



Talent: The Missing Piece of Nonprofit Sustainability

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Nonprofit HR

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About Us

*Your partner in nonprofit
talent and culture
management*



Nonprofit Sustainability

What is it?

Nonprofit Sustainability: What is it?

Definition #1

“Nonprofit sustainability lies at the intersection of exceptional impact and financial viability.”

The Sustainability Mindset, Steve Zimmerman & Jeanne Bell

Nonprofit Sustainability: What is it?

Definition #2

“For charitable nonprofits, the phrase “sustainability” is commonly used to describe a nonprofit that is able to sustain itself over the long term, perpetuating its ability to fulfill its mission.”

Megan Coolidge, Community Wealth Partners

Nonprofit Sustainability: What is it?

Definition #3

“Nonprofit sustainability occurs when a nonprofit attracts and effectively uses enough and the right kinds of money.”

Nell Edgington, Social Velocity

Nonprofit Sustainability +

“Nonprofit sustainability occurs when a nonprofit attracts and effectively uses enough and the right kinds of money and people necessary to lead and achieve their long-term outcome goals.”

Pillars of Nonprofit Sustainability

Clear
Mission

Financial
viability

Long-term
focus

Exceptional
Impact

Nonprofit Financial Sustainability

Financially sustainable nonprofits:

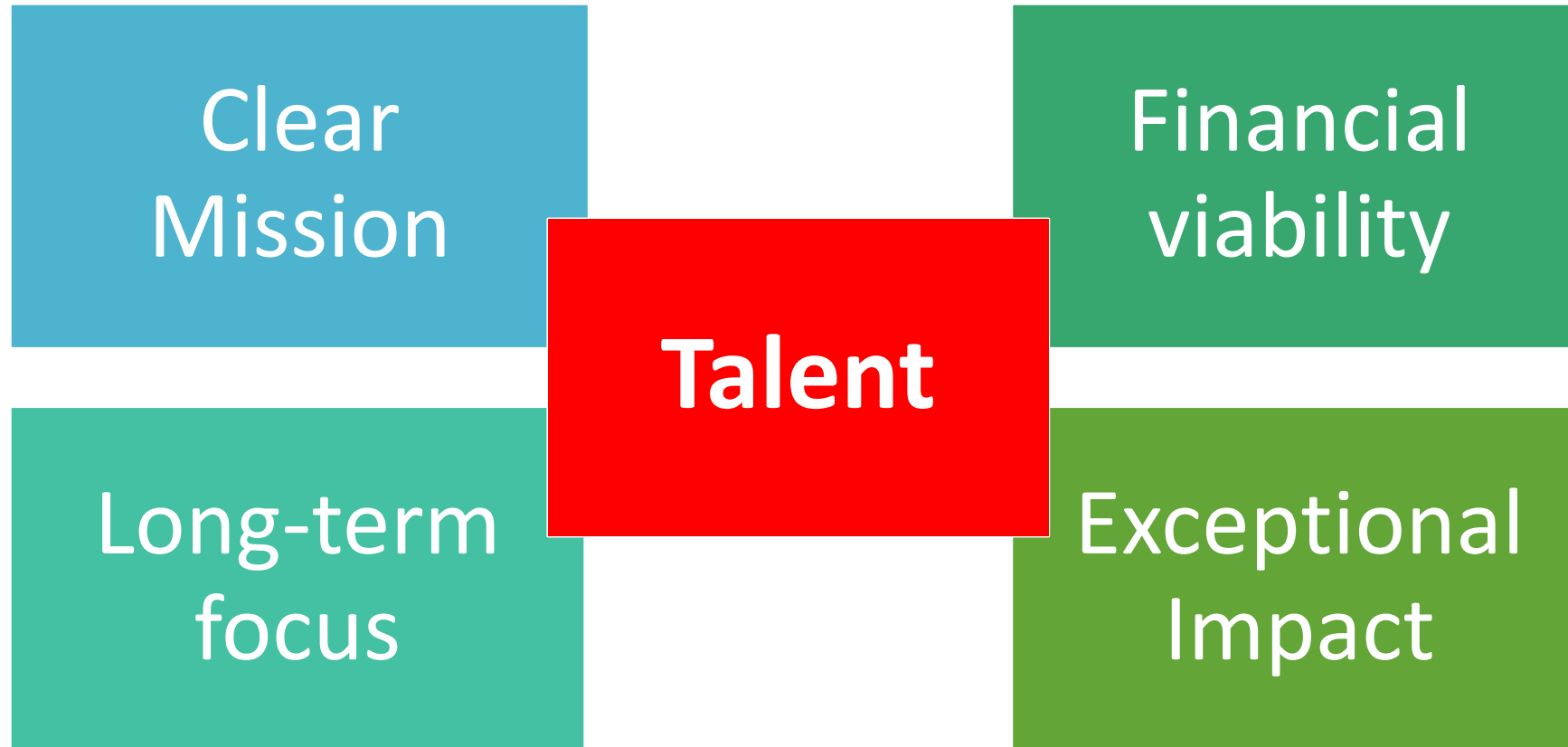
- Balance their reliance on external funding sources & streams with earned revenue
- Explore opportunities to build on programmatic success, such as scaling up high-demand programs;
- Leverage their brands to help promote their programs and services;
- Invest in financial and staff resources to improve existing programs and services;
- Are open to new partnerships that could bring the mission to life faster or more efficiently; and
- Demonstrate value and accountability to funders *and* key stakeholders

Adapted from: <https://www.nonprofitrisk.org/resources/articles/financial-sustainability-the-new-frontier/>

Alignment of Financial & Talent Sustainability



Nonprofit Sustainability +



Organizational & Talent Sustainability



The most impactful and sustainable nonprofit organizations are those that understand that organizational and talent sustainability are not either/or propositions but rather interdependent.

Talent Sustainability & Talent Management Models

What does your organization's look like?

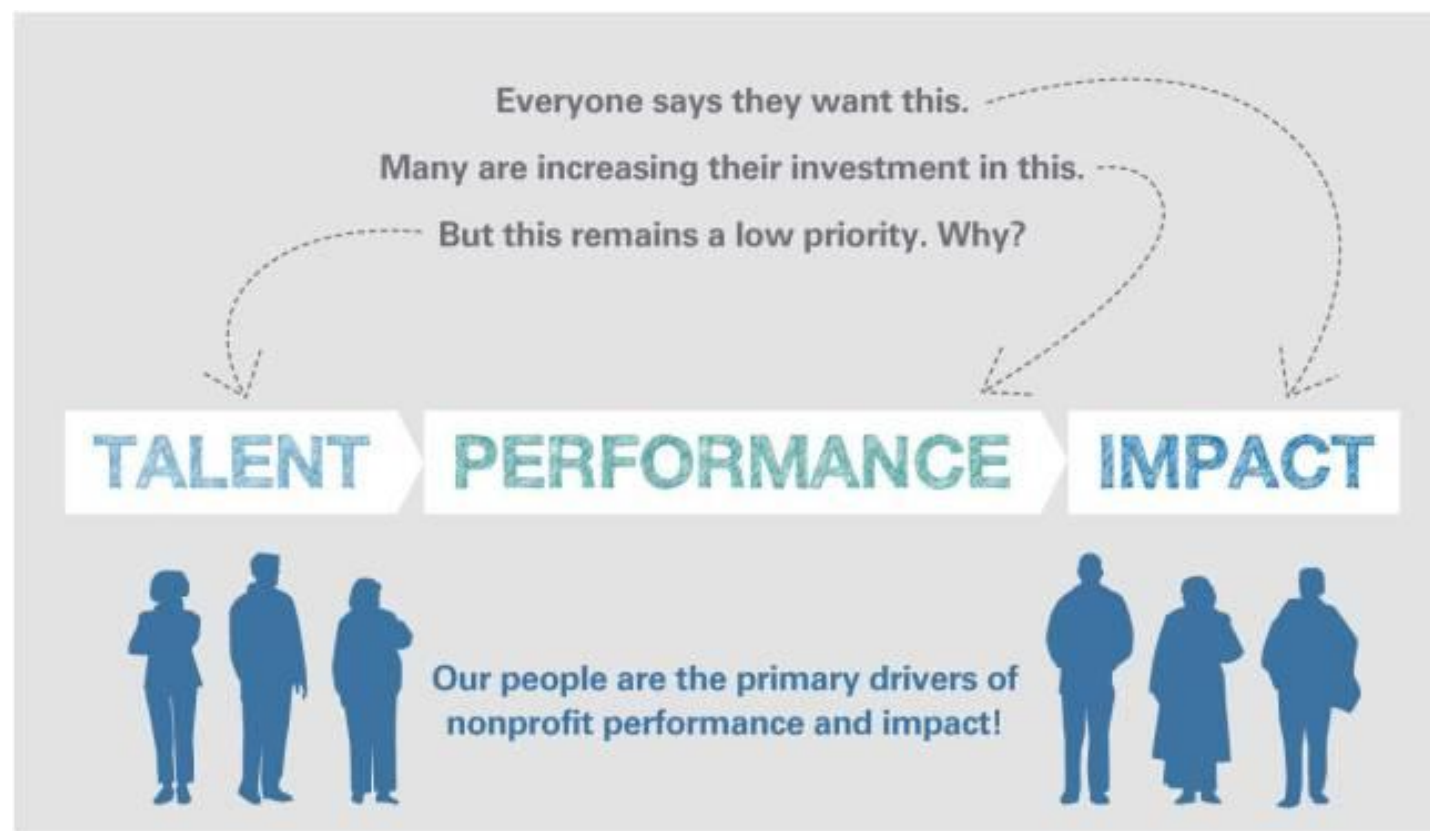


Talent Sustainability

“An investment in talent is an investment in a nonprofit’s ability to achieve its mission and meet increasing societal needs.”

ProInspire

The Sector's Talent Sustainability Conundrum



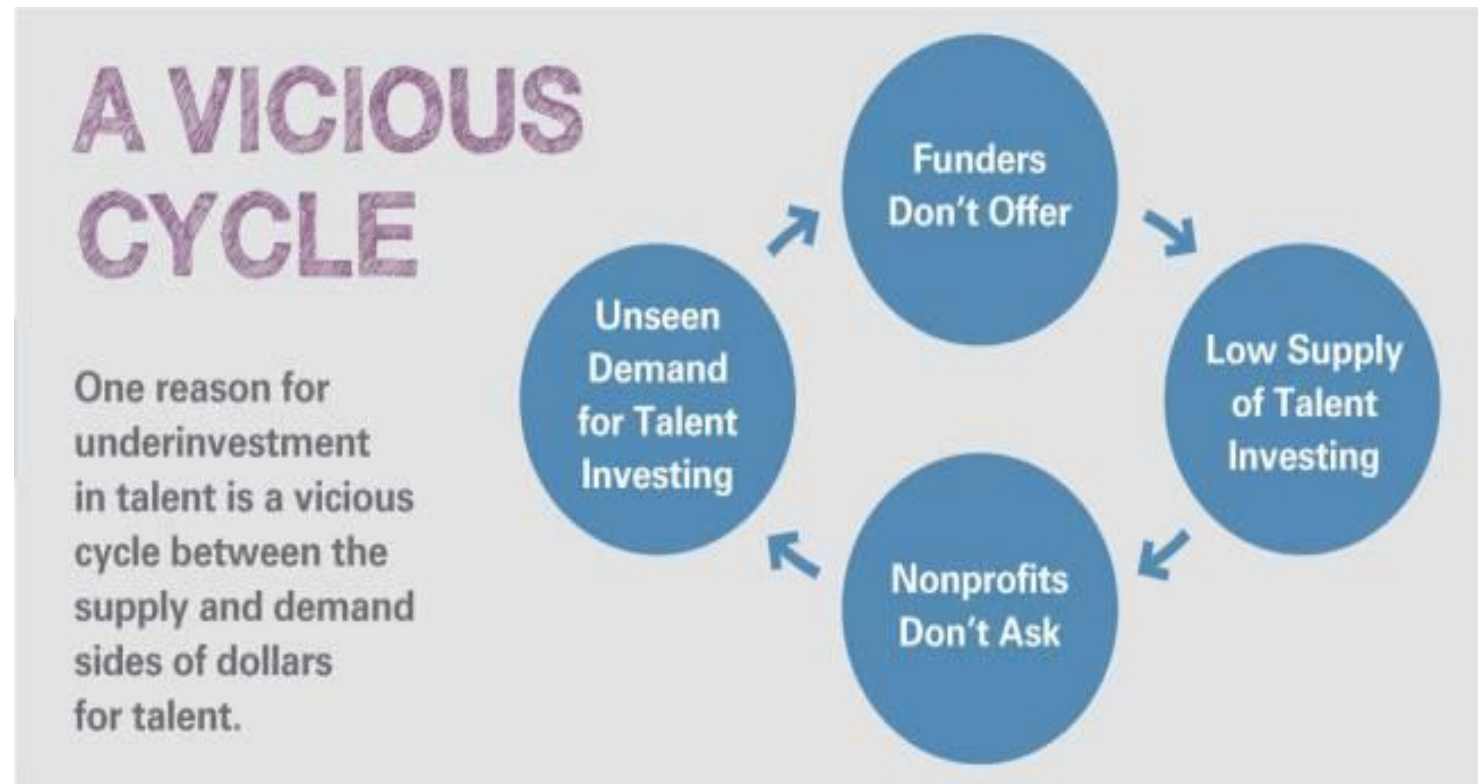
Source: <https://philanthrofiles.org/2016/04/05/the-case-for-investing-in-nonprofit-talent/>

Discussion Question:

**What conversations is your organization having
talent sustainability and its impact on
organizational and financial sustainability?**

Why We Haven't Achieved Talent Sustainability

We can't sustain what we don't invest in.



Source: Talent Philanthropy Project/Fund the People

Nonprofit Talent Sustainability Continuum

*We can't
sustain what
we don't
invest in.*



Which one is your organization?



“Talent Oblivious” Model

- Leadership is “talent oblivious”
- Little to no resources are allocated for talent attraction, development or retention
- Hiring, development and retention practices are often ineffective and absent of planning
- Leadership is focused on programs, fundraising & finance; staff seen as incidental – often taken for granted



“Talent Aware” Model

- Leadership is “talent aware” but not intentional
- Allocation of resources for talent attraction, development and retention is seen as “nice to have” but not essential
- Hiring, development and retention investments are often inconsistent
- Talent management planning does not happen, or when it does, is not integrated with the strategic plan



“Talent Focused” Model

- Leadership is “talent focused”
- Allocation of resources for talent attraction, development and retention is intentional and seen as essential to organizational success
- Hiring, development and retention effectiveness are prioritized
- Talent management planning is integrated with the strategic plan

Discussion Question

How would greater investments in talent drive greater impact for your organization?

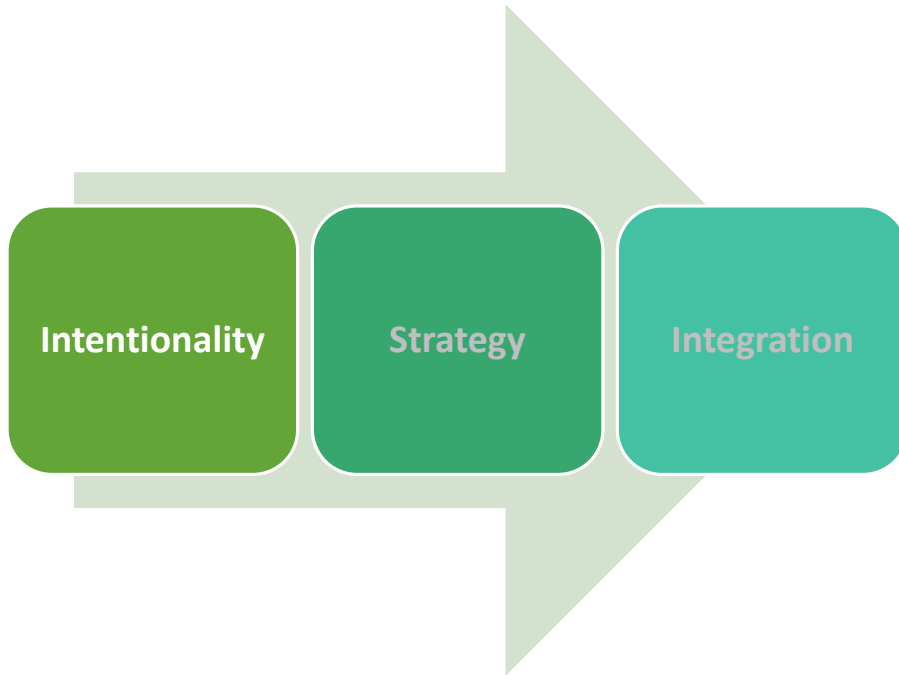


Key Steps to Talent Sustainability

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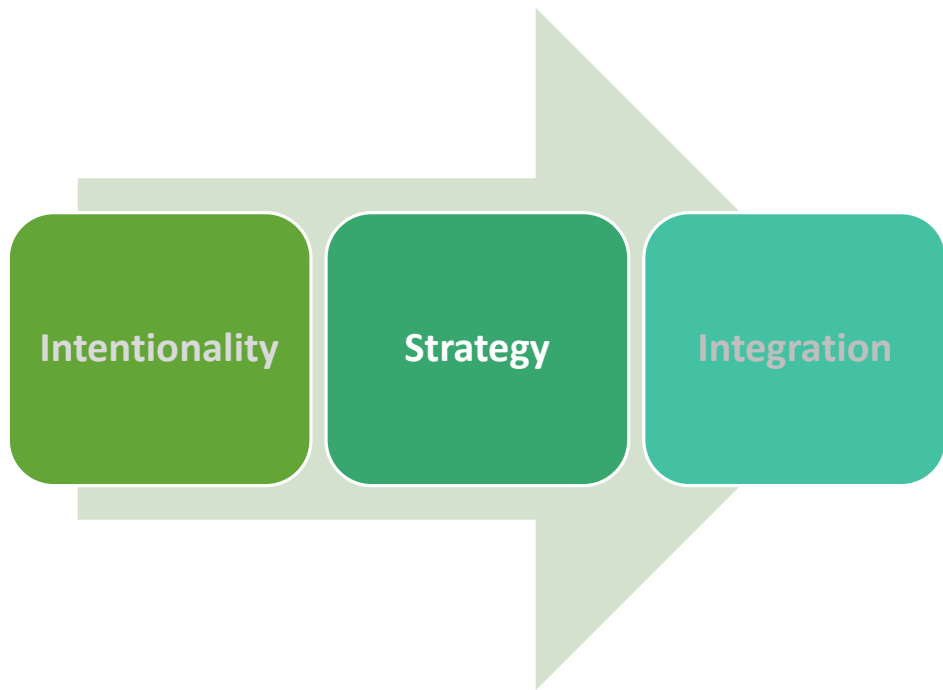


Step # 1 - Be Intentional



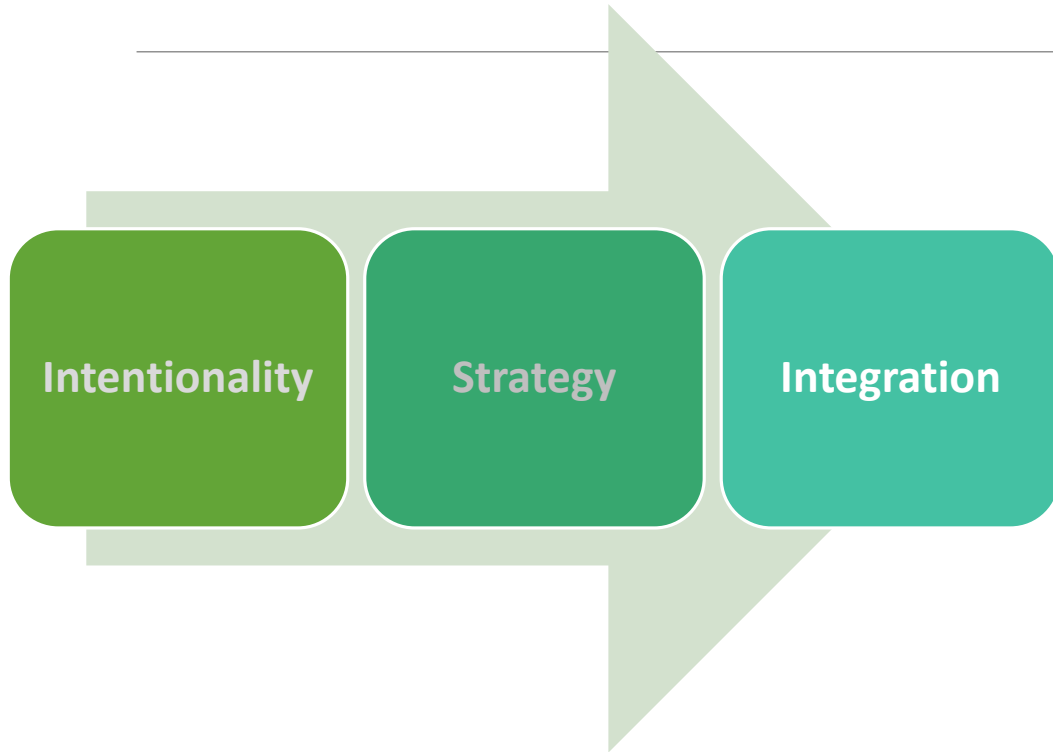
- Understand that talent is an asset to be managed, nurtured and invested in
- Recognize that your mission will be as impactful as the extent to which you prioritize talent
- Shed the view that talent sustainability is a nice to have
- Leverage your brand as an asset for attracting talent

Step # 2 - Be Strategic



- Require that your strategic plan has a talent management plan
- Allocate appropriate resources needed to achieve your talent management plan objectives
- Hold leadership accountable for programmatic, financial *and* talent outcomes
- Go beyond the basics of compliance, payroll & benefits administration

Step # 3 – Integrate Your Talent Plan with Your Strategic & Operating Plans



- Seek to understand the importance of talent effectiveness to organizational effectiveness
- Integrate people management goals with long-term organizational goals
- Integrate talent/HR leadership with senior management
- Integrate talent management with other measures of performance

Other Key Steps to Talent Sustainability

Aligned leadership

Be clear on the “who”
not just the “what”

Hire right. Hire well.

Build & foster healthy
workplace culture

Invest in leadership
and staff development
consistently and
proportionately

Measure progress &
impact with metrics

Q & A / Peer-to-Peer Learning



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