics include the basic tenets of organizational change what success looks like in a well implemented merger the purpose and content of an integration plan how to address people issues through leadership and planning and the relationship between effective leadership effective communication and their combined contribution to integration success How to create a useful integration plan Section II Creating an Integration Plan takes you step by step through this essential process You ll learn about integration of boards cultures management staff and volunteers programs communications and marketing and systems one by one in detail the steps needed to create each section of the plan common challenges roadblocks and crises that will arise and how to respond when they do and processes procedures and interventions likely to be most helpful and necessary Software helps you create an organized plan Included with the book is a CD ROM with a detailed integration plan template Use it to keep your planning organized and on track This useful guide also

includes sample integration plans worksheets checklists and tips and quotes from leaders of merged organizations Nonprofit Mergers Part II is a must read for anyone considering embarking on or just completing a merger *A Corporate Manager's Guide to Taking a Leadership Role in Non-Profits and Applying Strategic Management Tools and Techniques* Emerald Group Publishing Limited, 2005-01-01 Some of the emerging views brought up in this e book are The paradox and the necessity of pursuing sustaining and disruptive innovation simultaneously require a new kind of talent called integral leadership the usual tools of persuasion reason statistics and bullet points of logic fail to cause the necessary changes in management culture to allow disruptive innovation to thrive Leaders must guide companies through an emotional leap to embrace a future based upon disruptive innovation in technology and work practices and the search for viable disruptive innovation new customer values new markets new business models starts by systematically exploring a company's strategic frontier **Strategic Restructuring for Nonprofit Organizations** Amelia Kohm, David LaPiana, 2003-10-30 Drawing on the findings of the most ambitious national study to date on nonprofit strategic restructuring the authors provide nonprofit managers board members consultants and foundation executives with research based information to use in making tough decisions about whether and how to pursue a range of organizational partnerships from jointly managed programs and consolidated administrative functions to full scale mergers The authors investigate two widespread assumptions that strategic restructuring leads to greater organizational efficiency and that nonprofit consolidations are similar to corporate consolidations Six in depth case studies of actual nonprofit restructurings highlight the costs and benefits associated with this increasingly adopted course of action a trend that is expected to remain on the upswing for the foreseeable future [The Wilder Nonprofit Field Guide to Crafting Effective Mission and Vision Statements](#) Emil Angelica, 2001 Bring focus and direction to your work Too often if you ask four people in a nonprofit what their organization's mission is you'll get four different answers Organizations without clearly defined and agreed to mission and vision statements frequently find themselves adrift at sea in real financial trouble and unable to make an ongoing positive impact on the community But an effective mission and vision statement can help an organization unify services and create a consistent approach to new program development Crafting Effective Mission and Vision Statements will help your organization develop or revise mission and vision statements that bring focus and direction to your work With orderly easy to follow steps this engaging guide helps you Build ownership for the mission and vision statements among board and staff Create a common understanding of your organization's goals Understand how mission and vision statements differ and how to use both for greatest benefit Develop a mission statement that captures exactly what your organization does Create a vision statement based on stakeholders ideas and the organization's history capacity for growth and fundraising potential Use this guide to create mission and vision statements that help your organization stay focused and keep it moving toward a positive future [Nonprofit Management 101](#) Darian Rodriguez Heyman, 2011-05-03 A comprehensive handbook for leading a successful nonprofit This handbook can educate and empower a whole generation of

nonprofit leaders and professionals by bringing together top experts in the field to share their knowledge and wisdom gained through experience This book provides nonprofit professionals with the conceptual frameworks practical knowledge and concise guidance needed to succeed in the social sector Designed as a handbook the book is filled with sage advice and insights from a variety of trusted experts that can help nonprofit professionals prepare to achieve their organizational and personal goals develop a better understanding of what they need to do to lead support and grow an effective organization Addresses a wealth of topics including fundraising Managing Technology Marketing Finances Advocacy Working with Boards Contributors are noted nonprofit experts who define the core capabilities needed to manage a successful nonprofit Author is the former Executive Director of Craigslist Foundation This important resource offers professionals key insights that will have a direct impact on improving their daily work

The Nonprofit Strategy Revolution David La Piana, 2018-08-07 Turner Publishing proudly presents a fully updated edition of The Nonprofit Strategy Revolution FINALIST Ben Franklin Awards Independent Book Publishers Association Business Category The world changes continuously and rapidly It's foolhardy to believe that strategies should not do so as well Nonprofit leaders already know this but traditional strategic planning has locked them into a process that's divorced from today's reality That's why plans sit on the shelf and why smart executives are always seeking workarounds in between planning periods The Nonprofit Strategy Revolution offers a nimble and powerful alternative In this groundbreaking book strategy expert David La Piana introduces Real Time Strategic Planning a fluid organic process that engages staff and board in a program of systematic readiness and continuous responsiveness With it your nonprofit will be able to identify understand and act on challenges and opportunities as they arise At the heart of this practical book is the Real Time Strategic Planning Cycle Based on four years of research and testing with a variety of nonprofits this proven process guides you through the steps to sound strategy You'll find tools for clarifying your competitive advantage generating a strategy screen criteria for evaluating strategies to be able to respond quickly handling big questions developing and testing strategies and implementing and adapting strategies This useful guide also includes exhibits and case examples showing how concepts play out in real life a total of 27 tools 10 of which are essential for forming strategies Theory to Action sidebars telling you which tool to use for a given task and a link to downloadable content with all the tools and interactive worksheets you'll need as well as a Facilitator's Guide to Real Time Strategic Planning that gives you everything you need the day's agenda instructions for preparing flip charts prework to be done handouts and worksheets Use The Nonprofit Strategy Revolution and get the clarity and direction you need for maximum mission success

The Lobbying and Advocacy Handbook for Nonprofit Organizations Marcia Avner, 2002-01-15 Your How To Guide to State and Local Lobbying This guide is your complete road map to shaping public policy at the state and local level It gives detailed step by step instructions for developing an effective plan and putting it into action With this handbook you will discover how lobbying can help fulfill your mission learn how to initiate support or defeat bills develop effective lobbying skills gather and

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Managing Nonprofit Organizations Mary Tschirhart, Wolfgang Bielefeld, 2012-07-11

MANAGING NONPROFIT ORGANIZATIONS This essential resource offers an overall understanding of nonprofits based on both the academic literature and practitioner experience It shows how to lead manage govern and structure effective and ethical nonprofit organizations Managing Nonprofit Organizations reveals what it takes to be entrepreneurial and collaborative formulate successful strategies assess performance manage change acquire resources be a responsible financial steward and design and implement solid marketing and communication plans Managing Nonprofit Organizations is the only introductory text on this subject that manages to do three critical things equally well It s comprehensive covering all the key topics leaders of NPOs need to know about it s practical providing lots of examples case incidents and experiential exercises that connect the content to the real world and best of all and most unique compared to others it s research based drawing on the latest and best empirical studies that look into what works and doesn t work in the world of nonprofit management Vic Murray professor School of Public Administration University of Victoria This book is a rarity a text that can be used both as the focus for academic study and as a source of stimulating ideas for those practitioners who want to explore theories about management and how they can be applied so they can do a better job Tschirhart and Bielefeld have explained all aspects of nonprofit management and leadership in a way that will stimulate as well as inform Richard Brewster executive director National Center on Nonprofit Enterprise Virginia Tech University Managing Nonprofit Organizations presents a comprehensive treatment of this important topic The book satisfies the competencies and curriculum guidelines developed by NASPAA and by NACC and would be ideal for instruction The book maintains its commitment to informing management and leadership throughout the nonprofit sector Jeffrey L Brudney Albert A Levin Chair of Urban Studies and Public Service Cleveland State University This is an important book written by two of the leading scholars in the nonprofit studies field Nonprofit managers board members funders educators and others will find Managing Nonprofit Organizations extremely valuable Michael O Neill professor of nonprofit management University of San Francisco Here s the book that my students have been asking for just the right mix of theory presentation research findings and practical suggestions to serve the

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not for profit organizations serving individuals the local community the state the nation or the world Also recommended for donors grant makers government agencies and others who fund your work **Nonprofit Resources** Victor Futter, Lisa Runquist, 2007 Now in its second edition Nonprofit Resources is a handy reference tool for all nonprofit professionals With more than a thousand entries pointing readers to a wide variety of references in the nonprofit field this accessible guide will provide users with a running start on researching any topic Unique user friendly and compiled by industry experts Nonprofit Resources will point readers to key information sources on dozens of topics ranging from accounting to lobbying to volunteers **The Executive Director's Guide to Thriving as a Nonprofit Leader** Mim Carlson, Margaret Donohoe, 2010-04-16 As the position of nonprofit ED becomes more demanding there is a need for an up to date resource This revised edition of the best selling book is filled with management advice for succeeding as an executive director This new edition includes thoroughly updated information and new content It covers topics on timely issues and practical strategies including Avoiding Burnout Accountability Professional Networking Financial Literacy Measuring Effectiveness and much more Ideal for ED s and board members the book also includes new cases and stories from the field and practical tips sidebars **The Lobbying and Advocacy Handbook for Nonprofit Organizations, Second Edition** Marcia Avner, 2013-07-23 The Lobbying and Advocacy Handbook for Nonprofit Organizations Second Edition is your complete road map to shaping public policy at the state and local level It gives detailed step by step instructions for developing an effective plan and putting it into action With this handbook you will discover how lobbying can help fulfill your mission learn how to initiate support or defeat bills develop effective lobbying skills gather and mobilize support for your positions learn how to use the media effectively influence gov t administrators to back your policy positions comply with state and federal regulations and set up systems in your nonprofit to support lobbying In addition to updated worksheets case studies and resources new material in the second edition includes nonprofit civic engagement and voter mobilization designing the Policy Committee that works for your nonprofit utilizing social media in your communications strategies administrative advocacy working with governmental agencies and understanding the why what and how of collaboration **The Accidental Techie** Sue Bennett, 2005 This book shows you how to create a support system that will help your organization use technology more effectively and make your day to day life less hectic This hands on guide walks you through five projects that when completed will give you a comprehensive and usable support system Conducting a technology inventory Assessing and supporting staff Assessing and buying technology Protecting your organization from disasters and data loss Managing your role Book cover

Nonprofit Management Michael J. Worth, 2009 Covers more in greater depth than what is currently found in the prescriptive practitioner orientated books that have been the only choice for the classroom until now *Benchmarking for Nonprofits* Jason Saul, 2004 The no cost way to improve your organization on a daily basis Most nonprofits are already benchmarking informally This unique book defines a formal way to benchmark You ll learn how to prepare your organization

measure performance and implement best practices as well as learning the five key steps of benchmarking the arguments against benchmarking and why you should disregard them how benchmarking differs from evaluation and assessment how to form a benchmarking team how to create a success equation that helps you measure your organization's performance how to make sure to measure what matters how to choose your benchmarking partners and what you can learn from the wrong partner and how to overcome staff resistance to benchmarking Practical tools help you benchmark what matters Real world examples illustrate benchmarking in action Exercises and worksheets guide you through processes such as drafting a benchmarking plan identifying and analyzing the things in your organization that need improvement prioritizing which processes to focus on identifying your CTQ critical to quality outcomes and more The way to survive as a nonprofit in today's market is to thrive With so many organizations seeking the same dollars only the best will endure Benchmarking ensures that your organization is always operating at peak performance It's something you can't afford not to do especially since you can do it for free

Play to Win David La Piana, 2004-12-20 Play to Win offers nonprofit leaders the help they need to develop their organization's unique competitive advantages and to use the power of competitive strategies to build their organization's capacity for advancing its mission This book offers a clear description of competition and discusses its practical ethical and political ramifications within the nonprofit sector It demonstrates how by being a more effective competitor a nonprofit can enhance its chances for both programmatic and financial success Play to Win is filled with practical tools for assessing a nonprofit's position in the marketplace and developing winning competitive strategies Read a Charity Channel review <http://charitychannel.com/publish/templates/a4864-z25-2006-Terry-McAdam-Award-Honorable-Mention> <http://www.allianceonline.org/publications/mcadam06> page

Financial Leadership for Nonprofit Executives Jeanne Bell, Elizabeth Schaffer, 2005-03-31 Making sure that your nonprofit is going to be around long term requires financial leadership This means creating a financial vision for your organization and planning how you'll get there Financial Leadership for Nonprofit Executives gives you the framework specific language and processes to lead with confidence With it you'll learn how to protect and grow the assets of your organization and accomplish as much mission as possible with those resources The good news is you don't have to be a trained accountant earn an MBA or have run a for-profit business in another lifetime You already have many of the skills it takes to be a financial leader This useful guide makes the process understandable and doable You'll find clear logical steps to learn how to get accurate financial data in a format you can understand use financial data to evaluate your organization's health plan around a set of meaningful financial goals and communicate progress on these goals to your staff board and external stakeholders You'll also find five foundational financial leadership principles three overarching questions every financial leader needs to be able to answer and where to find those answers two fundamental budgeting principles and five steps to building a strong annual budget At the end of each chapter is an evaluation tool You can rate how your organization is doing relative to the component of financial leadership covered in each

chapter Each attribute is scored as being red yellow or green Red items are below standard and require immediate attention yellow items are widely practiced though not generally ideal and green items are considered best practice Over time as you and your partners on the board and staff move the organization toward green in each of these areas you will create an environment in which financial leadership can flourish

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