

**BECOMING THE NONPROFIT ORGANIZATION OF CHOICE
For Customers, Donors, Volunteers and Staff**

	TO BECOME AN ORGANIZATION OF CHOICE THE CURRENT CULTURE AND NORMS MUST MOVE TO A CULTURE DRIVEN BY VALUES AND TRUST	Values & Trust Driven
ATTITUDES/BELIEFS ABOUT:	RANGE OF BEHAVIORS AND APPROACHES TOLERATED IN ORGANIZATIONS	NEW CULTURE
Volunteers & Staff	<p>People can't be trusted. Rules and policies are needed to follow. People are focused on themselves and work primarily for rewards. People can only be trusted when everything is measured and verified.</p>	<p>People are trustworthy, those who can't be trusted are not tolerated.</p>
Goal Setting	<p>Leaders set the goals (usually in isolation). Leaders set the goals and offer incentives and rewards for achievement. Some (situational) goal setting by people who will do the work.</p>	<p>People set their own goals based on plan. Leaders serve as resources.</p>
Structure	<p>Departments, silos, work by functions. Collaboration is discouraged and seen as a weakness. All about turf and control. Work by groups or individuals to create internal competition. Volunteers and staff groups are allowed some autonomy (until a mistake is made).</p>	<p>Highly flexible. Structured to Delight Customers. Focus on collaboration.</p>
Accountability	<p>People are accountable for following the rules and not challenging leadership. Volunteers and staff are accountable for reaching goals or suffering consequences. Volunteers and staff are accountable for meeting goals developed in the performance management system.</p>	<p>Volunteers and staff embrace their own jobs and are accountable for their decisions and performance.</p>
Change Initiatives	<p>Come from the top. Compliance demanded. People who question need for change are labeled as negative or not team players. Announce the change and reward people for going along. Changes are tolerated but not embraced. Change initiatives made a part of the performance management system. Those who question change are not viewed as team players.</p>	<p>Volunteers and staff completely involved in change initiatives. Ideas are tested. Thoughtful risks are encouraged. Failures occur and are learning opportunities.</p>
Focus	<p>Assuring the leaders are extremely happy. Leaders are "protected" from the truth. Assuring that the "stars" are happy. "Mavericks" are embraced until they make a mistake and then they are shunned. Assuring that the performance management system is followed. Everything is measured.</p>	<p>Assuring that Customers (clients, participants, donors, etc.) are Delighted. Staff & volunteers are not customers – they are partners.</p>
Empowerment	<p>Must be compliant and do what they are told if they want to be accepted. Volunteers and staff are cooperative and accept direction. Flexible people willing to go along with the system.</p>	<p>Volunteers and staff are creative, open, proactive, accountable and trustworthy. Self-starters & self-finishers. Diversity is the norm.</p>