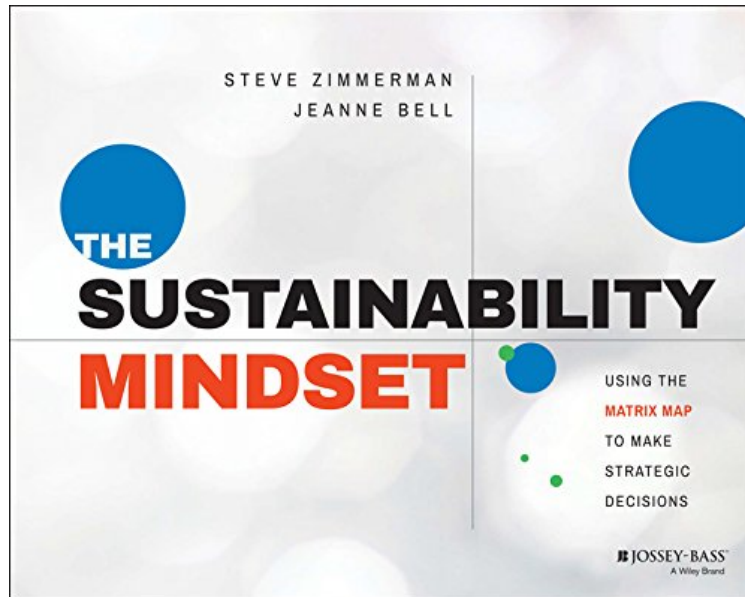


The Sustainability Mindset: Using the Matrix Map to Make Strategic Decisions

Steve Zimmerman, Jeanne Bell

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Steve Zimmerman, Jeanne Bell : The Sustainability Mindset: Using the Matrix Map to Make Strategic Decisions before purchasing it in order to gauge whether or not it would be worth my time, and all praised The Sustainability Mindset: Using the Matrix Map to Make Strategic Decisions:

7 of 7 people found the following review helpful. Extremely useful and engaging book: a must-read! By John Emory Jr. In my opinion, this is the best book out there on business strategy for nonprofit and other organizations. It is engaging, practical, and explains the underlying theories clearly. Steve Zimmerman and Jeanne Bell have done a real service to the nonprofit world with their "matrix map" and the associated step-by-step process they show readers how to run for themselves. They also provide access to interactive templates on the Internet, which is useful. The matrix map is, among other things, "a tool to better understand nonprofit business models and drive nonprofit strategy." It blends rigorous quantitative and qualitative inputs with an effective process. They provide many case studies to effectively illustrate the book's points, which I found particularly helpful. The coauthors draw on and explain what other leading authors in the field have written on these topics, which was very useful. Reading the book, I found it also provides actionable ideas I plan to use to better run my for-profit business, in addition to the various nonprofit boards and committees on which I serve or chair. I give "The Sustainability Mindset" my highest recommendation and encourage anyone involved with nonprofit leadership to read it and re-read it. 1 of 1 people found the following review helpful. Workbook yes! Process YES! By TJB Found this workbook the most helpful. The actual book is a bit redundant, if you are somewhat familiar with the process, and the workbook does a better job of providing templates. As it should! I think the overall process is excellent and have found it EXTREMELY useful in working with and consulting with small to medium sized non-profits. Works exceptionally well with Boards who lack experience and need to prioritize their participation. 5 of 6 people found the following review helpful. Rich ideas. Clear guidance. Transformative impact. By DonI pre-ordered this book as soon as I heard about it. I was expecting a sequel to

Zimmerman and Bell's earlier book, "Nonprofit Sustainability." "The Sustainability Mindset" is actually a successor to that important, earlier work. My first impression is awe at the authors' ability to pack so many rich ideas and useful tools into just 200 pages. Beyond the sage advice, I counted no less than 43 figures, 7 tables, 4 sample exhibits, 3 case studies and 23 templates. The book walks you through a six-step process. As in their earlier work, the central tool of this book is the "matrix map" a 2-axis, 4-quadrant table that plots the dual bottom-line of a nonprofit: mission impact and financial viability. The idea is that the leadership team assesses the organization's programs and determines each program's "profitability" and mission impact. The results are plotted on the matrix map. The composite map provides a comprehensive picture of the organization's business model. I've used the matrix map in business planning with nonprofit clients and can attest to its power. It's amazing to watch the board and executive team get, quite literally, on the same page about the organization's business model and how to manage and nurture its programs going forward. However, getting there requires some work. Fortunately, Zimmerman and Bell have provided a clear process with detailed advice for every step along the way, including composition of the planning team, agendas for meetings, and worksheets to facilitate the process. As a former executive director, long time consultant, planning guide, and champion of nonprofits, I think the ideas and processes that Zimmerman and Bell offer can be utterly transformative for individual nonprofits. If you are a nonprofit CEO, get this book, devour it, and have your board and executive team read it. Then use it and see your community reap the rewards, today and into the future. You might even find your work a little easier when your board and executive team have a more complete picture of the business fundamentals of the organization, and align on how to advance mission impact.

The Matrix Map—a powerful tool for nonprofit strategic decision-making Nonprofit sustainability lies at the intersection of exceptional impact and financial viability. The Sustainability Mindset offers nonprofit professionals and board members a step-by-step guide to move your organization towards this intersection. As outlined in the bestselling book Nonprofit Sustainability, "The Matrix Map" is an accessible framework that combines financial and programmatic goals into an integrated strategy. In this next-step resource, the authors detail a rigorous process to develop a meaningful Matrix Map and engage leadership in setting an organization's strategy. Nonprofits that thrive in today's environment are adaptable with a clear understanding of their impact and business model. This book offers nonprofit boards and staff a framework to do so. Drawing on their in-depth experience, the authors provide an easy-to-follow process complete with tools and templates to help organizations visualize their business model and engage in strategic inquiry. The book provides a variety of illustrative examples to show how the Matrix Map works for all types of organizations. Nonprofit executives and board members are sure to benefit from The Matrix Map analysis. Offers step-by-step guidance for creating a Matrix-Map, a visual representation of an organization's business model Helps organizations assess how each of their programs contributes toward their desired impact and their financial bottom-line. Filled with compelling examples of how The Matrix Map helps nonprofits with strategic decision-making Written by the coauthors of the groundbreaking book Nonprofit Sustainability This comprehensive resource will give any nonprofit the framework they need to make decisions for sustainability and the templates and tools to implement it and help leaders address the challenges inherent in balancing mission impact with financial viability.

From the Back Cover THE MATRIX MAP—A NONPROFIT'S POWERFUL TOOL FOR STRATEGIC DECISION-MAKING "The Sustainability Mindset goes beyond theory to provide practical, rigorous tools to help leaders understand their organization's financial picture and the relationship between finances and impact, and to chart a path to financial sustainability and better program results. Every nonprofit CEO (especially those grappling with challenging finances) should read this before starting their next budgeting or strategic planning process." —Rick Moyers, vice president, Programs and Communications, Meyer Foundation "This is a must-read about the sustainability sweet spot toward which all nonprofits are on a pilgrimage. There are very few general management 'tools' that I have much faith in, but the matrix map is so simple that it is profound, and it will produce uniquely for each organization. Bell and Zimmerman provide a grounded, useful guide with lots of vivid examples." —Ruth McCambridge, editor-in-chief, The Nonprofit Quarterly "The Sustainability Mindset is extremely practical and useful. The templates and guides for calculating impact, creating revenue strategies, and determining profitability are necessities for organizations. Every nonprofit leader should own this book!" —Heather Carpenter, PhD, assistant professor, School of Public, Nonprofit, and Health Administration, Grand Valley State University "I've used the concepts and tools in this book in several organizations, as CEO and as a board member. The matrix map offers leaders a way to clearly understand the strategic imperatives before the organization. Most importantly, this approach does so with such clarity that many key directions become obvious and decisions are harder to avoid. In short, the organization moves forward." —Dan Magnuson, CEO, Lad Lake "The Sustainability Mindset offers that rare combination of strategic insight and practical guidance that leaders crave. I especially appreciate the authors' ability to address complex nonprofit challenges and still provide clear, applicable tools that organizations of any size or type will find useful. The templates and case studies are a welcome bonus." —Kate Barr, executive director, Nonprofits Assistance Fund "The Sustainability Mindset serves as a positive and thought-provoking catalyst for

dynamic change in our organizational thinking and processes. Board and staff now have a determined focus toward deeper impact and increased sustainability!" mdash;Angela Moellering, CEO, Lutheran Social Services of Indiana