



turning good ideas into great results

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### Worksheet on 6 Practices of High-Impact Non Profits

6 Practices that lead to High Impact	An example of what you are doing or have done which aligns with this practice	What else is possible to build on this success?
<i>1. Serve and Advocate.</i> Partnering with others was essential to doing both of these well and led to high impact.		
<i>2. Make Markets Work.</i> By partnering with corporations these high-impact nonprofits were able to shift corporate practices and work jointly with businesses toward a social good. Many also operated earned income ventures which provide stable funding for their work.		
<i>3. Inspire Evangelists.</i> By connecting people with a way to act on their passions, high-impact nonprofits generated powerful and enthusiastic supporters who recruited others.		
<i>4. Nurture Nonprofit Networks.</i> These nonprofits helped their peers succeed by continuously asking how they could help others benefit from their own organization's strengths and knowledge, and this resulted in increased value for all.		



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<p>5. <i>Master the Art of Adaptation.</i> Constantly assessing the results of their actions, gathering input from a wide group, and applying what they learned in a meaningful way led to high impact.</p>		
<p>6. <i>Share Leadership.</i> Strong leadership was present in these nonprofits who had strong a.) Executive Directors, b.) seconds in commands, and c.) boards. Their benches are deep, which allows for collective leadership</p>		

Based on the findings from Leslie Crutchfield and Heather McLeod Grant's book *Forces for Good* that was published this fall. There were cover stories on the findings in both the Fall 2007 *Stanford Social Innovation Review* and the October 4, 2007 *Chronicle of Philanthropy*.

They found that the key to creating high-impact nonprofit organizations is working with partners outside of the organization. Collaboration, and not competition, is the root of success and high impact. Competition is currently the predominant mindset or paradigm in the social sector. Nonprofits see themselves as competing with others for what are perceived as "scarce" resources. These resources are predominantly government, foundation, and corporate funding, and to a lesser extent individual donors. The question driving the behavior of organizations competing is, "How can we be better than others?" However, Grant and Crutchfield found that partnering for high-impact requires a different question, one such as "How can we be better WITH others?"

How could you explore high-impact partnering?