

## **Workshop 5C Getting Your Community Organization Ready for Enterprise by Steve Lawrence.**

- Lots of discussion around the mission/money matrix and how to apply it.
- Would like an example of a good practice financial report that also has social factors e.g. reports against the mission statement as well.
- Sisters of Mercy, really good example of an organization that has moved away from its original mission.

### Questions:

*Is it a high or low resource value (instead of monetary indicator)?* Could work for your organization.

*Is there a sustainable part of the matrix if you have fixed term contracts?* Designed to be used for activities you have been doing over time.

*What is an example of a good financial report?* Will try and get an example from one of my (Steve Lawrence). Report needs to be customized.

*Funding comes from a number of sources and the activities vary so much, which makes it very hard to track money and mission.* Providing services need to achieve mission. Need measures of success. Maybe put 2 or 3 together (the activities). Need to think about cost of services to provide them (not income). Mission and money matrix is very useful. Ask funders to rank and allocate services that you provide for value.

### Actions and next steps:

- Applying the mission/money matrix.
- Good practice financial reports (against finance and mission statements).

### Use of handout:

- Use with board or staff team.
- A couple of questions are a bit American.
- Focus on where people have ticked "not" or "not sure"
- Is an Open Source document.

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## Is your organization ready for Social Entrepreneurship?

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**What is your organization's "NEQ" -- "nonprofit entrepreneurial quotient"?  
How ready is your organization to be successful with entrepreneurial strategies?  
Try to answer each of the following 22 questions as honestly as possible, from the  
perspective of what you believe to be true for your entire organization.**

**yes   no   not sure**

- [ ] [ ] [ ] 1. **CANDOR** -- Can you be brutally honest about your services, your capabilities, your resources, the market, the competition, etc.?
- [ ] [ ] [ ] 2. **PASSION** -- Are you ignited by the prospect of becoming more entrepreneurial? Is this something that almost the whole organization can believe in?
- [ ] [ ] [ ] 3. **TIMING** -- Are you convinced this is the right time for you to pursue entrepreneurial activities, or are there other over-riding priorities?
- [ ] [ ] [ ] 4. **CLARITY** Can you list the reasons why you want to pursue entrepreneurial strategies? Can you articulate what your organization wants to accomplish?
- [ ] [ ] [ ] 5. **RISK** -- Are you willing to take (reasonable) risks?
- [ ] [ ] [ ] 6. **COMMITMENT** -- Are you willing to stick with it for the next several years?
- [ ] [ ] [ ] 7. **COURAGE** -- Are you ready to make the tough decisions? Are you ready to face the doubters and the critics?
- [ ] [ ] [ ] 8. **BOARD INVOLVEMENT** -- Will the Board get involved from the start?
- [ ] [ ] [ ] 9. **STAFF RESOURCES** -- Are you willing/able to allocate adequate staff time?
- [ ] [ ] [ ] 10. **ACTION ORIENTATION** -- Do you believe that a 'pretty good' plan today is better than a 'perfect' plan tomorrow?
- [ ] [ ] [ ] 11. **CORE VALUES** -- Do you have a written set of core values?
- [ ] [ ] [ ] 12. **CUSTOMER FOCUS** -- Is your organization willing to 'always start with them'?
- [ ] [ ] [ ] 13. **CORE COMPETENCIES** -- Have you defined your core competencies?
- [ ] [ ] [ ] 14. **PROGRAM ATTACHMENT** -- Are you willing to kill programs that are no longer working or truly needed?
- [ ] [ ] [ ] 15. **WILLINGNESS TO PLAN** -- Do you have effective strategic and tactical planning processes in place?

- [ ] [ ] [ ] 16. MARKET MATTERS – Do you understand market forces and how they affect your organization?
- [ ] [ ] [ ] 17. BUSINESS ORIENTATION – Can you think and act like a business?
- [ ] [ ] [ ] 18. FINANCIAL FACTORS – Is your organization fiscally well-managed?
- [ ] [ ] [ ] 19. DOUBLE VISION – Can you keep yourself focused on a double bottom line?
- [ ] [ ] [ ] 20. PROFIT ATTITUDE – Are you willing to make money?
- [ ] [ ] [ ] 21. MISSION FOCUS – Are you clearly focused on/driven by your mission?
- [ ] [ ] [ ] 22. FLEXIBILITY – Are you willing and able to improvise?

**TOTAL # OF "YES" ANSWERS**

- [ 20 - 22 ] Very high likelihood of success  
*(Get going! What are you waiting for?  
You should be leading the pack!)*
- [ 17 - 19 ] Above average likelihood of success  
*(You have a few problems to solve, but  
nothing that should hold you back)*
- [ 14 - 16 ] Average likelihood of success  
*(You have some real issues to address;  
pause to resolve them before going ahead)*
- [ 11 - 13 ] Below average likelihood of success  
*(Weaknesses far outweigh strengths;  
don't proceed without fundamental change)*
- [ 0 - 10 ] Well below average likelihood of success  
*(Don't even think about it right now;  
do something else to generate revenues)*

(Based on "The Entrepreneurial RiskAssessor"<sup>®</sup> audit, created in 1995 by the National Center for Social Entrepreneurs and recently revised under a grant from The W. K. Kellogg Foundation)