

The Nonprofit Strategy Revolution Real Time Strategic Planning In A Rapid Response World

Presents a developmental perspective on nonprofit capacity and its relationship to increased performance and effectiveness.

Teen Vogue award-winning columnist Lauren Duca shares a “fun, pithy, and intelligent” (Booklist) guide for challenging the status quo in a much-needed reminder that young people are the ones who will change the world. Journalist Lauren Duca has become an exciting and authoritative voice on the experience of millennials in today’s society. Dan Rather agrees, saying “we need fresh, intelligent, and creative voices—like Lauren’s—now as much—perhaps more—than ever before.” Now, she explores the post-Trump political awakening and lays the groundwork for a re-democratizing moment as it might be built out of the untapped potential of young people. Duca investigates and explains the issues at the root of our ailing political system and reimagines what an equitable democracy would look like. It begins with young people getting involved. This includes people like Alexandria Ocasio-Cortez, the youngest woman ever to be elected to Congress; David and Lauren Hogg, two survivors of the Parkland, Florida shooting who went on to become advocates for gun control; Amanda Litman, who founded the nonprofit organization Run for Something, to assist progressive young people in down ballot elections; and many more. Called “the millennial feminist warrior queen of social media” by Ariel Levy and “a national newsmaker” by The New York Times, Duca combines extensive research and first-person reporting to track her generation’s shift from political alienation to political participation. Throughout, she also drays on her own story as a young woman catapulted to the front lines of the political conversation (all while figuring out how to deal with her Trump-supporting parents).

Nominee: 2017 American Book Fest, Best Book Awards. This landmark work provides a sweeping and comprehensive orientation, foundation, and guide to making the most radical of revolutions: a communist revolution aimed at emancipating humanity— getting beyond all forms of oppression and exploitation on a world scale. This book is a masterwork and a master class—it is a living laboratory of the new synthesis of communism developed by Bob Avakian. It is also striking in its ability to combine high level revolutionary communist theory and modeling of revolutionary leadership with a visceral, colloquial, and passionate style that will resonate with and be accessible to a wide variety of readers. This thought-provoking book is sure to challenge stereotypes and conventional thinking.

The bestselling guide to nonprofit planning, with proven, practical advice Strategic Planning for Nonprofit Organizations describes a proven method for creating an effective, organized, actionable strategy, tailored to the unique needs of the

nonprofit organization. Now in its third edition, this bestselling manual contains new information about the value of plans, specific guidance toward business planning, and additional information about the strategic plan document itself. Real-world case studies illustrate different planning and implementation scenarios and techniques, and the companion website offers templates, tools, and worksheets that streamline the process. The book provides expert insight, describing common misperceptions and pitfalls to avoid, helping readers craft a strategic plan that adheres to the core values of the organization. A well-honed strategic plan helps nonprofit managers set priorities, and acquire and allocate the resources necessary to achieve their goals. It also provides a framework for handling challenges, and keeps the focus on the organization's priorities. Strategic Planning for Nonprofit Organizations is an excellent source of guidance for managers at nonprofits of every size and budget, helping readers to: Identify the reasons for planning, and gather information from internal and external stakeholders Assess the current situation accurately, and agree on priorities, mission, values, and vision Prioritize goals and objectives for the plan, and develop a detailed implementation strategy Evaluate and monitor a changing environment, updating roles, goals, and parameters as needed Different organizations have different needs, processes, resources, and priorities. The one thing they have in common is the need for a no-nonsense approach to planning with practical guidance and a customizable framework. Strategic Planning for Nonprofit Organizations takes the fear out of planning, with expert guidance on the nonprofit's most vital management activity.

The Networked Nonprofit Connecting with Social Media to Drive Change This groundbreaking book shows nonprofits a new way of operating in our increasingly connected world: a networked approach enabled by social technologies, where connections are leveraged to increase impact in effective ways that drive change for the betterment of our society and planet. "The Networked Nonprofit is a must-read for any nonprofit organization seeking innovative, creative techniques to improve their mission and better serve their communities." —Diana Aviv, president and CEO, Independent Sector "The Internet means never having to ask permission before trying something new. In The Networked Nonprofit, Kanter and Fine show nonprofits how to harness this flexibility to pursue their missions in partnership with two billion connected citizens." —Clay Shirky, author, Here Comes Everybody: The Power of Organizing Without Organizations "The Networked Nonprofit uniquely describes the historical context and the current challenges that compel nonprofit leaders to work in networked ways and offers easy steps to help users exploit the potential of social media and 'working wikily.'" —Stephanie McAuliffe, director, organizational effectiveness, The David and Lucile Packard Foundation "A must-read for nonprofit leaders who want to change their organizations from the inside out by embracing the power of social networks." —Charlene Li, founding partner, Altimeter Group; author, Open Leadership; and coauthor, Groundswell "This is a perfect handbook for anyone who wants to leapfrog their current limitations of understanding and find real-world applications of

technology to extend their mission." —Michele Nunn, CEO, Points of Light Institute, and cofounder, HandsOn Network
"Kanter and Fine provide the 'Google Maps' for nonprofits to harness social media to kick butt and change the world."
—Guy Kawasaki, cofounder, Alltop.com, and former chief evangelist, Apple Inc. "URGENT! Read this book. Take notes. Take action. If you work for a nonprofit, you don't have to do every single thing these seasoned authors have to share, but you certainly have to know what you're missing." —Seth Godin Register at www.josseybass.com/emailfor more information on our publications, authors, and to receive special offers.

Play to Win offers nonprofit leaders the help they need to develop their organization's unique competitive advantages and to use the power of competitive strategies to build their organization's capacity for advancing its mission. This book offers a clear description of competition and discusses its practical, ethical, and political ramifications within the nonprofit sector. It demonstrates how, by being a more effective competitor, a nonprofit can enhance its chances for both programmatic and financial success. Play to Win is filled with practical tools for assessing a nonprofit's position in the marketplace and developing winning competitive strategies. Read a Charity Channel review: <http://charitychannel.com/publish/templates/?a=4864&z=25> a 2006 Terry McAdam Award Honorable Mention: <http://www.allianceonline.org/publications/mcadam06.page>

How can leaders use strategic planning to strengthen their public and nonprofit organizations? In this fourth edition of his perennial bestseller *Strategic Planning for Public and Nonprofit Organizations*, Bryson provides the most updated version of his thoughtful strategic planning model and outlines the reasons public and nonprofit organizations must embrace strategic planning to improve their performance. Introduced in the first edition and refined over the past 18 years, the Strategy Change Cycle--a proven planning process used successfully by a large number of nonprofit and public organizations--is the framework used to guide the reader through the strategic planning process. Bryson offers detailed guidance on implementing the process, and specific tools and techniques to make the process work in any organization. In addition, he clarifies the organizational designs through which strategic thought and action will be encouraged and embraced throughout an entire organization. In addition to updated examples, new cases, and additional information on boundaries, distinctive competencies, Actor-Network theory, Bryson will create an instructor's manual with sample syllabi, PowerPoint teaching slides, and additional cases.

Praise for NONPROFIT SUSTAINABILITY "This is much more than a financial how-to book. It's a nonprofit's guide to empowerment. It demystifies mission impact and financial viability using The Matrix Map to provide strategic options for any organization. A must-read for every nonprofit CEO, CFO, and board member." —Julia A. McClendon, chief executive

officer, YWCA Elgin, Illinois "This book should stay within easy reaching distance and end up completely dog-eared because it walks the reader through a practical but sometimes revelatory process of choosing the right mix of programs for mission impact and financial sustainability. Its use is a practice in which every nonprofit should engage its board once a year." —Ruth McCambridge, editor in chief, The Nonprofit Quarterly "Up until a few years ago, funding and managing a nonprofit was a bit like undertaking an ocean voyage. Now, it's akin to windsurfing—you must be nimble, prepared to maximize even the slightest breeze, and open to modifying your course at a moment's notice. Innovative executive directors or bold board members who want their organization to be able to ride the big waves of the new American economy must read this book." —Robert L. E. Egger, president, DC Central Kitchen/Campus Kitchens Project/V3 Campaign "Most nonprofits struggle to find a long-term sustainable business model that will enable them to deliver impact on their mission. Thanks to Jeanne Bell, Jan Masaoka, and Steve Zimmerman help is now in sight. This book offers practical, concrete steps you can take to develop your own unique path to sustainability without compromising your mission." —Heather McLeod Grant, consultant, Monitor Institute, and author, Forces for Good: The Six Practices of High-Impact Nonprofits "At last! An urgently needed framework to prepare leaders to meet head-on the persistent twin challenges of impact and sustainability. This is a practical tool based on good business principles that can bring boards and staff members together to lead their organizations to sustainable futures." —Nora Silver, adjunct professor and director, Center for Nonprofit and Public Leadership, Haas School of Business, University of California, Berkeley "Together, Jeanne Bell, Jan Masaoka, and Steve Zimmerman equal wisdom, experience, and know-how on sustainability and lots of other things. Buy, read, and learn from this terrific book!" —Clara Miller, president and CEO, Nonprofit Finance Fund "Wisdom, experience, and know-how. Buy, read, and learn from this terrific book!" —Clara Miller, president and CEO, Nonprofit Finance Fund

Steer your organization away from burnout while boosting all-around performance The Happy, Healthy Nonprofit presents realistic strategies for leaders looking to optimize organizational achievement while avoiding the common nonprofit burnout. With a uniquely holistic approach to nonprofit leadership strategy, this book functions as a handbook to help leaders examine their existing organization, identify trouble spots, and resolve issues with attention to all aspects of operations and culture. The expert author team walks you through the process of building a happier, healthier organization from the ground up, with a balanced approach that considers more than just quantitative results. Employee wellbeing takes a front seat next to organizational performance, with clear guidance on establishing optimal systems and processes that bring about better results while allowing a healthier work-life balance. By improving attitudes and personal habits at all levels, you'll implement a positive cultural change with sustainable impact. Nonprofits are driven to do more, more, more, often with fewer and fewer resources; there comes a breaking

point where passion dwindles under the weight of pressure, and the mission suffers as a result. This book shows you how to revamp your organization to do more and do it better, by putting cultural considerations at the heart of strategy. Find and relieve cultural and behavioral pain points Achieve better results with attention to well-being Redefine your organizational culture to avoid burnout Establish systems and processes that enable sustainable change At its core, a nonprofit is driven by passion. What begins as a personal investment in the organization's mission can quickly become the driver of stress and overwork that leads to overall lackluster performance. Executing a cultural about-face can be the lifeline your organization needs to thrive. The Happy, Healthy Nonprofit provides a blueprint for sustainable change, with a holistic approach to improving organizational outlook.

Create powerful strategies for your nonprofit organization to achieve breakthrough performance in mission impact Does your nonprofit have a reliable way of knowing the impact its making? Beginning with an eye-opening discussion of what strategy is, Mission Impact: A Breakthrough Strategy for Nonprofits reveals how the process of strategy development should be designed with authoritative coverage of mission impact, vision, five year strategic stretch goals, strategy implementation, and management. Step-by-step guidance and practical tools Integrates the very best current thinking on performance and strategy available, drawing from both the corporate and nonprofit worlds Cutting-edge ideas presented in a user-friendly fashion The deteriorating quality of life in our communities screams out for immediate action – for breakthrough improvement, not just incremental changes. Mission Impact: A Breakthrough Strategy for Nonprofits will lead you and your organization to achieve breakthrough performance for maximum mission impact. Note: CD-ROM/DVD and other supplementary materials are not included as part of eBook file.

Managing non-profit organisations in the 21st century has become more challenging and sophisticated than ever before. This book is the first place to turn for an introduction to innovative, creative, and effective management techniques developed to totally transform your non-profit organisation, reap the benefits of the quality movement that is revolutionising commercial and non-profit organisations, and make your own organisation more competitive. Learn how you can: respond to uncertainty and organisational turbulence; reduce mistakes and infuse your staff with a quality ethic; rebuild your work processes from the ground up; find and implement 'best practices' of comparable organisations.

Michael J. Worth's student-friendly best-seller, Nonprofit Management: Principles and Practice, Fifth Edition, provides a broad, insightful overview of key topics affecting governance and management of nonprofit organizations. Worth covers the scope and structure of the nonprofit sector, leadership of nonprofits, managing the nonprofit organization, fundraising, earned income strategies, financial management, nonprofit lobbying and advocacy, managing international and global organizations, and social entrepreneurship. Written specifically for students, this applied text balances research, theory, and practitioner literature with current cases, timely examples, and the most recent data available. New to the Fifth Edition New cases related to accountability and governance highlight new approaches to recent controversies and risks to nonprofits. Cases include the Wounded Warriors Project, Sweet Briar College, 4-H, Housing First, the Chan-Zuckerberg Initiative, the National Audubon Society, and an expanded study of governance issues at the Hershey Trust. Expanded discussions of risk management offer new insights on developing

strategy, building capacity, and managing risk. New social networks and social media content provides students with practical strategies for using social media when fundraising and marketing. A new comprehensive case on the Girl Scouts of the USA recounts reforms undertaken by this iconic organization and current challenges it faces. The chapter on financial management has been substantially revised to reflect new requirements for nonprofit financial statements issued by the Financial Accounting Standards Board in 2016, as well as an expanded discussion of audits. An updated chapter on fundraising includes information on the Tax Cuts and Jobs Act passed in December 2017, which has implications for charitable giving. New references at the end of every chapter guide readers to relevant cases in the Appendix, making it easy for instructors to incorporate the cases into classroom discussions.

Fund and destroy: the Non-Profit Industrial Complex.

Banksy, the Yes Men, Gandhi, Starhawk: the accumulated wisdom of decades of creative protest is now in the hands of the next generation of change-makers, thanks to Beautiful Trouble. Sophisticated enough for veteran activists, accessible enough for newbies, this compact pocket edition of the bestselling Beautiful Trouble is a book that's both handy and inexpensive.

Showcasing the synergies between artistic imagination and shrewd political strategy, this generously illustrated volume can easily be slipped into your pocket as you head out to the streets. This is for everyone who longs for a more beautiful, more just, more livable world – and wants to know how to get there. Includes a new introduction by the editors. Contributors include: Celia Alario • Andy Bichlbaum • Nadine Bloch • L. M. Bogad • Mike Bonnano • Andrew Boyd • Kevin Buckland • Doyle Canning • Samantha Corbin • Stephen Duncombe • Simon Enoch • Janice Fine • Lisa Fithian • Arun Gupta • Sarah Jaffe • John Jordan • Stephen Lerner • Zack Malitz • Nancy L. Mancias • Dave Oswald Mitchell • Tracey Mitchell • Mark Read • Patrick Reinsborough • Joshua Kahn Russell • Nathan Schneider • John Sellers • Matthew Skomarovsky • Jonathan Matthew Smucker • Starhawk • Eric Stoner • Harsha Walia

A bold and provocative look at how the nonprofit sphere's expansion has helped—and hindered—the LGBT cause What if the very structure on which social movements rely, the nonprofit system, is reinforcing the inequalities activists seek to eliminate? That is the question at the heart of this bold reassessment of the system's massive expansion since the mid-1960s. Focusing on the LGBT movement, Myrl Beam argues that the conservative turn in queer movement politics, as exemplified by the shift toward marriage and legal equality, is due mostly to the movement's embrace of the nonprofit structure. Based on oral histories as well as archival research, and drawing on the author's own extensive activist work, *Gay, Inc.* presents four compelling case studies. Beam looks at how people at LGBT nonprofits in Minneapolis and Chicago grapple with the contradictions between radical queer social movements and their institutionalized iterations. Through interview subjects' incisive, funny, and heartbreaking commentaries, Beam exposes a complex world of committed people doing the best they can to effect change, and the flawed structures in which they participate, rail against, ignore, and make do. Providing a critical look at a social formation whose sanctified place in the national imagination has for too long gone unquestioned, *Gay, Inc.* marks a significant contribution to

scholarship on sexuality, neoliberalism, and social movements.

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.

Explore the methods and processes to help nonprofits raise money in an environment that increasingly demands accountability, transparency, and results. The realities of today's economic environment have required that nonprofits, and those that raise money for them, make their case for support as strongly as possible. Warm and fuzzy appeals that tug at the heart strings have met with limited success. Assuming that funding targets intuitively know the value of the good work being done is unrealistic. The Key to Nonprofit Sustainability offers an abundance of pragmatic tips, tools, case studies, and techniques to make the process easy to understand and implement.

"I often talk about the importance of trust when it comes to work: the trust of your employees and building trust with your customers. This book provides a blueprint for how to build and maintain that trust and connection in a digital environment." —Eric S. Yuan, founder and CEO of Zoom A Harvard Business School professor and leading expert in virtual and global work provides remote workers and leaders with the best practices necessary to perform at the highest levels in their organizations. The rapid and unprecedented changes brought on by Covid-19 have accelerated the transition to remote working, requiring the wholesale migration of nearly entire companies to virtual work in just weeks, leaving managers and employees scrambling to adjust. This massive transition has forced companies to rapidly advance

their digital footprint, using cloud, storage, cybersecurity, and device tools to accommodate their new remote workforce. Experiencing the benefits of remote working—including nonexistent commute times, lower operational costs, and a larger pool of global job applicants—many companies, including Twitter and Google, plan to permanently incorporate remote days or give employees the option to work from home full-time. But virtual work has its challenges. Employees feel lost, isolated, out of sync, and out of sight. They want to know how to build trust, maintain connections without in-person interactions, and a proper work/life balance. Managers want to know how to lead virtually, how to keep their teams motivated, what digital tools they'll need, and how to keep employees productive. Providing compelling, evidence-based answers to these and other pressing issues, *Remote Work Revolution* is essential for navigating the enduring challenges teams and managers face. Filled with specific actionable steps and interactive tools, this timely book will help team members deliver results previously out of reach. Following Neeley's advice, employees will be able to break through routine norms to successfully use remote work to benefit themselves, their groups, and ultimately their organizations. This is the Third Edition of the bestselling nonprofit management reference and text called the "big green book." Based on updated research, theory, and experience, this comprehensive edition offers practical advice on managing nonprofit organizations and addresses key aspects such as board development, strategic planning, lobbying, marketing, fundraising, volunteer management, financial management, risk management, and compensation and benefits. New chapters cover developments in such areas as social entrepreneurship, financial leadership and capital structure, accountability and transparency, and the changing political-legal climate. It includes an instructor's manual.

Nonprofit boards and directors rely on strategic planning to accomplish their missions, but far too many of them engage in strategic planning processes that are outdated, perfunctory, and ineffective. Certified Leadership and Strategy Coach Patrick Jinks combines his two decades of nonprofit executive leadership experience with his executive coaching and leadership development experience to bring a refreshing look at what has become a stale, old function of nonprofits. *Strategic Fail* outlines 10 key reasons nonprofits fail to design and execute effective strategy, and shares easy-to-grasp tips for doing it better.

"The Digital Mystique is a comprehensive look at what digital media has done to our society and how to navigate this new digital age in a positive way"--

Nonprofits often use the terms "strategic planning" and "business planning" interchangeably, but a good business plan goes beyond the traditional strategic plan with its focus on mission and vision, goals and objectives. The *Nonprofit Business Plan*, created by the strategy experts at La Piana Consulting, helps you understand what a business plan is and why you need one, then provides a practical, proven process for creating a successful, sustainable business model. This

insightful resource further explains how your nonprofit can determine whether a potential undertaking is economically and operationally viable - a vital tool in today's economic climate - and how to understand and solve challenges as they arise. With detailed instructions, worksheets, essential tools, an integrated case study, and a rigorous financial analysis presented clearly and accessibly for those who work in or are connected to the nonprofit sphere, *The Nonprofit Business Plan* will help your team make solid business decisions so that you can achieve maximum results for your mission. In this groundbreaking book, strategy expert David La Piana introduces "Real-Time Strategic Planning," a fluid, organic process that engages staff and board in a program of systematic readiness and continuous responsiveness. You'll find tools for clarifying your competitive advantage; generating a strategy screen--criteria for evaluating strategies to be able to respond quickly; handling big questions; developing and testing strategies; and implementing and adapting strategies. In the first book on philanthropy written from a donor's perspective, businesswoman and philanthropist Lisa Greer lifts the lid on our charitable sector, with an authentic account that describes exactly how outdated the sector has become and why it's at risk of collapse.

In a world of limitless media noise, how can businesses break through to customers? *Context*. We are in the midst of a massive media revolution. For the first time in history, ordinary people around the world have the ability to create, distribute, and consume content instantly, from anywhere, using connected devices. The massive increase in media "noise" created by these consumers and devices creates an entirely new situation that makes conventional marketing models obsolete. And yet countless companies and marketing organizations continue to rely on traditional models, assuming that their "campaigns" will sway customers. They couldn't be more wrong. In this provocative and practical book, Salesforce marketing maven Mathew Sweezey boldly outlines this new "infinite media" environment and poses a profound question: In a transformed world where customers shape their own experience, what is the key to breaking through and motivating them to buy? It is context--the close linkage between an individual's immediate desires and the experiences a brand creates to fulfill them. Drawing on new research and new insights into current consumer psychology, Sweezey defines the five key elements of context. Customer experiences must be: Available: Helping people achieve the value they seek in the moment Permissioned: Giving people what they've asked for, on their terms Personal: Going beyond how personal it is to how personally you can deliver it Authentic: Combining voice, empathy, and brand congruence simultaneously Purposeful: Creating a deeper connection to the brand, beyond the product Sweezey uses vivid examples to highlight a new marketing model used by high-performing brands big and small. The final part of the book shifts to execution, providing a new rule book for context-based marketing. *The Context Marketing Revolution* will change forever how you think about the purpose and practice of marketing.

This practical guide offers a realistic approach to strategic management, while borrowing from the most helpful and relevant business ideas, allows the public or nonprofit organization to achieve success without compromising its unique mission or

constituency. Executives, managers, and policymakers will find key principles for everyday application, including how to: identify trends that will most affect programs and services; assess the organization's core strengths and competencies; select strategies that advance the mission while building operational success; explore opportunities for collaborations with other organizations; and encourage a culture of strategic thought and action. Throughout this innovative guide, there are numerous illustrations and examples of how to apply the most appropriate technique to a particular need or goal. At last, public and nonprofit organizations have a real-world guide to finding lasting success.

A trillion-dollar industry, the US non-profit sector is one of the world's largest economies. From art museums and university hospitals to think tanks and church charities, over 1.5 million organizations of staggering diversity share the tax-exempt 501(c)(3) designation, if little else. Many social justice organizations have joined this world, often blunting political goals to satisfy government and foundation mandates. But even as funding shrinks, many activists often find it difficult to imagine movement-building outside the non-profit model. The Revolution Will Not Be Funded gathers essays by radical activists, educators, and non-profit staff from around the globe who critically rethink the long-term consequences of what they call the "non-profit industrial complex." Drawing on their own experiences, the contributors track the history of non-profits and provide strategies to transform and work outside them. Urgent and visionary, *The Revolution Will Not Be Funded* presents a biting critique of the quietly devastating role the non-profit industrial complex plays in managing dissent. Contributors: Christine E. Ahn, Robert L. Allen, Alisa Bierria, Nicole Burrowes, Communities Against Rape and Abuse (CARA), William Cordery, Morgan Cousins, Ruth Wilson Gilmore, Stephanie Guilloud, Adjoa Florência Jones de Almeida, Tiffany Lethabo King, Paul Kivel, Soniya Munshi, Ewuare Osayande, Amara H. Pérez, Project South: Institute for the Elimination of Poverty and Genocide, Dylan Rodríguez, Paula X. Rojas, Ana Clarissa Rojas Durazo, Sisters in Action for Power, Andrea Smith, Eric Tang, Madonna Thunder Hawk, Ije Ude, Craig Willse

Strategic planning becomes visual with strategy maps and the tools, techniques, and guidance for turning them into effective action. Developed as a companion workbook to John Bryson's best-selling *Strategic Planning in Public and Nonprofit Organizations*, *Visual Strategy: A Workbook for Strategy Mapping in Public and Nonprofit Organizations*, goes beyond making the case for good and effective strategic planning to making strategy visual through effective strategy mapping. Strategy mapping prevents groups of people from talking over one another and going around in circles. It helps people speak and be heard, produce lots of ideas and understand how they fit together, make use of causal reasoning, and clarify ultimately what they want to do in terms of mission, goals, strategies, and actions. Strategy mapping can join process and content in such a way that good ideas worth implementing are found and the agreements and comments needed to implement them are reached. The result is living strategic plans that act as useful guides to action. With detailed examples, actual strategy maps, process guidelines and hand-drawn illustrations, the book will help leaders, managers, students and other professionals see patterns across mission, goals, strategies and actions while helping to identify areas of alignment and misalignment and determine, real time, where elements are needed, missing or not useful in a strategic plan. For leaders and managers of public and nonprofit organizations, facilitators and

consultants, professors and students of strategic planning, strategic management, strategic mapping, and public policy, professional development workshops focused on strategic planning and strategy mapping.

Donors, leaders of nonprofits, and public policy makers usually have the best of intentions to serve society and improve social conditions. But often their solutions fall far short of what they want to accomplish and what is truly needed. Moreover, the answers they propose and fund often produce the opposite of what they want over time. We end up with temporary shelters that increase homelessness, drug busts that increase drug-related crime, or food aid that increases starvation. How do these unintended consequences come about and how can we avoid them? By applying conventional thinking to complex social problems, we often perpetuate the very problems we try so hard to solve, but it is possible to think differently, and get different results. *Systems Thinking for Social Change* enables readers to contribute more effectively to society by helping them understand what systems thinking is and why it is so important in their work. It also gives concrete guidance on how to incorporate systems thinking in problem solving, decision making, and strategic planning without becoming a technical expert. Systems thinking leader David Stroh walks readers through techniques he has used to help people improve their efforts to end homelessness, improve public health, strengthen education, design a system for early childhood development, protect child welfare, develop rural economies, facilitate the reentry of formerly incarcerated people into society, resolve identity-based conflicts, and more. The result is a highly readable, effective guide to understanding systems and using that knowledge to get the results you want.

In an environment of increased competition, funding cuts, and other pressures, strategic planning is a sound management tool for nonprofits. This workbook provides a guide for developing, implementing, and updating a strategic plan. Sample plan and blank worksheets are included.

The Nonprofit Strategy Revolution Real-Time Strategic Planning in a Rapid-Response World Fieldstone Alliance

Current responses to our most pressing societal challenges—from poverty to ethnic conflict to climate change—are not working. These problems are incredibly dynamic and complex, involving an ever-shifting array of factors, actors, and circumstances. They demand a highly fluid and adaptive approach, yet we address them by devising fixed, long-term plans. Social labs, says Zaid Hassan, are a dramatically more effective response. Social labs bring together a diverse a group of stakeholders—not to create yet another five-year plan but to develop a portfolio of prototype solutions, test those solutions in the real world, use the data to further refine them, and test them again. Hassan builds on a decade of experience—as well as drawing from cutting-edge research in complexity science, networking theory, and sociology—to explain the core principles and daily functioning of social labs, using examples of pioneering labs from around the world. He offers a new generation of problem solvers an effective, practical, and exciting new vision and guide.

From the New York Times bestselling author of *My Share of the Task* and *Leaders*, a manual for leaders looking to make their teams more adaptable, agile, and unified in the midst of change. When General Stanley McChrystal took command of the Joint Special Operations Task Force in 2004, he quickly realized that conventional military tactics were failing. Al Qaeda in Iraq was a

decentralized network that could move quickly, strike ruthlessly, then seemingly vanish into the local population. The allied forces had a huge advantage in numbers, equipment, and training—but none of that seemed to matter. To defeat Al Qaeda, they would have to combine the power of the world's mightiest military with the agility of the world's most fearsome terrorist network. They would have to become a "team of teams"—faster, flatter, and more flexible than ever. In *Team of Teams*, McChrystal and his colleagues show how the challenges they faced in Iraq can be relevant to countless businesses, nonprofits, and organizations today. In periods of unprecedented crisis, leaders need practical management practices that can scale to thousands of people—and fast. By giving small groups the freedom to experiment and share what they learn across the entire organization, teams can respond more quickly, communicate more freely, and make better and faster decisions. Drawing on compelling examples—from NASA to hospital emergency rooms—*Team of Teams* makes the case for merging the power of a large corporation with the agility of a small team to transform any organization.

A New York Times bestseller! “Lively and absorbing. . .” — The New York Times Book Review “Engrossing.” —Wall Street Journal “Entertaining and well-researched . . .” —Houston Chronicle

Three noted Texan writers combine forces to tell the real story of the Alamo, dispelling the myths, exploring why they had their day for so long, and explaining why the ugly fight about its meaning is now coming to a head. Every nation needs its creation myth, and since Texas was a nation before it was a state, it's no surprise that its myths bite deep. There's no piece of history more important to Texans than the Battle of the Alamo, when Davy Crockett and a band of rebels went down in a blaze of glory fighting for independence from Mexico, losing the battle but setting Texas up to win the war. However, that version of events, as *Forget the Alamo* definitively shows, owes more to fantasy than reality. Just as the site of the Alamo was left in ruins for decades, its story was forgotten and twisted over time, with the contributions of Tejanos--Texans of Mexican origin, who fought alongside the Anglo rebels--scrubbed from the record, and the origin of the conflict over Mexico's push to abolish slavery papered over. *Forget the Alamo* provocatively explains the true story of the battle against the backdrop of Texas's struggle for independence, then shows how the sausage of myth got made in the Jim Crow South of the late nineteenth and early twentieth century. As uncomfortable as it may be to hear for some, celebrating the Alamo has long had an echo of celebrating whiteness. In the past forty-some years, waves of revisionists have come at this topic, and at times have made real progress toward a more nuanced and inclusive story that doesn't alienate anyone. But we are not living in one of those times; the fight over the Alamo's meaning has become more pitched than ever in the past few years, even violent, as Texas's future begins to look more and more different from its past. It's the perfect time for a wise and generous-spirited book that shines the bright light of the truth into a place that's gotten awfully dark.

Your total guide to putting a powerful management tool to work in your organization

Why strategic planning? Because a well wrought strategic plan helps you set priorities and acquire and allocate the resources needed to achieve your goals. It provides a framework for analyzing and quickly adapting to future challenges. And it helps all board and staff members focus more clearly on your organization's priorities, while building commitment and promoting cooperation and innovation

But to be effective, your plan

will need to address the special needs of the nonprofit sector. And for more than a decade, *Strategic Planning for Nonprofit Organizations* has been the number-one source of guidance on all facets of strategic planning for managers at nonprofits of every size and budget. This thoroughly revised, updated, and expanded edition arms you with the expert knowledge and tools you need to develop and implement surefire strategic plans, including tested-in-the-trenches worksheets, checklists, and tables--in print and on the companion website--along with a book-length case study that lets you observe strategic planning in action. Packed with real-world insights and practical pointers, it shows you how to:

- Develop a clear mission, vision, and set of values
- Conduct SWOT analyses and program evaluations
- Assess client needs and determine stakeholder concerns
- Set priorities and develop core strategies, goals, and objectives
- Balance the dual bottom lines of mission and money
- Write and implement a solid strategic plan
- Develop a user-friendly annual work plan
- Establish planning cycles, gauge progress, and update strategies

In *The Third Revolution*, eminent China scholar Elizabeth C. Economy provides an incisive look at the transformative changes underway in China today. Chinese leader Xi Jinping has unleashed a powerful set of political and economic reforms: the centralization of power under Xi, himself, the expansion of the Communist Party's role in Chinese political, social, and economic life, and the construction of a virtual wall of regulations to control more closely the exchange of ideas and capital between China and the outside world. Beyond its borders, Beijing has recast itself as a great power, seeking to reclaim its past glory and to create a system of international norms that better serves its more ambitious geostrategic objectives. In so doing, the Chinese leadership is reversing the trends toward greater political and economic opening, as well as the low-profile foreign policy, that had been put in motion by Deng Xiaoping's "Second Revolution" thirty years earlier. Through a wide-ranging exploration of Xi Jinping's top political, economic and foreign policy priorities--fighting corruption, managing the Internet, reforming the state-owned enterprise sector, improving the country's innovation capacity, enhancing air quality, and elevating China's presence on the global stage--Economy identifies the tensions, shortcomings, and successes of Xi's reform efforts over the course of his first five years in office. She also assesses their implications for the rest of the world, and provides recommendations for how the United States and others should navigate their relationship with this vast nation in the coming years.

"HELP! My Students Can't Write!" *Why You Need a Writing Revolution in Your Classroom and How to Lead It*. *The Writing Revolution (TWR)* provides a clear method of instruction that you can use no matter what subject or grade level you teach. The model, also known as *The Hochman Method*, has demonstrated, over and over, that it can turn weak writers into strong communicators by focusing on specific techniques that match their needs and by providing them with targeted feedback. Insurmountable as the challenges faced by many students may seem, *TWR* can make a dramatic difference. And the method does more than improve writing skills. It also helps:

- Boost reading comprehension
- Improve organizational and study skills
- Enhance speaking abilities
- Develop analytical capabilities

TWR is as much a method of teaching content as it is a method of teaching writing. There's no separate writing block and no separate writing curriculum. Instead, teachers of all subjects adapt the *TWR* strategies and activities to their current curriculum and weave them into their content instruction. But perhaps what's most

revolutionary about the TWR method is that it takes the mystery out of learning to write well. It breaks the writing process down into manageable chunks and then has students practice the chunks they need, repeatedly, while also learning content. This book tells the story of the turbulent decades when the book publishing industry collided with the great technological revolution of our time. From the surge of ebooks to the self-publishing explosion and the growing popularity of audiobooks, *Book Wars* provides a comprehensive and fine-grained account of technological disruption in one of our most important and successful creative industries. Like other sectors, publishing has been thrown into disarray by the digital revolution. The foundation on which this industry had been based for 500 years – the packaging and sale of words and images in the form of printed books – was called into question by a technological revolution that enabled symbolic content to be stored, manipulated and transmitted quickly and cheaply. Publishers and retailers found themselves facing a proliferation of new players who were offering new products and services and challenging some of their most deeply held principles and beliefs. The old industry was suddenly thrust into the limelight as bitter conflicts erupted between publishers and new entrants, including powerful new tech giants who saw the world in very different ways. The book wars had begun. While ebooks were at the heart of many of these conflicts, Thompson argues that the most fundamental consequences lie elsewhere. The print-on-paper book has proven to be a remarkably resilient cultural form, but the digital revolution has transformed the industry in other ways, spawning new players which now wield unprecedented power and giving rise to an array of new publishing forms. Most important of all, it has transformed the broader information and communication environment, creating new challenges and new opportunities for publishers as they seek to redefine their role in the digital age. This unrivalled account of the book publishing industry as it faces its greatest challenge since Gutenberg will be essential reading for anyone interested in books and their future.

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