

NONPROFIT LIFECYCLE: WHERE ARE YOU?

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Agenda

Introduction

Organizational Life Cycle

Affiliate Organizational Inventory

Where Are You?

How to Get to Where you Want to Be



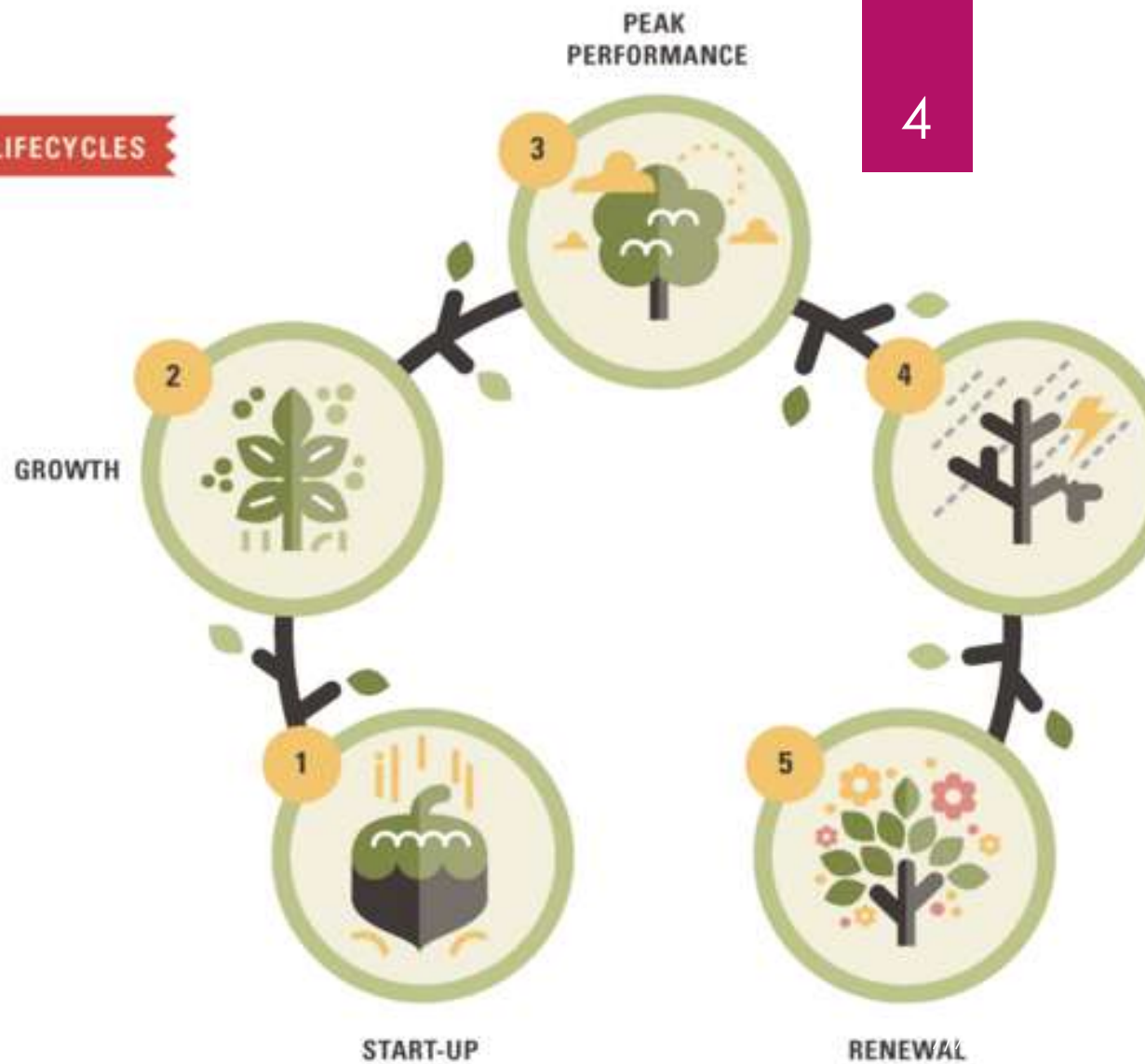
Introduction

- ▶ What happens to an affiliate organization over time?
- ▶ Much effort is required to get an affiliate organization started, but how do you sustain the organization?
- ▶ Is there a “MAGIC FORMULA” to keeping our affiliate organizations moving forward? WELL NO, probably not.
- ▶ SO. What do we need to know and do in order to keep our affiliate organizations viable and performing well?

LIFECYCLE OF A NON- PROFIT

[HTTPS://WWW.MARYLANDNONPROFITS.
ORG/NONPROFITS-GET-
HELP/NONPROFIT-LIFECYCLES/SAMPLE](https://www.marylandnonprofits.org/nonprofits-get-help/nonprofit-lifecycles/sample)

NONPROFIT LIFECYCLES



Startup—the IDEA stage—the magnificent obsession

- The founders of your affiliate are developing the idea, gaining support, and applying for tax-exempt status for your nonprofit.
- The affiliate is run by volunteers and has no paid staff.



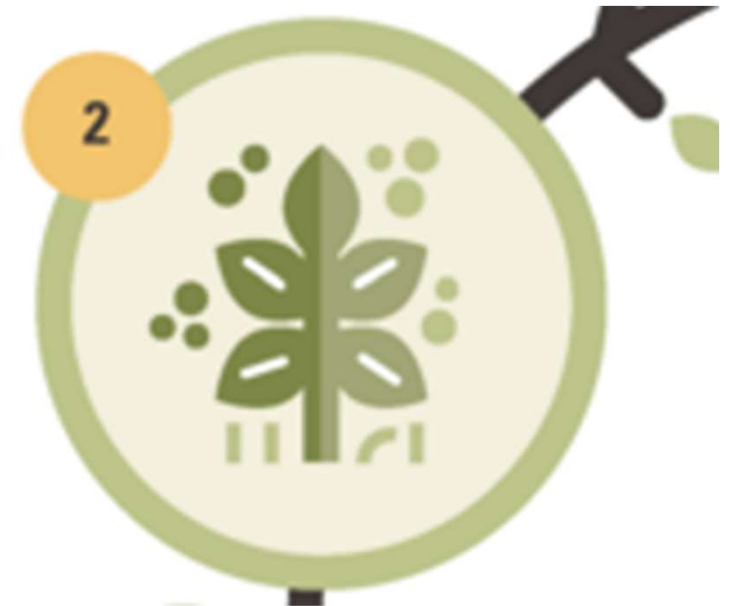
START-UP

Growth—Becoming Who You Are

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- Your affiliate has launched and is “on the map.” Your programs and funding streams are expanding.
- Building infrastructure and a set of formalized processes become necessary.
- You potentially hire your first paid employee(s).
- “Outsiders” – people who are not your friends or family – join the board.
- You may be able to rent your first office space.
- You are beginning to implement administrative systems and have a few in place already.

GROWTH



Peak Performance—the Maturity stage—Maintaining Your Edge

- Your affiliate programs and fundraising are functioning at a high level.
- Original founders have rotated off the board of directors, and the board is diverse.
- Administrative systems are well-developed.
- Your affiliate focus is on increasing the quality, scale, and impact of your activities.
- Your affiliate is collaborative and provides leadership in the community and the nonprofit sector.



Decline/Crisis—Someone That You Used to Be



DECLINE/CRISIS

Your affiliate is facing crises in key areas.

You are experiencing repeated leadership turnover, loss of major funding, or a fractured board.

Renewal—Turnaround stage—Where the Rubber Meets the Road

- Your affiliate is in a time of reflection, reinvention, and rebuilding.
- Renewal can be brought about by an executive transition, change in strategic focus, or change in your relationship to the community.



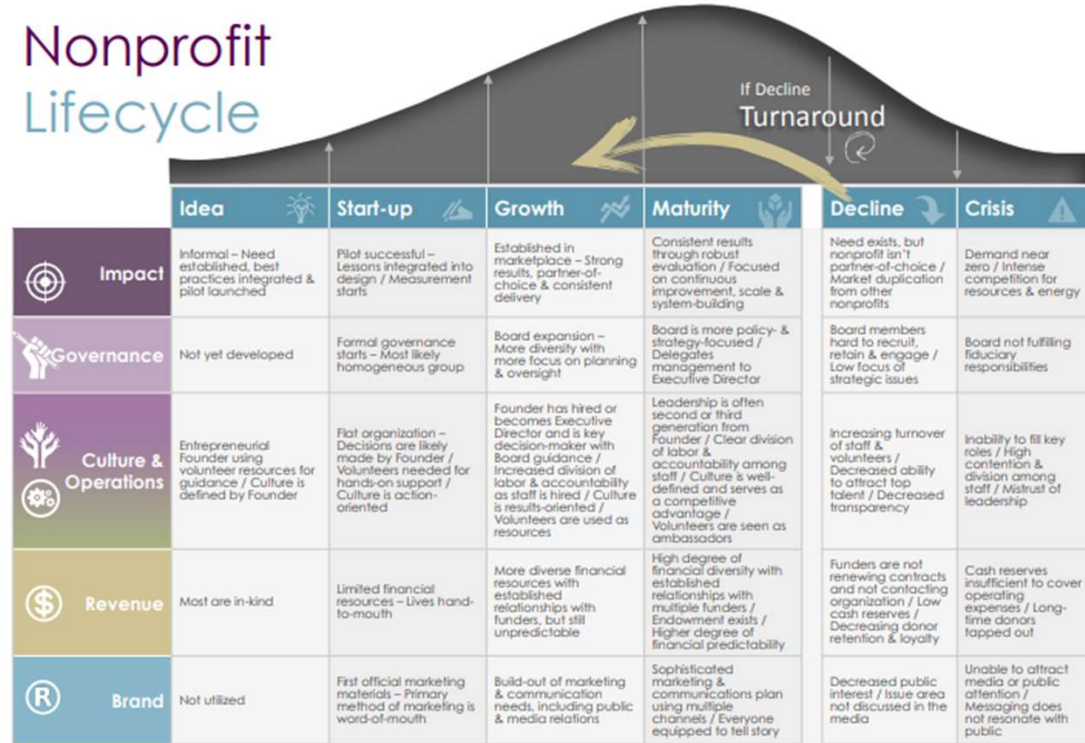
RENEWAL

Terminal Stage—In-Name Only

- ▶ The point at which the non-profit, for whatever reason, loses its organizational purpose, will, or energy to stay alive.
- ▶ The organization have run out of one or more of the five elements needed for organizational livelihood.
 - ▶ Mission—the purpose for the organization
 - ▶ Market—no ones needs what the organization offers, the organization is no longer serving what the market needs
 - ▶ Management—loss of leadership
 - ▶ Money—loss of ability to generate funding
 - ▶ Energy—loss of the will, enthusiasm, spirit and intensity to keep organization alive

Affiliate Organizational Inventory


Nonprofit Lifecycle



Where
are
you?

YOUR ORGANIZATION _____

DATE _____



	Idea	Start-Up	Growth	Maturity	Decline	Crisis
Impact						
Governance						
Culture & Operations						
Revenue						
Brand						
Notes						

How to get from where you are to where you want to be

- ▶ **DECLINE stage---**organizations that need a turnaround need five ingredients---
- ▶ **A committee champion**
- ▶ **A symbolic breaking point**
- ▶ **Internalization—locus of control, organization feels the responsibility to stay alive is in their ability to do so**
- ▶ **Strategic and administrative competence**
- ▶ **Commitment to behavior change**

How to get from where you are to where you want to be

- ▶ Stages of nonprofit lifecycle—what to do when your organization is stuck and not moving forward.
- ▶ <https://drive.google.com/drive/my-drive>



Capacity building and organizational change

Four dynamics of organizational change

▶ **Internalizing Insights and Learning**

- ▶ Internal locus of control
- ▶ “When faced with change, they feel compelled to rise to it, steeped in security about a generally positive outcome, and having turned the need for change into their OWN idea”—Susan Kenny Stevens

▶ **Identifying Organizational Mindset**

- ▶ **How we think**
- ▶ To change behavior, personally or collectively, we must understand the mindset---the quality of the ‘default’ mindset

▶ **Reframing the Mindset**

- ▶ Understand the purpose the mindset serves within the context of an organization’s reality
- ▶ Visualizing what capacity might look like if the nonprofit was healthy and believed it could affect positive changes in its future.

Creating New Habits Readiness to Change!!

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Six dimensions of sustainable change

A heartfelt
commitment

Ways to
incorporate
the new habit

Dissatisfaction

Willingness to
be patient

A clear
vision

A wake-up
call



Thank you!

New location for the alcohol SBI course

<https://mycasat.org/courses/alcohol-sbi/>

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I have borrowed the ideas in this presentation from Susan Kenny Stevens' book—Nonprofit Lifecycles: Stage-based Wisdom for Nonprofit Capacity (2001), Maryland Nonprofits.org, and Social Impact Architects.com

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