

Preconference: Averting the Looming Crisis with the Power of Story

Marc A Pitman

Concord Leadership Group founder Marc A. Pitman helps leaders, especially in nonprofits, lead their teams with more effectiveness and less stress. He's the author of "[Ask Without Fear!](#)"[®], the executive director of [TheNonprofitAcademy.com](#), and an Advisory Panel member of [Rogare](#), a prestigious international fundraising think tank.

Marc's expertise and enthusiasm engages audiences around the world and has caught the attention of media organizations as diverse as The Chronicle of Philanthropy, Al Jazeera, SUCCESS Magazine, and Fox News. Marc tweets regularly at [@marcapitman](#).

He is the husband to his best friend and the father of three amazing kids. And if you drive by him on the road, he'll be singing 80's tunes loud enough to embarrass his family!



CompassPoint

Nonprofits Face Internal Leadership Shortfall

By Andy Segedin - October 22, 2015

Nonprofit senior managers are engaged in an elaborate game of musical chairs, with 44 percent of C-suite positions filled during the past two years taken by members of other organizations. Internal promotions have resulted in just 29 percent of new hires, half the rate of the for-profit sector.

"The Nonprofit Leadership Development Deficit,"



Leadership England

CTOR NEW ENGLAND

Shifts iving fit Sector

Turbulent Times

 Pew Research Center
DECEMBER 29, 2010

Baby Boomers Retire

BY RUSSELL HEIMLICH

As the year 2011 began on Jan. 1, the oldest members of the Baby Boom generation celebrated their 65th birthday. In fact, on that day, today,

10,000

“Silver Tsunami”

New staff aren't “lifers”

- “Stepping stone” vs. “career”
- Want to see values alignment
- Want diversity & flexibility

Not just Millennials leaving

- 67% of ED's said they wanted to leave in the next 4 years

Forbes Billionaires Innovation Leadership Money Consumer Industry Lifestyle

22,369 views | May 22, 2018, 08:16am

43% Of Millennials Plan To Quit

Anticipated Executive Departure Timing



Timing	Percentage
5+ years	33%
3-4 years	33%
1-2 years	24%
< 1 year	10%

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Turbulent Times

Succession Planning

- Both at the board level and at the foundation level

New Leadership

- Leaders are being tasked with being innovative but expected to keep things the way they were
- New positions tend to be hired at a lower rate than the outgoing leader with seniority (despite being more qualified)

Board Members

- Board members are constantly rotating off - good governance but can be hard to continually train new people every two years

Turbulent Times

National Governments

- Governments like the USA and UK continue to increase regulations

Municipalities

- Scrambling for revenue are looking at fees and even taxing nonprofits

Media

- Stories like Wounded Warrior and Olive Cooke tap into a pervasive “nonprofits are greedy and can’t be trusted” narrative

• **What turbulence** are you seeing? •



What turbulence and "change" are you seeing?

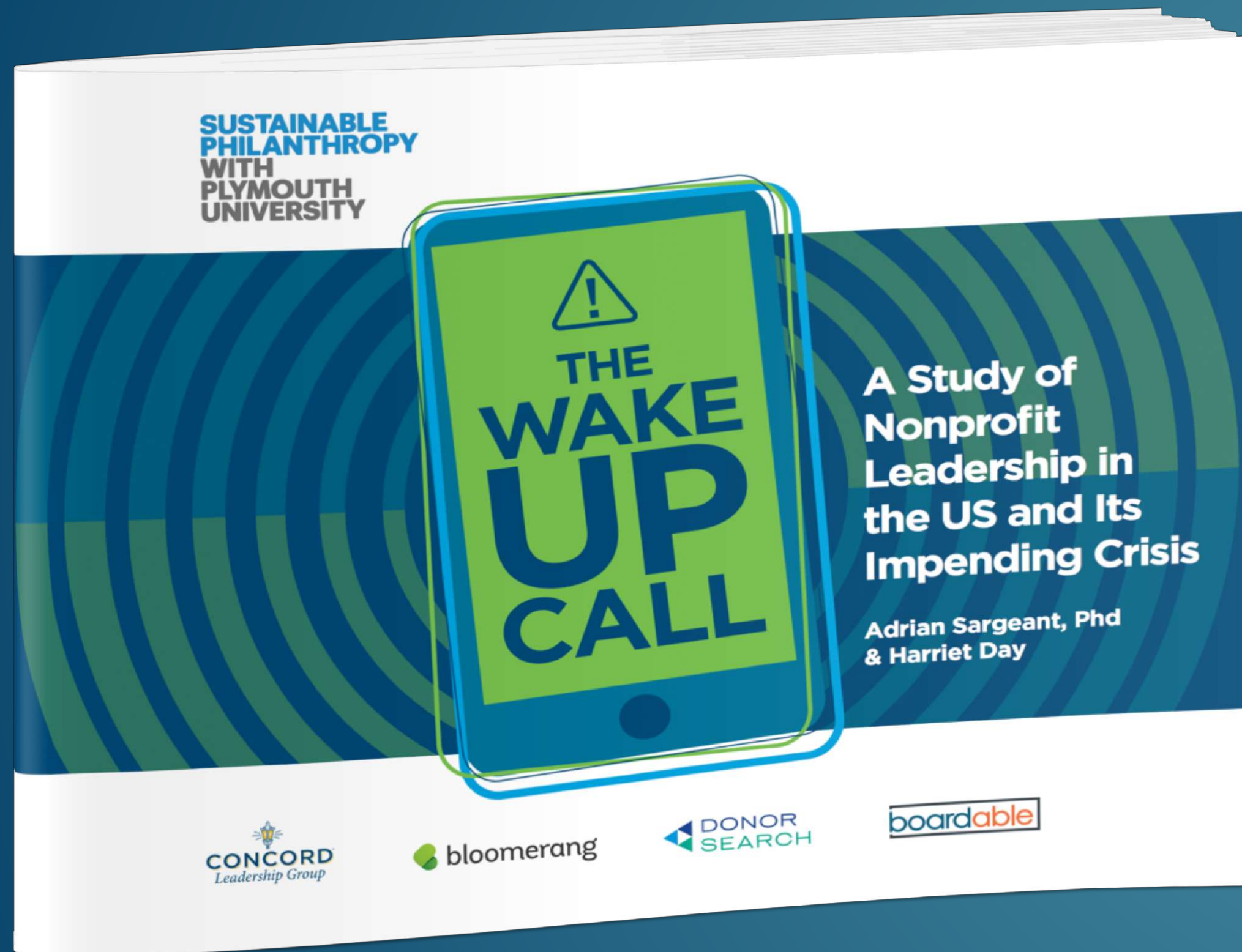
Curly's Law



The Wake Up Call



The Wake Up Call



Perceptions on Turbulence

- **External:** moderately high
- **Internal:** static

Nonprofit leaders aren't adapting to the changing realities.



Servant Leadership - 54%

- Strongest link to a culture of philanthropy



Transformational Leadership - 35%

- Creates a culture of philanthropy, *if* confident in abilities



Charismatic Leadership - 29%

- Fundraises but is challenged to get others to fundraise too



Transactional Leadership - 5%

- Correlated with decreasing budgets

• **Which style** matches your organization? •



• **Which style** matches your own style? •

• Lack of Confidence •





**67% of leaders are
planning to leave
their position within
five years.**



ONLY

21.4%

OF LEADERS
HAVE A VERY
GREAT DEGREE OF
CONFIDENCE IN
THEIR LEADERSHIP
ABILITIES

ALMOST

10%

HAVE LITTLE
CONFIDENCE IN
THEIR ABILITY TO
LEAD

The Quandary



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- Turbulence creates multiple, conflicting expectations
- And the limitations and barriers, as we've already discussed, *are* real
- But focusing on the barriers isn't the complete picture

"A perspective is not THE perspective."

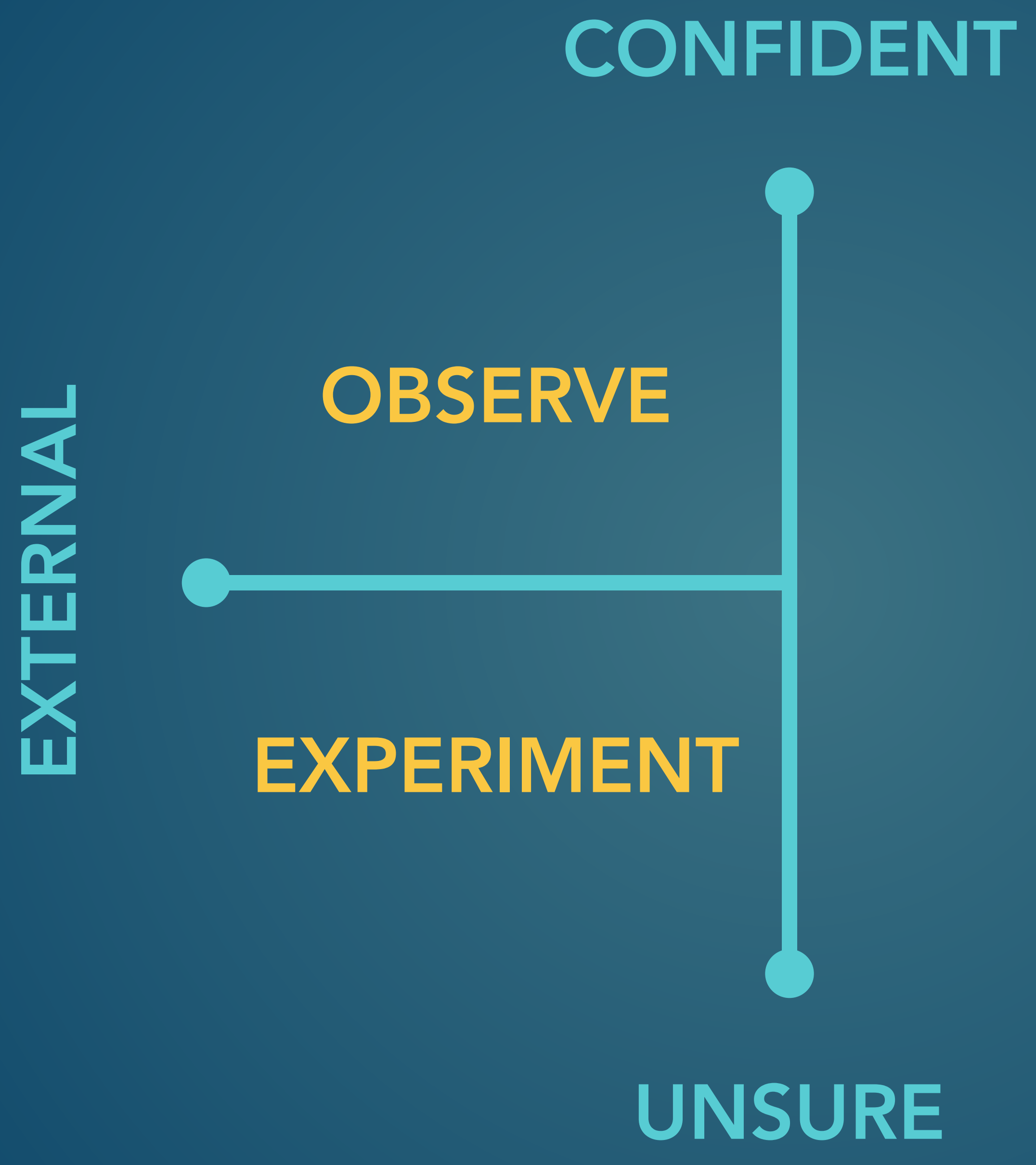
CONFIDENT

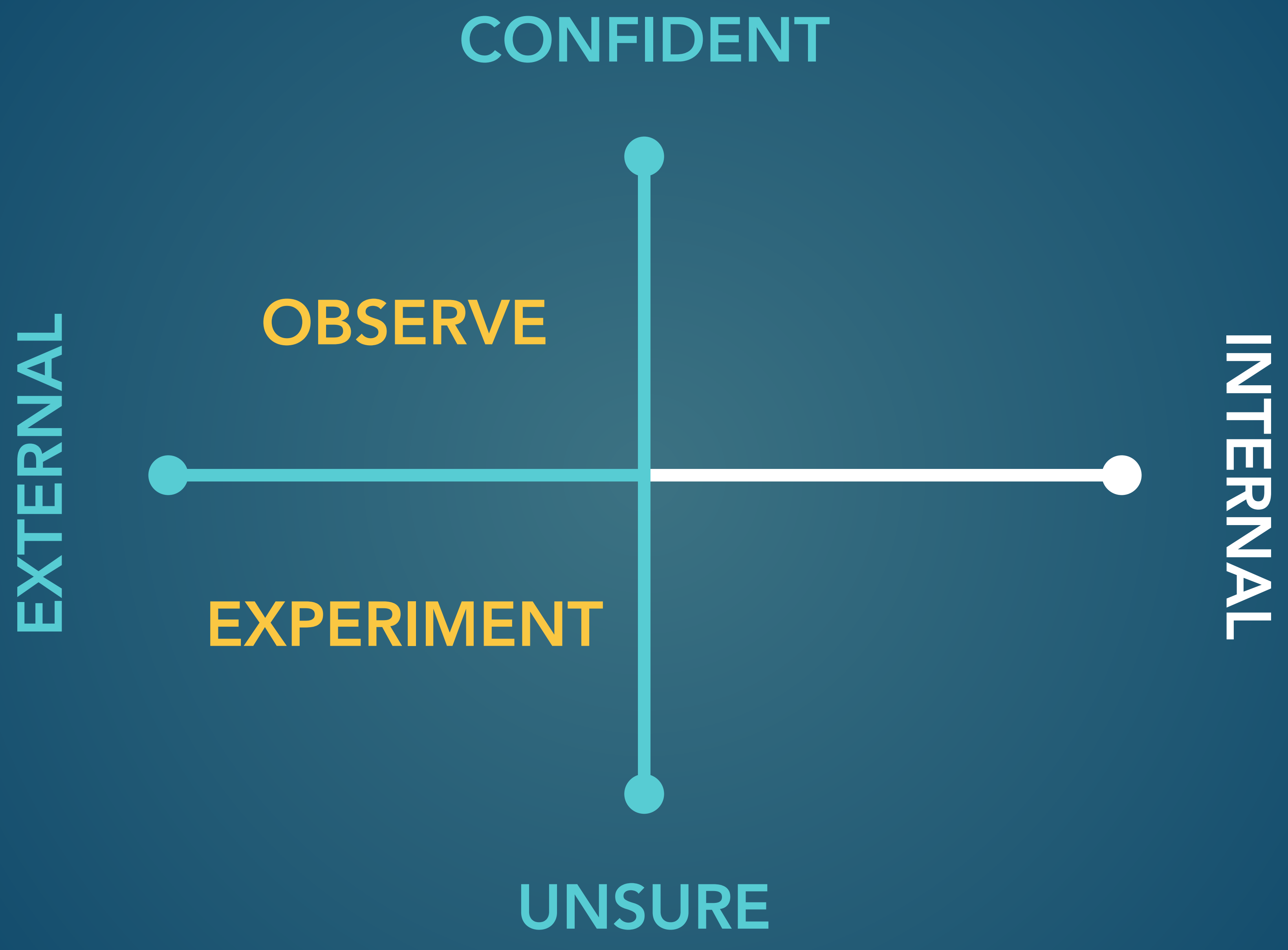
EXTERNAL

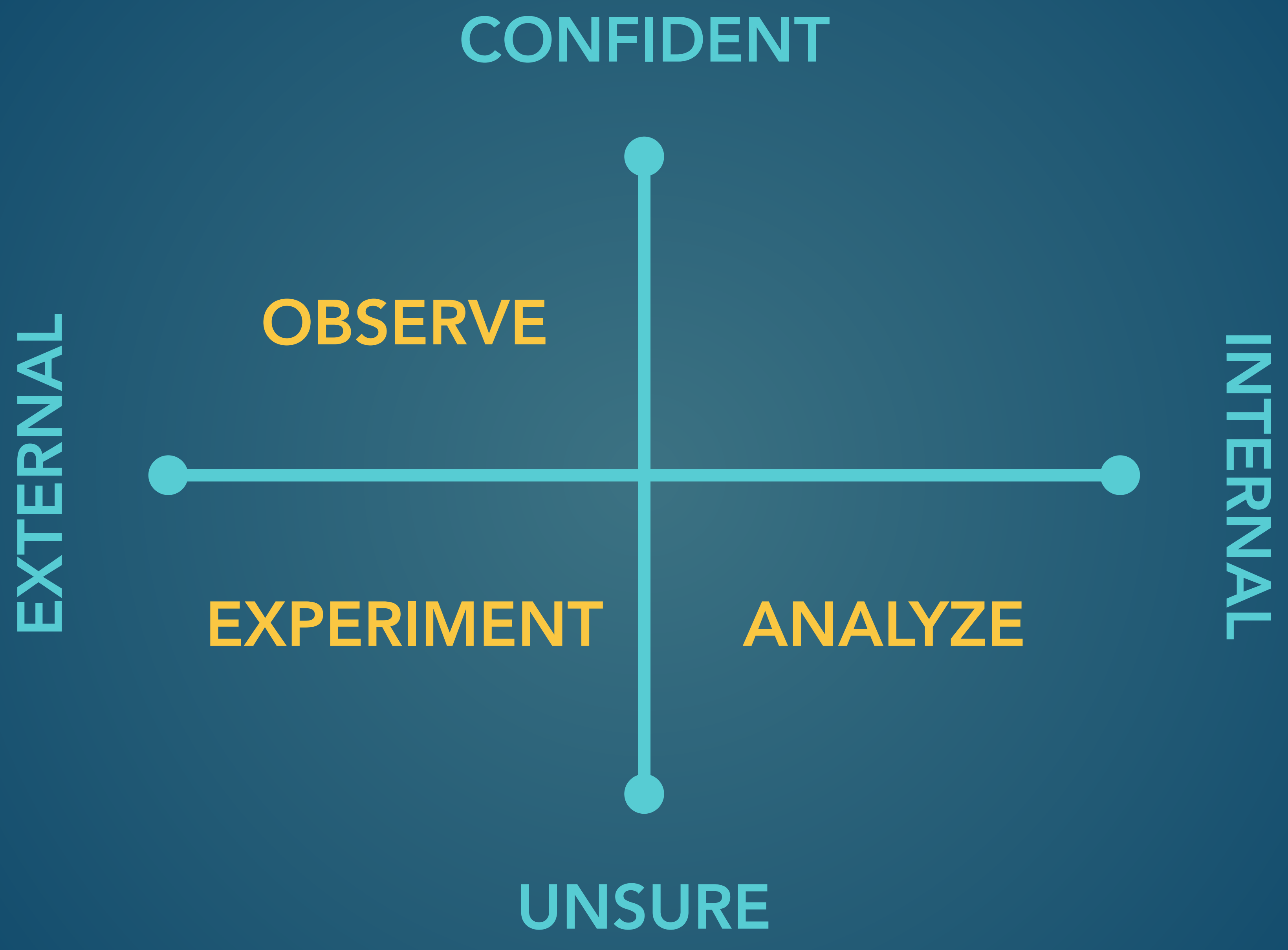
INTERNAL



UNSURE

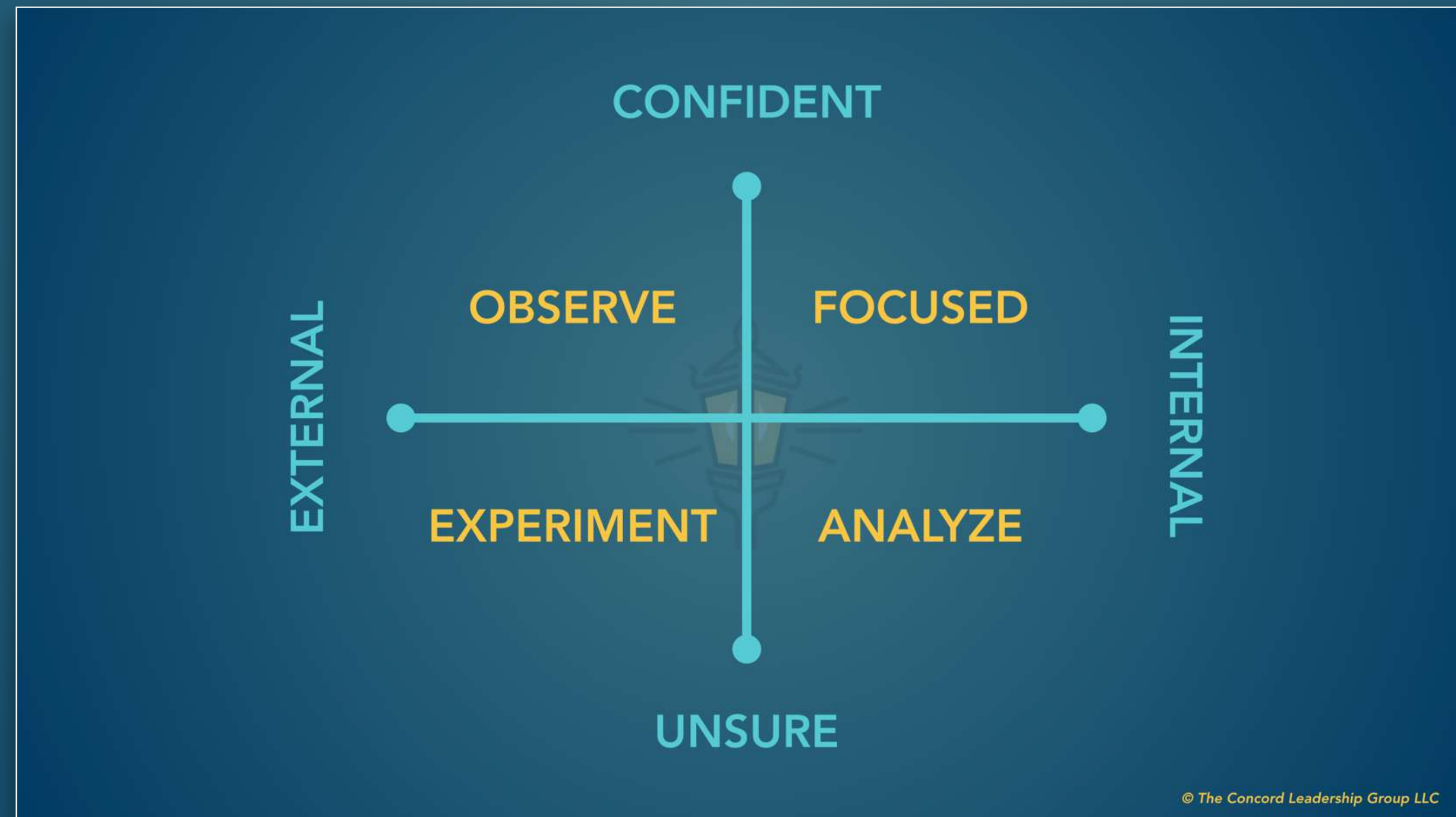








- Which quadrant are you in? ●
- And your organization? ●



INTERNAL

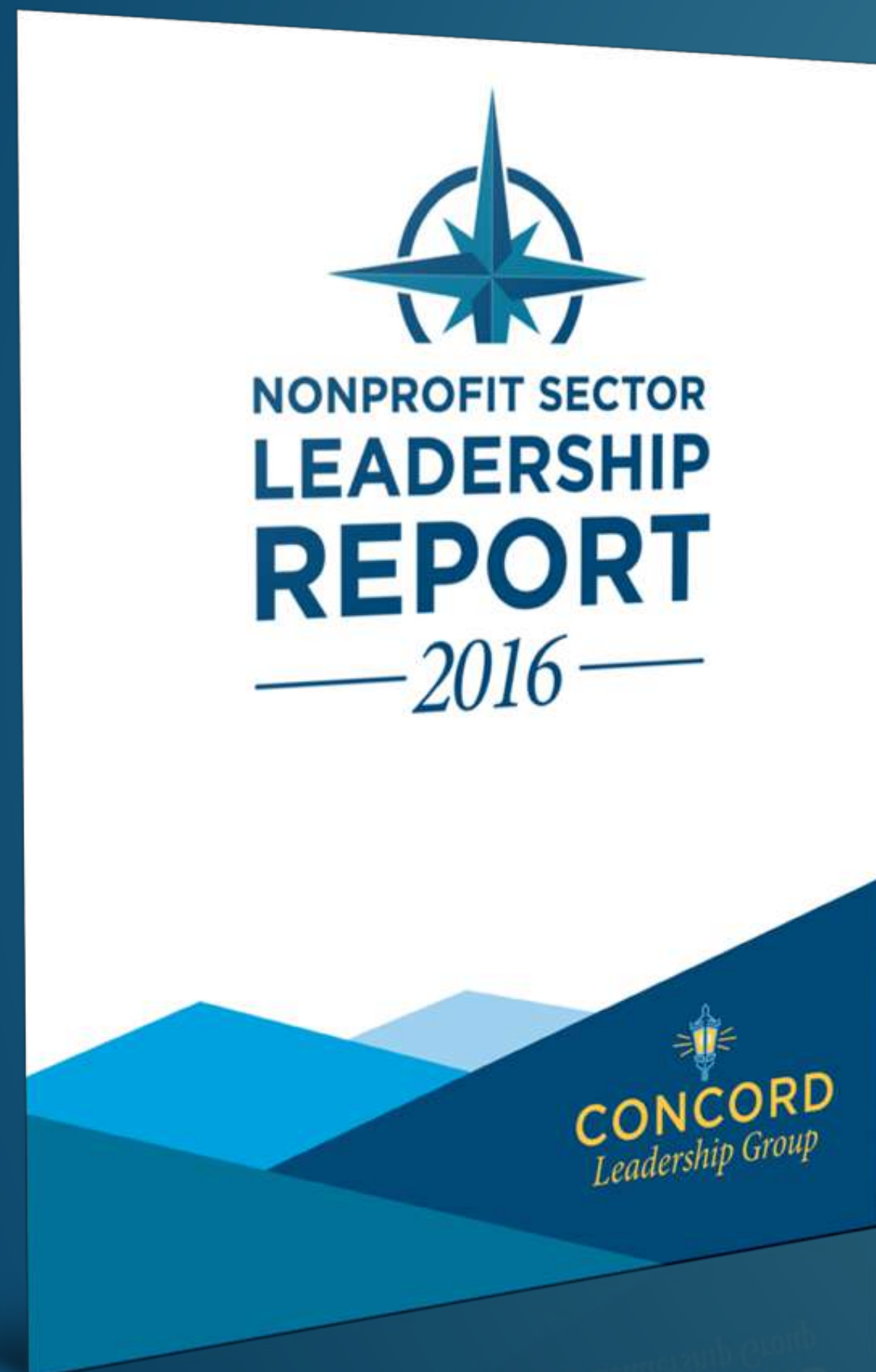
ANALYZE

UNSURE

Quadrant 3 Leadership



Importance of a Compelling Vision



- 85% of nonprofit leaders reported “communicating a compelling vision” as one of their top 3 priorities
- 2 out of 3 said this was their toughest challenge
- 62% said they weren’t even sure how to create one!





Image courtesy of Jamie McCaffrey. Used by permission
<https://flic.kr/p/oz2R1z>





Photo by avrene on Flickr. Used by permission.
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Cave painting, Lascaux, France, 15,000 to 10,000 B.C.



***Story Proof: The Science Behind the Startling
Power of Story by Kendall Haven***

HBR Blog Network



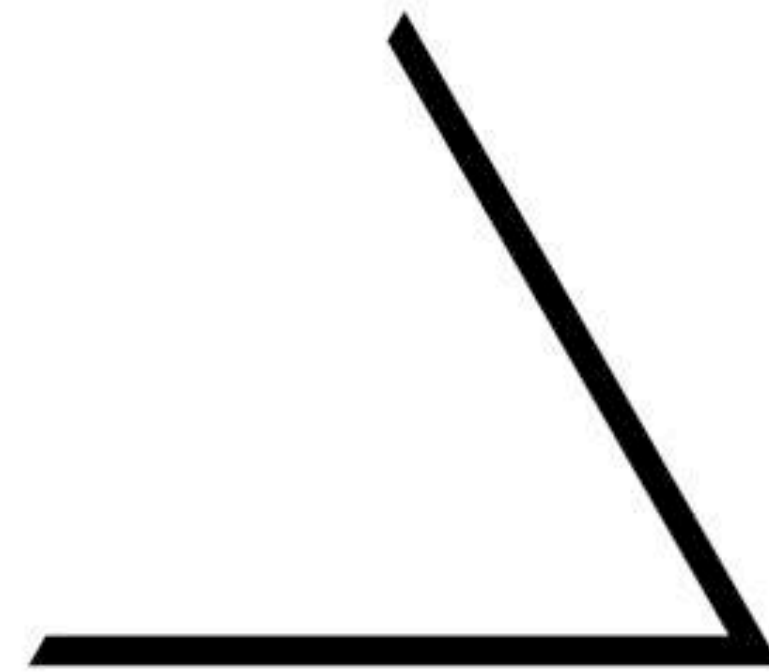
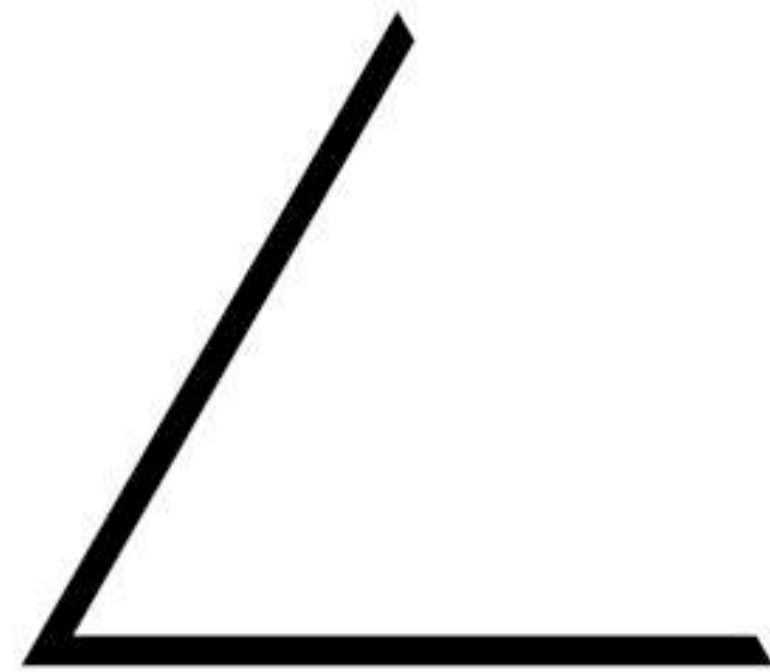
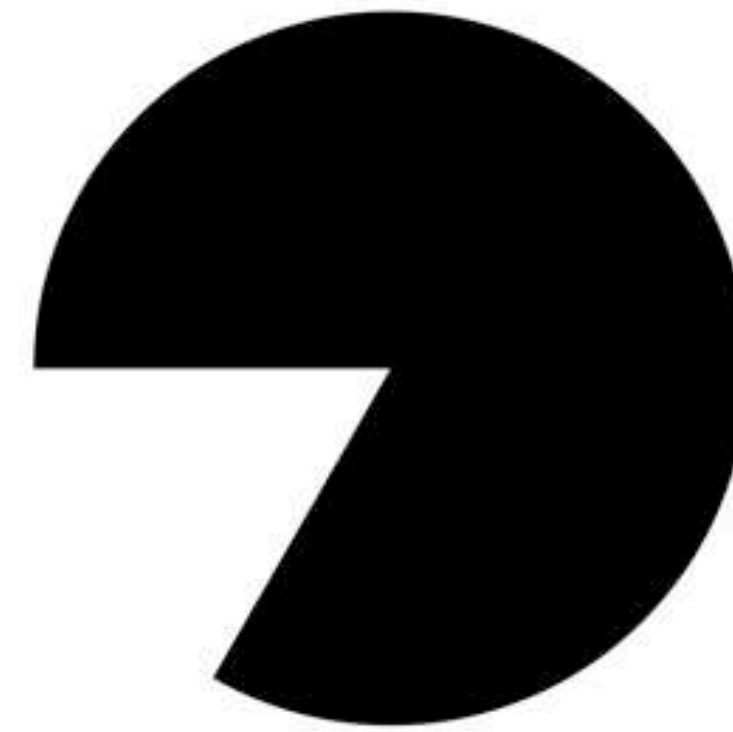
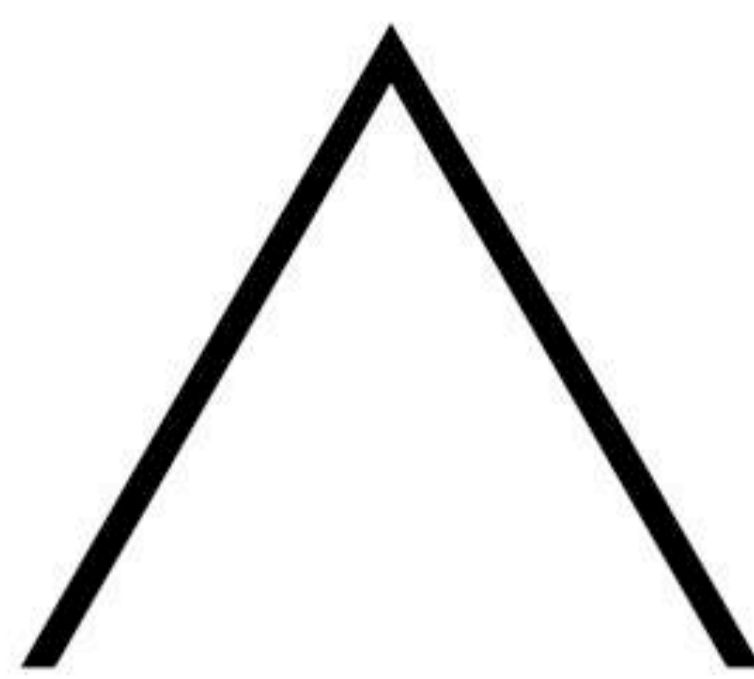
If You Want to Raise Prices, Tell a Better Story

by Ty Montague | 8:00 AM July 31, 2013

Comments (101)



Ask a CEO if they want to spend a pile of money on an analysis of their company's story, and they'll probably throw you out of their office. But if you tell them that you have a powerful insight that can help them raise the prices on all of their products, they might ask you over to their house for dinner. Money talks, in other words. Unfortunately, in most companies, the power of story to affect pricing still remains unknown, or at least it's vastly under-utilized.



Stories fill in Incomplete Data



Photo courtesy of Chester Zoo. Used by permission
<https://flic.kr/p/6AMGd9>

• 5 Stories Every Leader Must Tell •





**WVSA
FIRE**

**WVSA
FIRE**

**WVSA
FIRE**

**WVSA
FIRE**

5 Buckets for Stories

1. **Founding Stories**

2. **Mess Up Stories**

3. **Suffering Stories**

4. **Phoenix Stories**

5. **Glorious End Stories**



5 Buckets for Stories

1. Founding Stories





PO Box 2917
200 Kennedy Memorial Drive
Waterville, Maine 04903-2917

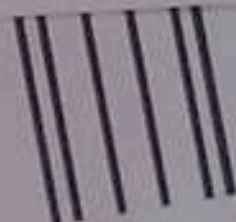
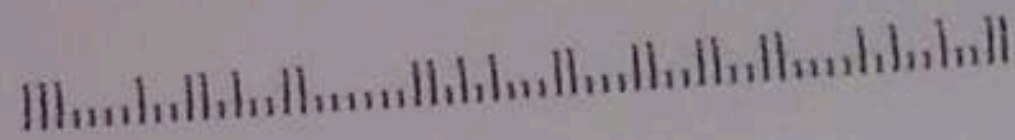


Marc & Emily Pitman
5 Oak Knoll Dr
Waterville, ME 04901-5336

HEALTHCARE Charities



049015336 0018



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UNITED STATES

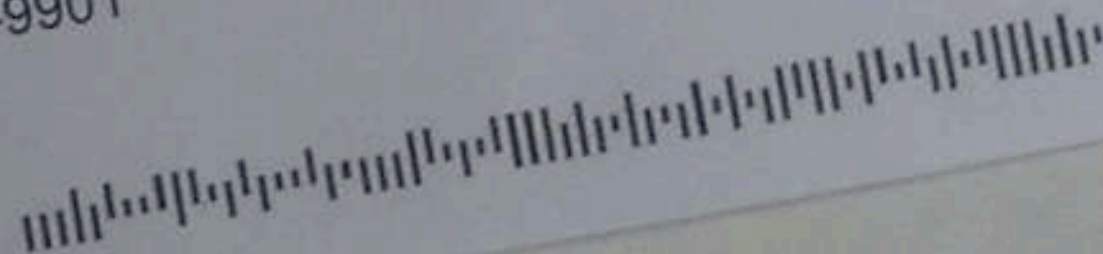


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HEALTHCARE CHARITIES
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Customer service

Excellent



Poor





5 Buckets for Stories

1. Founding Stories

2. Mess Up Stories

WSA
FIR

SA

W

F

WVS
AI

W
F



KEEP

GOING

5 Buckets for Stories

1. Founding Stories

2. Mess Up Stories

3. Suffering Stories



5 Buckets for Stories

1. **Founding Stories**

2. **Mess Up Stories**

3. **Suffering Stories**

4. **Phoenix Stories**



5 Buckets for Stories

1. **Founding Stories**

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5. **Glorious End Stories**

• 3 Conditions for Philanthropic Culture? •



The Wake Up Call



“

Organizations that:

- undertook higher quality strategic planning
- undertook higher quality succession planning
- were more completely meeting the development needs of their leaders

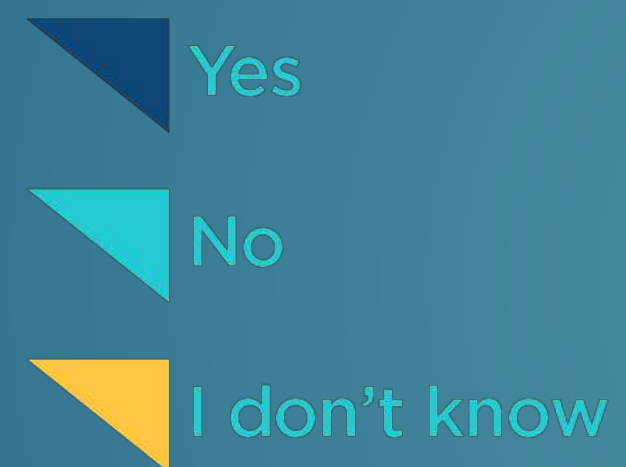
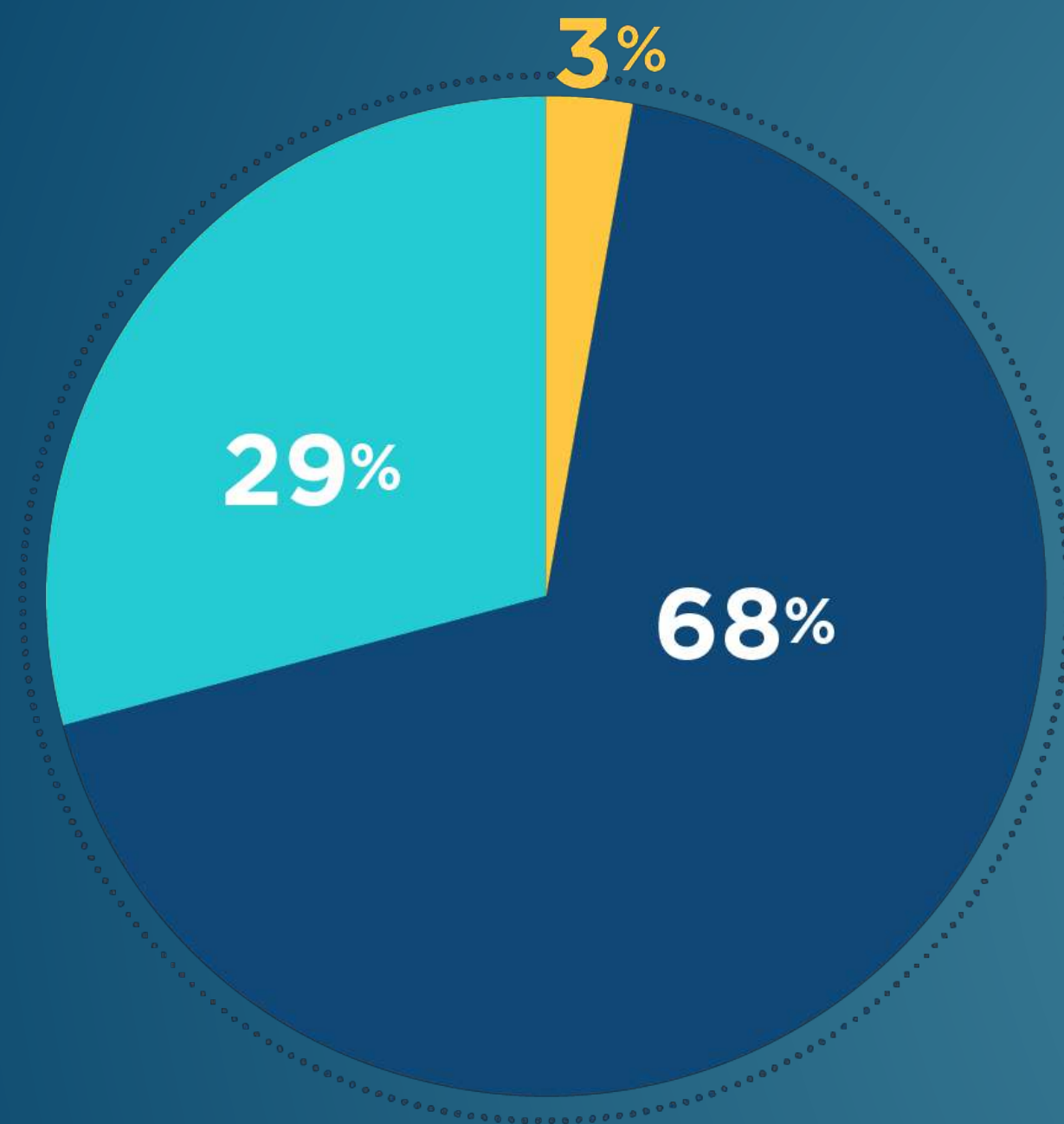
were significantly more likely to have a strong culture of philanthropy.

”

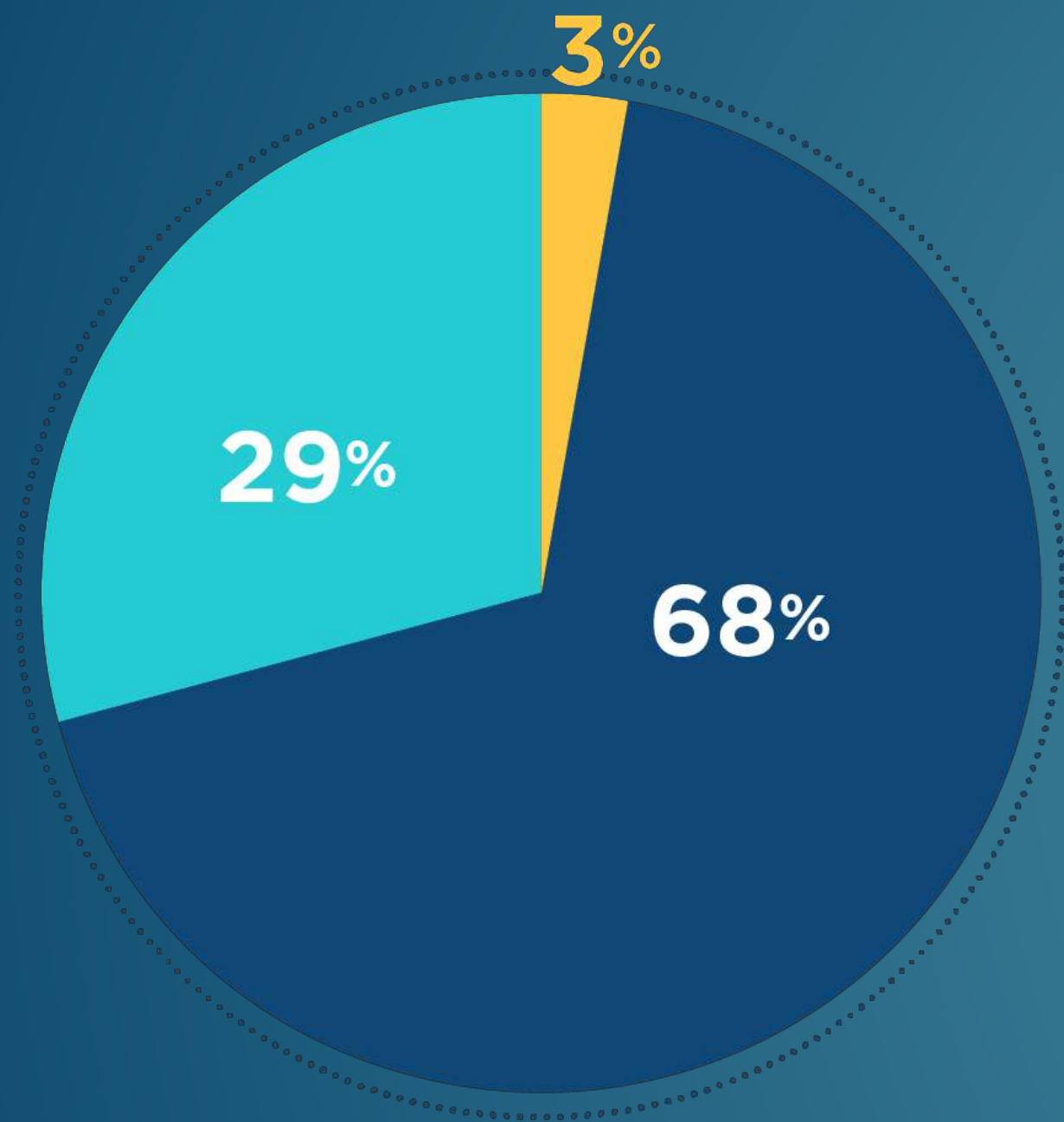
Strategic Wishing?

STRATEGIC PLANNING

DO YOU HAVE A STRATEGIC PLAN?

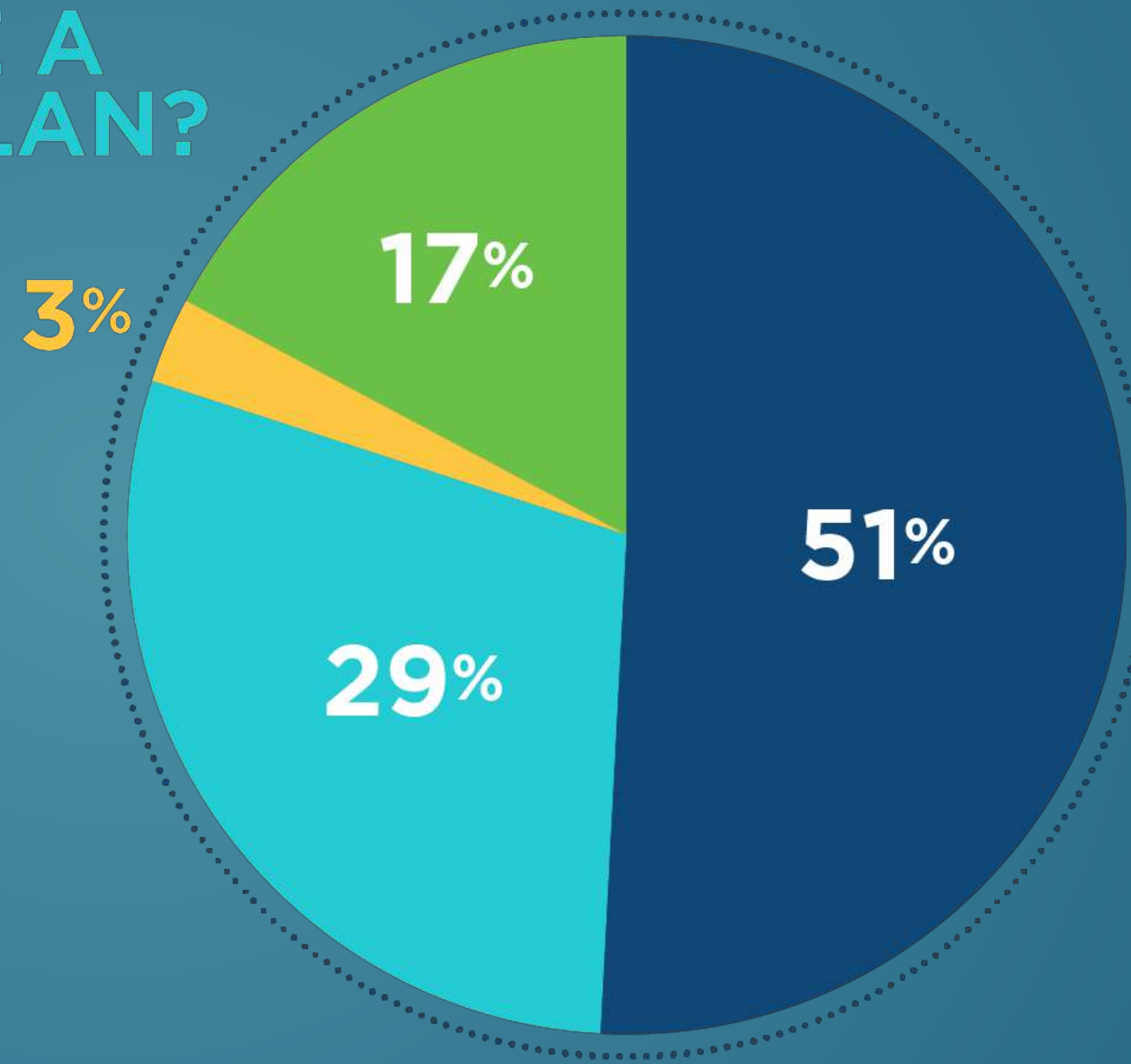


Strategic Wishing?



STRATEGIC PLANNING
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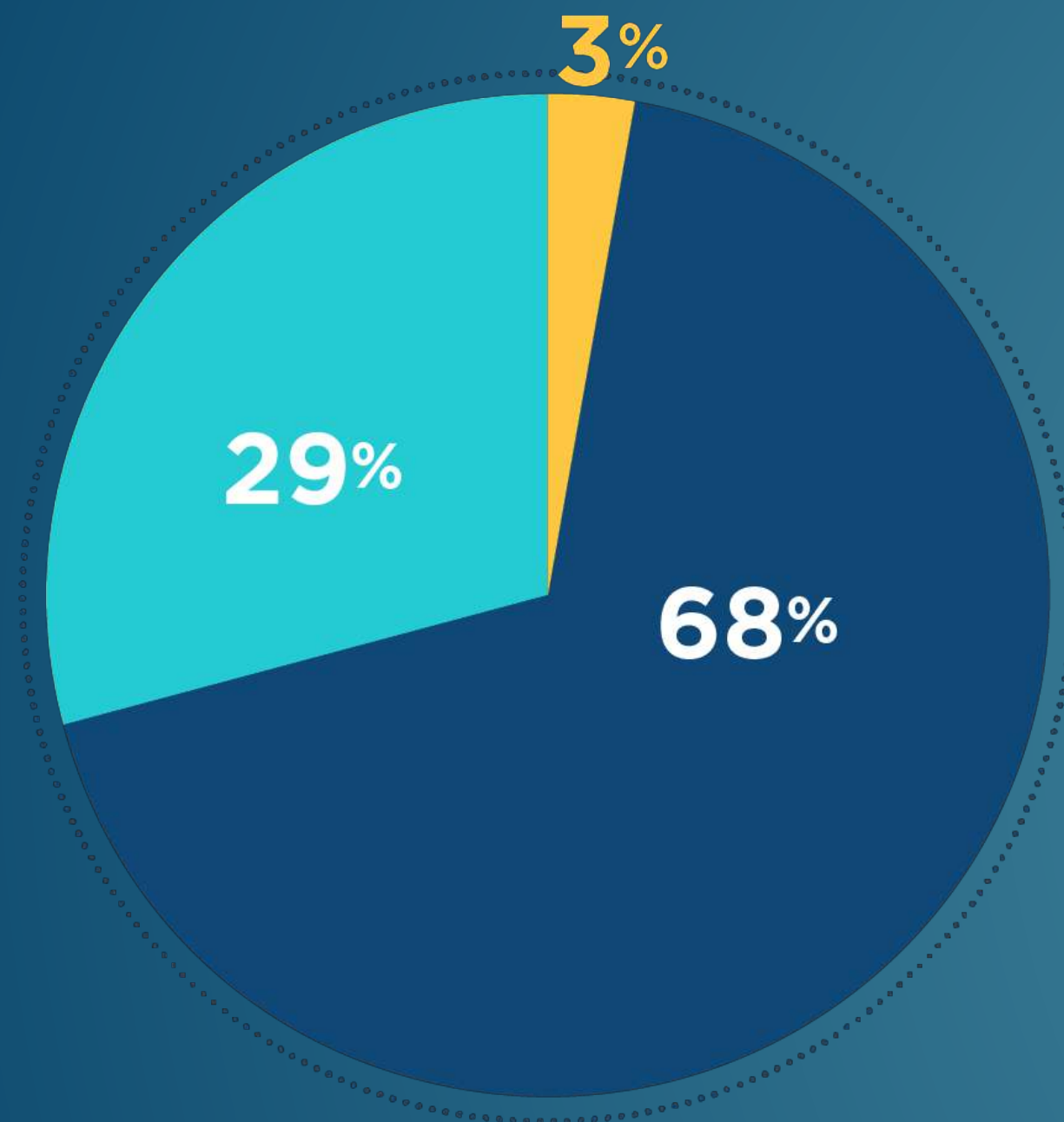
- Yes
- No
- I don't know



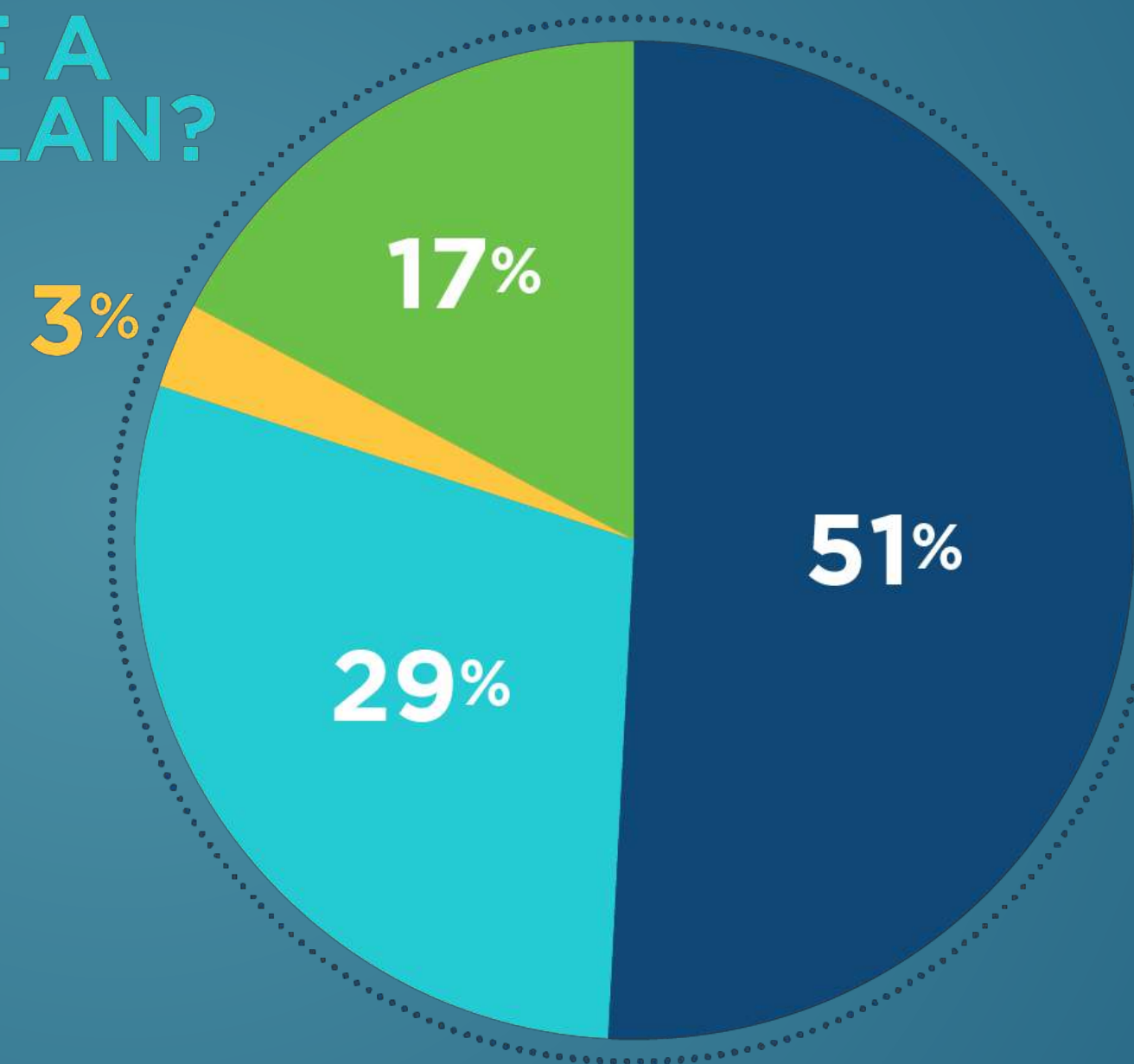
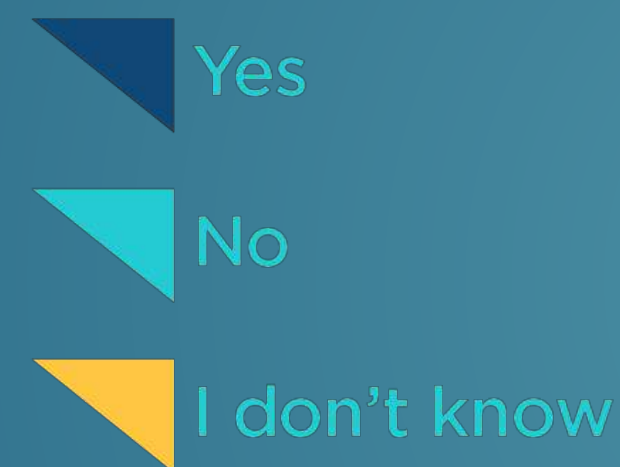
STRATEGIC PLANNING
IN WRITING?

- Yes
- No
- I don't know
- Not in writing

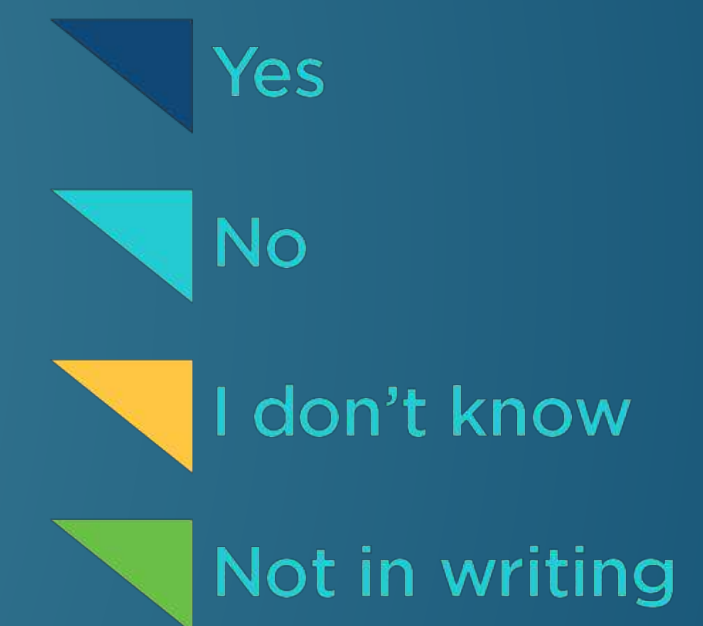
Strategic Wishing?



STRATEGIC PLANNING
DO YOU HAVE A STRATEGIC PLAN?



STRATEGIC PLANNING
IN WRITING?



- 70% - plan isn't benchmarked with peer organizations
- 62% - plan doesn't have sustainable fundraising plan
- 58% - plan isn't checked at least quarterly

A Story-based Strategic Plan

STRATEGIC PLANNING SIMPLIFIED

A quick search on “strategic planning template” or “nonprofit strategic plans” generates millions of results. Here are four questions to simplify your approach:

(1) WHAT ARE WE DOING AND WHY ARE WE DOING IT?

This section commonly involves a **mission statement** expressing what the nonprofit does and why, and an inspiring **vision statement** about what the future can hold. It often includes **guiding values** or **principles** to help the organization handle new challenges and seize new opportunities as they arise.

(2) HOW ARE WE GOING TO GET IT DONE?

This outlines the **goals** or measurable **objectives** for the nonprofit. Sometimes this includes the activities to accomplish those goals. Many organizations find a **SWOT analysis** or **situational assessment** helps them take stock of the current climate and anticipate challenges and opportunities ahead.

A **Story-based** Strategic Plan

- What Are We Doing & Why •

A **Story-based** Strategic Plan

- How Are We Going To Get It Done •

A **Story-based** Strategic Plan

- How Will We ~~Fund~~ It •
Resource

A **Story-based** Strategic Plan

- Who Will We Tell About It •

- How can this look in real life? •



Typical Situation



CEO is ground & tossed around by the competing demands

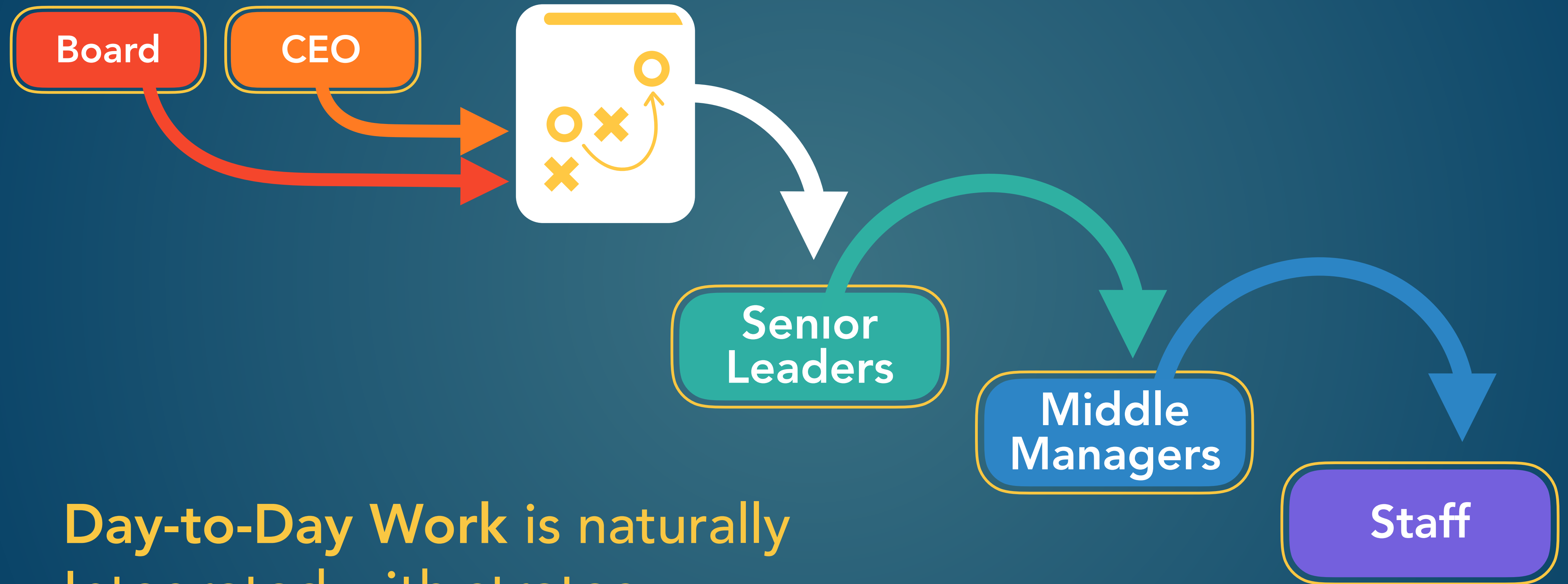
Strategic Plan



Strategic Plan



Strategic Plan



**Day-to-Day Work is naturally
Integrated with strategy**

Turbulent Times

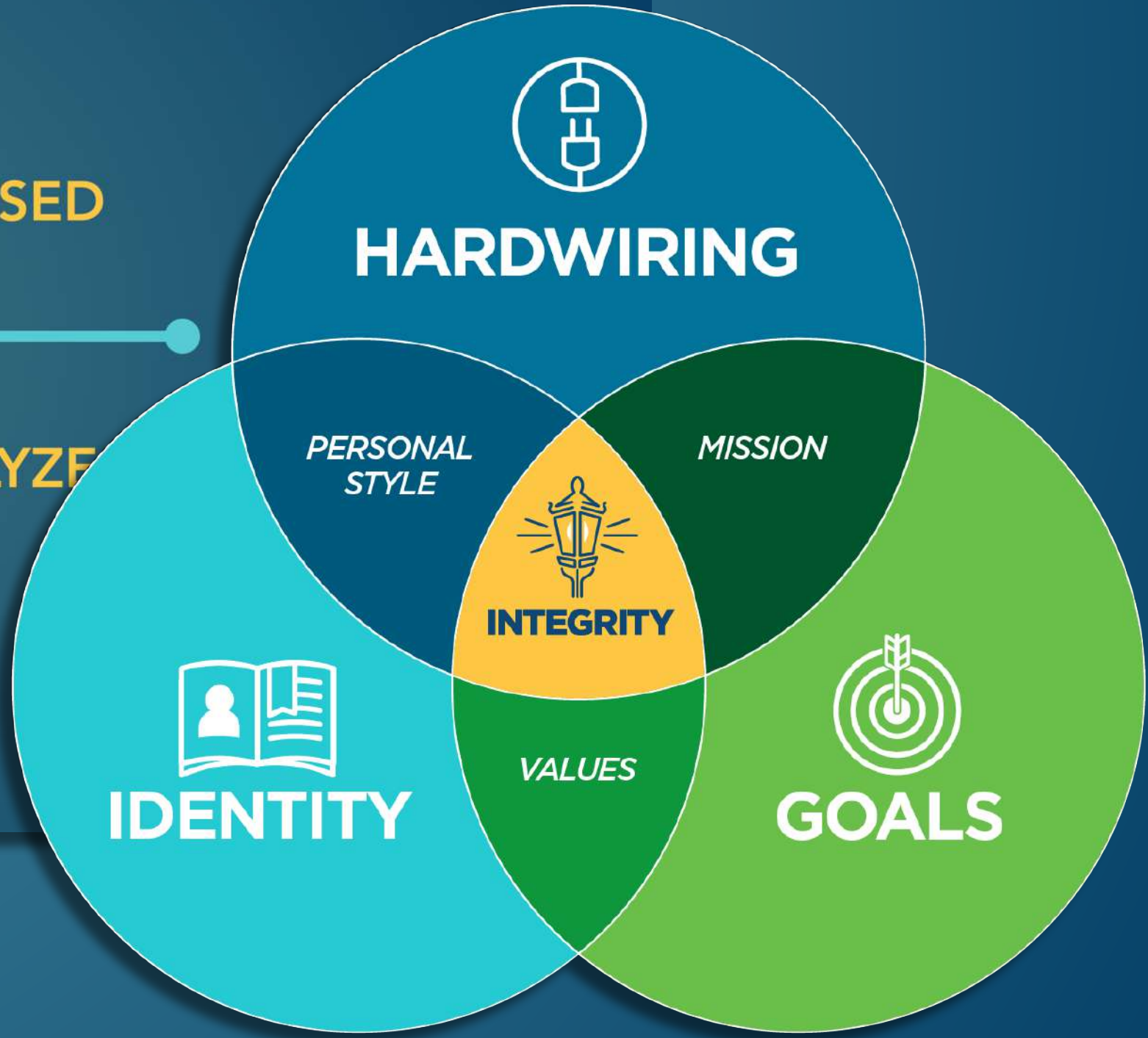


DECEMBER 29, 2010

Baby Boomers

BY RUSSELL HEIMLICH

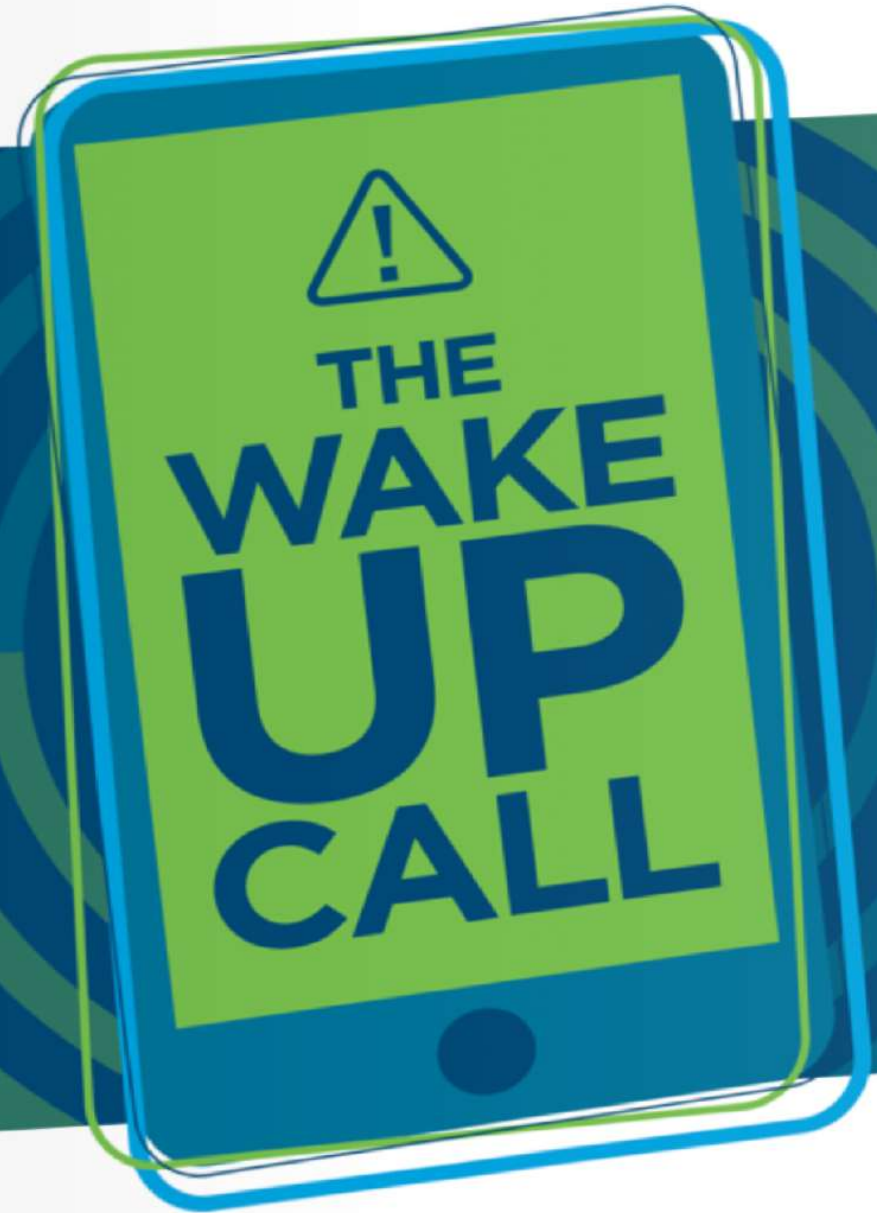
As the year 2011 began on Jan. 1, the members of the Baby Boom generation celebrated their 65th birthday. In fact, on that day and for every day for the next 19 years, baby boomers will reach age 65. This huge cohort of Americans (26% of the population are Baby Boomers) will change the composition of the country. Just 13% of Americans are ages 65 and older in 2010, but by 2030, when all members of the Baby Boom generation have reached that age, according to Pew Research Center, that number will rise to 26%. The typical Boomer is younger than their actual age, fully 10 years younger, according to a 2009 Pew Research Center study. In fact, the typical Boomer is 10 years younger than their chronological age. [Read More](#)



What's Your One Thing?



SUSTAINABLE
PHILANTHROPY
WITH
PLYMOUTH
UNIVERSITY



A Study of
Nonprofit
Leadership in
the US and Its
Impending Crisis

Adrian Sargeant, Phd
& Harriet Day

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for a copy of these slides

Storytelling Resources

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- The Nonprofit Storytelling Conference www.NonprofitStoryTellingConference.com
- 501 Videos www.MovieMondaysVideos.com
- Andy Goodman www.agoodmanonline.com
- Cliff Atkinson www.SociableMedia.com
- Doug Stevenson www.DougStevenson.com
- Kendall Haven www.KendallHaven.com
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