

## The Six Practices of High-Impact Nonprofits

Heather McLeod Grant  
& Leslie Crutchfield  
CompassPoint Nonprofit Day 2008

© 2008 Heather McLeod Grant

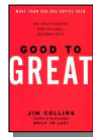
1

Of the 200,000 nonprofits that have opened in the US in the last 40 years, only 144 have reached \$50 million in revenue:  
*less than .1%*

William Foster,  
Stanford Social Innovation Review

2

## What Makes Great Nonprofits Great?

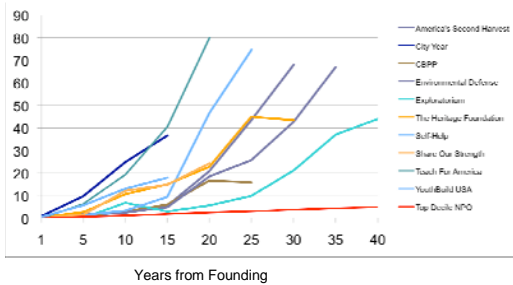


3



4

Annual Budget (\$Million)



5

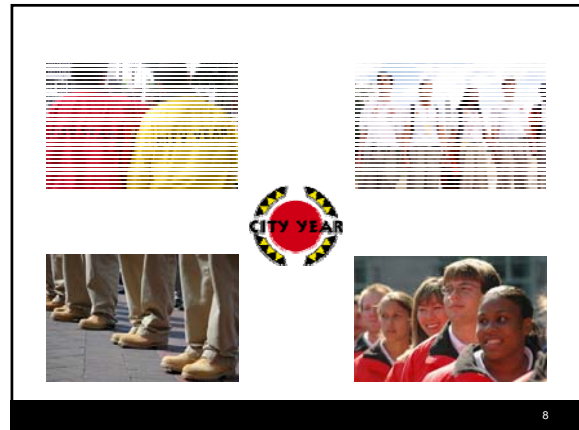
2 billion pounds of food distributed to 500,000 members and 275,000 new families and volunteers  
600+ interactive science museums  
\$4.5 billion in loans to low-income families and businesses  
1 million new programs for addressing climate change

6

How did they do this?

What can **you** learn from them?

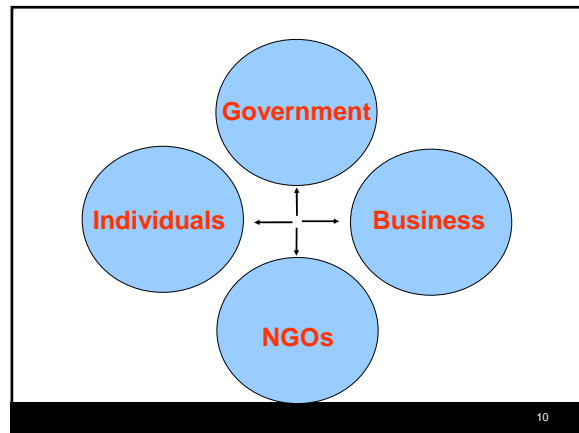
7



8

Don't just build an organization...  
build a **movement**.

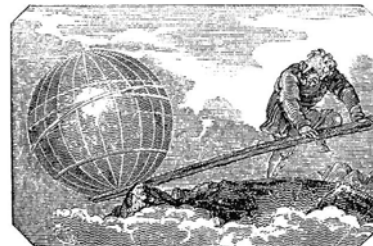
9



10

- Big budget
- Global brand
- Perfect mission statement
- Board governance
- High charity ratings

11



"Give me a place to stand, and with a lever I will move the whole world."

-Archimedes

12

- Advocate *and* Serve
- Make Markets Work
- Inspire Evangelists
- Nurture Nonprofit Networks
- Master the Art of Adaptation
- Share Leadership

13

## Advocate & Serve



14



"These lenders were able to do what a criminal in the dead of night could not do with a gun - steal his home."

*Martin Eakes*

SELF HELP

15

Are you leveraging *policy advocacy* for your cause?

16

Make Markets  
Work



17



"The American public does not want conflict between improving our economic well-being and preserving our health and natural resources. The early experience suggests it can have both."

*Fred Krupp*

e  
ENVIRONMENTAL DEFENSE  
Funding the Green New Deal

18

Do you *harness market forces* for social change ?

- Partner with business
  - Earn income
  - Change business

19

Inspire  
Evangelists



20



21

values  
meaningful experiences  
evangelists  
communities

22

Are you *inspiring evangelists* by giving them emotional experiences?

23

Nurture  
Nonprofit  
Networks



24

"The future is not in large organizations; the future is in the network and servicing other organizations"

Goëry Delacôte



25

Do you *nurture your nonprofit network...* and collaborate rather than compete?

26

Master the Art of Adaptation



27



28

Have you mastered *the art of adaptation*: do you balance evaluation and innovation?

29

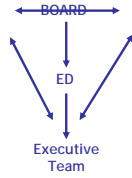
Share Leadership



30

“Organizations are more likely to thrive within complex, continuously changing environments when leadership comes from many places”

Greg Markus  
Leadership Scholar



Do you *develop* leaders both in your organization and network ?

## Sustaining Impact



America's Second Harvest	☆☆☆	Heritage Foundation	☆☆☆
Center on Budget	☆☆☆☆	NCLR	☆☆
City Year	☆☆☆☆	Share Our Strength	☆☆
Env. Defense	☆☆☆	Teach for America	☆☆☆☆
Exploratorium	☆☆	YouthBuild, USA	☆☆
Habitat	☆		

Charity Navigator

Are you living day-to-day, or investing in the future to *sustain* your impact ?

- Funding
- People
- Infrastructure



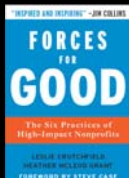
- Build organizations...and **movements**
- Focus on **impact** - not just metrics
  - **Collaborate** for big change

37

Become a Stronger **Force for Good**



38



[Thankforcesforgood.net](http://Thankforcesforgood.net)

39