

# NONPROFIT *Fiscal Fitness*



your newsletter about issues in the nonprofit business world

**Blackbaud.**

March 2009

## Editor's Note

Many of the articles being published today about the dire state of our economy and its effects on the nonprofit industry are focused on the perspectives from the organizational level. The most recent issue of *Fundraising Well*, for example, explored the importance of crafting a plan to ensure your organization's financial viability. While this is certainly important and should be a primary concern, you can't forget about your personal goals and capabilities.

In this issue of *Nonprofit Fiscal Fitness*, consultant John Meeker provides advice for how to effectively manage your business responsibilities in a nonprofit organization and develop your career and capabilities, and it offers steps to help you get your professional life re-grounded.



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## Blackbaud's Conference for Nonprofits is Coming to Ottawa

[Registration is now open](#) for Blackbaud's 2009 Conference for Nonprofits in [Ottawa](#).

With sessions covering topics essential to nonprofit professionals, experts on hand to discuss your unique challenges, and an inspiring keynote address, this year's Conference is the place to learn and network with your peers (and a great excuse to escape from the office and visit Ottawa, of course).



**Do you want to be a speaker at Blackbaud's 2009 Conference for Nonprofits?**

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## How to Effectively Manage Business Responsibilities in a Nonprofit Organization and Develop Your Career and Capabilities by John Meeker, Ph.D., Founder and President, Meeker & Associates

The challenge for most organizations during these difficult economic times is that business leaders are called

upon to do more with less. Not only are the hours long, but there is an intense expectation to perform cost-effectively.

So when you are committed to your organization and to your own professional development, start with these steps. They will help you get re-grounded in your professional life and will aid you as you prepare to do an even better job.

- 1. Recognize the Challenges and Accept Them**

Managing nonprofits is one of the most challenging things anyone could choose to do professionally. At times it's hard on those you love and care about, and it's hard on the people who count on you. Balance might seem like too much to hope for, but to deliver value to your organization, you need to seek out insight about what you can do to make a difference and accept those things that you can't impact at this time.

- 2. Assess Yourself**

Review prior performance evaluations. Also, dust off personality inventories that provided other perspectives about you. When facing daunting challenges, draw insight and refresh your leadership and management talents with resources already in place.

### **Identify Resources You Need**

- 1. Identify & Explore Resources**

Research what resources you can utilize. Your resources include friends, family, former coworkers, key clients, industry associations, and conferences. They will all be worth exploring to find ways to benefit you and to discover ways you can contribute to others who are wrestling with similar challenges.

- 2. Professional Development**

1. Dedicate some resources and time to professional development
2. Consider graduate school or graduate programs to develop your talents and skills
3. Assess which associations you think are most valuable to your professional responsibilities

### **Refining Management and Leadership Talents and Skills**

#### **Generations**

Understanding how to best work with and communicate with different generations is critical, and it's especially so in the cultures of nonprofits. Become well-versed and an expert in generational issues; it will have immediate impact on management of internal staff, quality of services to clients, and fundraising.

#### **Don't Become a Sole-Performer**

When trying to do more with less, the temptation is constant to do the job yourself. This deprives your organization of your leadership and executive talents. It also robs your staff of the opportunity to develop their professional skills.

#### **Managing Volunteers**

Both baby boomers who are transitioning out of corporate or academic organizations as well as those who are between corporate jobs are turning to volunteering. While the help should be welcomed with open arms, keep in mind that it could create a challenge for your organization since there are requirements to train and use volunteers wisely. Generate ways for yourself and your team to effectively acquire and train volunteers.

#### **Developing Technology Skills to Develop Communities**

Technology tools provide productivity and community-building as well. You don't have to be a "techie," but you can contribute to your organization by leading and supporting others in the use of technology.

#### **Social Networking**

Networking is the process of building up or maintaining informal relationships, especially with people whose experience and contacts could bring advantages to your organization and your own professional capability. Social sites such as LinkedIn®, Plaxo®, and others continue to grow and are increasingly used by companies and organizations to identify talent. If you are not yet active in a network or two, we suggest you do so. This resource is being used by a broader spectrum of individuals and organizations for many purposes.

#### **Fundraising**

Providing sufficient financial means to sustain the mission of non-profit organizations make it imperative for virtually all to play a role in sustainability and growth. Not everyone has had the orientation on "making the ask,"

but all leaders need to find their own ways to sustain and enhance development and fundraising.

### Manage Stress!

To better manage stress when you are working hard to contribute to your organization:

**Network:** No one can do a job alone. Tap into all your networks — individual, spiritual, and professional. Find ways to contribute to other professionals and you'll find ways to receive insight and hard-earned lessons from others.

**Volunteer:** Working in the community can refresh your energy and passion. Try this one-half day per month: become as engaged as you can in the delivery of your organization's services. This will help your perspective as a business leader, and it will put you back in touch with why you chose this profession.

**Engage:** Ask yourself: How can I best stay engaged at this time? Revisit what is constant in your life. What is your calling? Whatever it is that you are doing, give 25% more of yourself and give away your gifts. Find ways to reengage all your energies.

**Find a Sounding Board:** Get a committed listener who will hold you to your goals and ideas. You need someone to listen to you during good days and bad days. It should be someone you can count on to help you regroup when you are feeling low, and you can do the same for them...share the positive things too.

### About the Author

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## Latest and Greatest



### web seminars

#### The Financial Edge™

Join us to learn about The Financial Edge — our mission-critical, accounting information system that provides the reports and analyses you need to support effective decision making.

[April 16, 2:00 p.m. ET](#)

#### WebPortal for the Financial Edge

Get a clear view of your organization's invoicing and purchasing, enabling you to control spending and manage expenses more



### in the news

#### [Treasury Secretary Says Economy Most Important to Charitable Giving](#)

Treasury Secretary Timothy Geithner, asked if the administration's proposal to cap the value of charitable deductions would hurt charities, said it would depend on the state of the economy

[Read the entire article here.](#)

#### [National Service Bill Passes House Of Representatives](#)

Legislation to revise national service programs and boost



### resources

#### [Internet Resources](#)

Blackbaud Internet Solutions Division is committed to providing ideas, best practices, and advice to help you succeed at Internet marketing and fundraising. Check out a few of the resources we have to share.

[View resources.](#)

#### [Blackbaud Blogs](#)

#### [PCI Compliance Blog](#)

Get the latest PCI news and updates and how they relate to your Blackbaud products.

effectively and efficiently.

[April 16, 2:00 p.m. ET](#)

volunteerism has cleared the first of three major hurdles will face in the coming weeks.

[Read the entire article here.](#)

[The Ledger](#)

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