

## Harvard Business Review On Nonprofits

**Social Startup Success** Kathleen Kelly Janus 2018-01-16 With business advice from an expert entrepreneur, learn how to identify and leverage the key factors that will bring sustainability and success to your startup. Kathleen Kelly Janus, a lecturer at the Stanford University Program on Social Entrepreneurship and the founder of the successful social enterprise Spark, set out to investigate what makes a startup succeed or fail. She surveyed more than 200 high-performing social entrepreneurs and interviewed dozens of founders. Social Startup Success shares her findings for the legions of entrepreneurs working for social good, revealing how the best organizations get over the revenue hump. How do social ventures scale to over \$2 million, Janus's clear benchmark for a social enterprise's sustainability? Janus, tapping into strong connections to the Silicon Valley world where many of these ventures are started or and/or funded, reveals insights from key figures such as DonorsChoose founder Charles Best, charity:water's Scott Harrison, Reshma Saujani of Girls Who Code and many others. Social Startup Success will be social entrepreneurship's essential playbook; the first definitive guide to solving the problem of scale.

**The Nonprofit Economy** Burton Weisbrod 2009-07-01 Nonprofit organizations are all around us. Many people send their children to nonprofit day-care centers, schools, and colleges, and their elderly parents to nonprofit nursing homes; when they are ill, they may well go to a nonprofit hospital; they may visit a nonprofit museum, read the magazine of the nonprofit National Geographic Society, donate money to a nonprofit arts organization, watch the nonprofit public television station, exercise at the nonprofit YMCA. Nonprofits surround us, but we rarely think about their role in the economy, or the possibility of their competing unfairly with private enterprise. Burton Weisbrod asks the important questions: What is the rationale for public subsidy of nonprofit organizations? In which sectors of the economy are they of real importance? Why do people contribute money and time to them and why should donations be tax deductible? What motivates managers of nonprofits? Why are these organizations exempt from taxes on income, property, and sales? When the search for revenue brings nonprofits into competition with proprietary firms—as when colleges sell computers or museum gift shops sell books and jewelry—is that desirable? Weisbrod examines the *raison d'être* for nonprofits. The evidence he assembles shows that nonprofits are particularly useful in situations where consumers have little information on what they are purchasing and must therefore rely on the probity of the seller. Written in a clear, direct style without technicalities, *The Nonprofit Economy* is addressed to a broad audience, dealing comprehensively with what nonprofits do, how well they do it, how they are financed, and how they interact with private enterprises and government. At the same time, the book presents important new evidence on the size and composition of the nonprofit part of the economy, the relationship between financial sources and outputs, and the different roles of nonprofits and for-profit organizations in the same industries. *The Nonprofit Economy* will become a basic source for anyone with a serious interest in nonprofit organizations.

**Why Startups Fail** Tom Eisenmann 2021-03-30 If you want your startup to succeed, you need to understand why startups fail. “Whether you’re a first-time founder or looking to bring innovation into a corporate environment, *Why Startups Fail* is essential reading.”—Eric Ries, founder and CEO, LTSE, and New York Times bestselling author of *The Lean Startup* and *The Startup Way* Why do startups fail? That question caught Harvard Business School professor Tom Eisenmann by surprise when he realized he couldn’t answer it. So he launched a multiyear research project to find out. In *Why Startups Fail*, Eisenmann reveals his findings: six distinct patterns that account for the vast majority of startup failures. • **Bad Bedfellows.** Startup success is thought to rest largely on the founder’s talents and instincts. But the wrong team, investors, or partners can sink a venture just as quickly. • **False Starts.** In following the oft-cited advice to “fail fast” and to “launch before you’re ready,” founders risk wasting time and capital on the wrong solutions. • **False Promises.** Success with early adopters can be misleading and give founders unwarranted confidence to expand. • **Speed Traps.** Despite the pressure to “get big fast,” hypergrowth can spell disaster

for even the most promising ventures. • **Help Wanted.** Rapidly scaling startups need lots of capital and talent, but they can make mistakes that leave them suddenly in short supply of both. • **Cascading Miracles.** Silicon Valley exhorts entrepreneurs to dream big. But the bigger the vision, the more things that can go wrong. Drawing on fascinating stories of ventures that failed to fulfill their early promise—from a home-furnishings retailer to a concierge dog-walking service, from a dating app to the inventor of a sophisticated social robot, from a fashion brand to a startup deploying a vast network of charging stations for electric vehicles—Eisenmann offers frameworks for detecting when a venture is vulnerable to these patterns, along with a wealth of strategies and tactics for avoiding them. A must-read for founders at any stage of their entrepreneurial journey, *Why Startups Fail* is not merely a guide to preventing failure but also a roadmap charting the path to startup success.

**Uncharitable** Dan Pallotta 2010 A courageous call to free charity from its ideological and economic constraints

**The Harvard Business School Guide to Careers in the Nonprofit Sector** Stephanie Lowell 2000 Guiding MBAs into the Nonprofit Sector As interest in nonprofit sector careers grows among MBA students and MBAs further along in their careers, the number of interesting opportunities and the need for MBA skills in this sector also continues to spiral upward. Yet MBA students and alums have experienced frustration with the job search process in this field. *The Harvard Business School Guide to Careers in the Nonprofit Sector* is a great resource for newly minted MBAs and alums interested in entering the nonprofit sector - whether as full-time managers, board members, or volunteers. Tapping the career histories of thirty-four Harvard Business School alums who have carved out successful and personally rewarding lives in the nonprofit sector, Stephanie Lowell has created a resource that is both inspirational and practical. Topics covered include: nonprofit subsector overviews with descriptions of key roles and positions for MBAs the pros and cons of a nonprofit career managing expectations salary expectations cultural differences the job search process as it applies to nonprofits an extensive bibliography of resources Reflecting the depth and breadth of the nonprofit sector, the HBS Guide covers management careers in arts and culture, community economic development, education, environment, foundations, government, health care, international aid and economic development, social services, social purpose businesses, and socially responsible business/corporate community relations.

**Peter F. Drucker Boxed Set (8 Books) (The Drucker Library)** Peter F. Drucker 2020-11-10 The perfect gift for aspiring leaders: The Peter F. Drucker Library. Filled with practical guidance on perennial leadership issues, the Peter F. Drucker Boxed Set is essential reading for all managers and executives. More vitally relevant than ever, each book features the best of Peter F. Drucker's legendary wisdom. This specially priced 8-volume set includes every book in the Drucker Library: Peter F. Drucker on Economic Threats; Peter F. Drucker on Technology; Peter F. Drucker on Business and Society; Peter F. Drucker on Nonprofits and the Public Sector; Peter F. Drucker on the Network Economy; Peter F. Drucker on Management Essentials; Peter F. Drucker on Globalization; and Peter F. Drucker on Practical Leadership. Build your professional library with the Peter F. Drucker Boxed Set.

**The Jossey-Bass Handbook of Nonprofit Leadership and Management** David O. Renz 2016-08-15 The go-to nonprofit handbook, updated and expanded for today's leader *The Jossey-Bass Handbook of Nonprofit Leadership and Management* is the bestselling professional reference and leading text on the functions, processes, and strategies that are integral to the effective leadership and management of nonprofit and nongovernmental organizations. Now in its fourth edition, this handbook presents the most current research, theory, and practice in the field of nonprofit leadership and management. This practical, relevant guide is invaluable to the effective practice of nonprofit leadership and management, with expanded attention to accountability, transparency, and organizational effectiveness. It also extensively covers the practice of social entrepreneurship, presented via an integrative perspective that helps the reader make practical sense of how to bring it all together. Nonprofit organizations present unique opportunities and

challenges for meeting the needs of societies and their communities, yet nonprofit management is more complex and challenging than ever. This Handbook provides a framework to help you lead and manage efficiently and effectively in this new environment. Building on solid current scholarship, the handbook provides candid, practical guidance from nationally-recognized leaders who share their insights on: The relationship between board performance and organizational effectiveness Managing internal and external stakeholder relationships Financial viability and sustainability and how to enhance both for the long term Strategies to successfully attract, retain, and mobilize the very best of staff and volunteers The fourth edition of the handbook also includes content relevant to associations and membership organizations. The content of the handbook is supplemented and enriched by an extensive set of online supplements and tools, including reading lists, web references, checklists, PowerPoint slides, discussion guides, and sample exams. Running your nonprofit or nongovernmental organization effectively in today's complex and challenging environment demands more knowledge and skill than ever, deployed in a thoughtful and pragmatic way. Grounded in the most useful modern scholarship and theory, and explained from the perspective of effective practice, *The Jossey-Bass Handbook of Nonprofit Leadership and Management* is a pivotal resource for successful nonprofit leaders in these turbulent times.

**Nonprofits & Government** Elizabeth T. Boris 2006 The past several decades have seen unprecedented growth in the scope and complexity of relationships between government and nonprofit organizations. These relationships have been more fruitful than many critics had feared and more problematic than many advocates had hoped. *Nonprofits and Government* is the first comprehensive, multidisciplinary exploration of nonprofit-government relations. The second edition of this important book is fully updated and includes two new chapters. The authors address a host of important issues, including nonprofit advocacy, direct regulatory and tax policy, the conversion of nonprofits to for-profits, clashes in government interaction with religion and the arts, and international nonprofit-government relationships. Practitioners, researchers, and policymakers alike will benefit from the authors' wide-ranging discussion.

**Practical Project Management for Agile Nonprofits** Karen R.J. White 2013-06-24 *Practical Project Management for Agile Nonprofits* introduces nonprofit managers to the basic concepts of project management and provides dozens of templates to help you quickly implement practices to effectively manage your limited resources, financial and volunteer. The book emphasizes using appropriate project management practices, those that are not burdensome but rather agile in their approach. In keeping with this theme, the book explores how you can use social media to assist in the management of time-sensitive projects. You will learn how to apply just enough project management to: Be an active leader and a superior project manager; Respond with agility to change and the unexpected; Focus efforts on what truly matters; Recruit and engage a new generation of volunteers; Build a framework that ensures project success; Keep all stakeholders involved with the project satisfied. The book also addresses nonprofit governance and shows you how project portfolio management can be used to assist in communicating with boards of directors and other governing entities when crucial resource decisions need to be made. Finally, real-world case studies on project planning, portfolio management, and volunteer-managed projects will show you how others have achieved project

**Drawdown** Paul Hawken 2017-04-18 • New York Times bestseller • The 100 most substantive solutions to reverse global warming, based on meticulous research by leading scientists and policymakers around the world "At this point in time, the *Drawdown* book is exactly what is needed; a credible, conservative solution-by-solution narrative that we can do it. Reading it is an effective inoculation against the widespread perception of doom that humanity cannot and will not solve the climate crisis. Reported by-effects include increased determination and a sense of grounded hope." —Per Espen Stoknes, Author, *What We Think About When We Try Not To Think About Global Warming* "There's been no real way for ordinary people to get an understanding of what they can do and what impact it can have. There remains no single, comprehensive, reliable compendium of carbon-reduction solutions across sectors. At least until now. . . . The public is hungry for this kind of practical wisdom." —David Roberts, *Vox* "This is the ideal environmental sciences textbook—only it is too interesting and inspiring to be called a textbook." —Peter Kareiva, Director of the Institute of the Environment and Sustainability, UCLA In the face of widespread fear and apathy, an international coalition of researchers, professionals, and scientists have come together

to offer a set of realistic and bold solutions to climate change. One hundred techniques and practices are described here—some are well known; some you may have never heard of. They range from clean energy to educating girls in lower-income countries to land use practices that pull carbon out of the air. The solutions exist, are economically viable, and communities throughout the world are currently enacting them with skill and determination. If deployed collectively on a global scale over the next thirty years, they represent a credible path forward, not just to slow the earth's warming but to reach drawdown, that point in time when greenhouse gases in the atmosphere peak and begin to decline. These measures promise cascading benefits to human health, security, prosperity, and well-being—giving us every reason to see this planetary crisis as an opportunity to create a just and livable world.

**On Being Nonprofit** Peter Frumkin 2009-07 Focusing on nonprofits' growing dependence on public funding, their tendency toward political polarization, their often idiosyncratic missions, and their increasing commercialism, Peter Frumkin argues that the long-term challenges facing nonprofit organizations will be solved only when they achieve greater balance among their four central functions. Probing foundational thinking as well as emergent ideas, the book is an essential guide for nonprofit novices and experts alike who want to understand the issues propelling public debate about the future of their sector.

**The Peter F. Drucker Reader** Peter F. Drucker 2016-11-15 The best of Peter F. Drucker's articles on management, all in one place. That "management" exists as a concept, a practice, and a profession is largely due to the thinking of Peter F. Drucker. For nearly half a century, he inspired and educated managers—and powerfully shaped the nature of business—with his iconic articles in *Harvard Business Review*. Through the lens of Drucker's broad vision, this volume presents an opportunity to trace the great shifts in organizations in the late twentieth and early twenty-first centuries—from manufacturing to knowledge work, from career-length employee tenures to short-term contract relationships, from command-and-control structures to flatter organizations that call for new leadership techniques. These articles also offer a firm and practical grasp of the role of the manager and the executive today—their responsibilities, their relationships, their decisions, and detailed processes that can make their work more effective. A celebrated thinker at his best, in this volume Drucker paints a clear and comprehensive picture of management thinking and practice—both as it is and as it will be. This collection of articles includes: "What Makes an Effective Executive," "The Theory of the Business," "Managing for Business Effectiveness," "The Effective Decision," "How to Make People Decisions," "They're Not Employees, They're People," "The New Productivity Challenge," "What Business Can Learn from Nonprofits," "The New Society of Organizations," and "Managing Oneself."

**Peter F. Drucker on Nonprofits and the Public Sector** Peter F. Drucker 2020-04-14 The Best of Peter F. Drucker on Non-Profits and the Public Sector Peter F. Drucker's classic and timeless insights on improving effectiveness in the public sector—including government agencies, hospitals, universities, and other nonprofits—are as relevant now as when they were written. In these prescient essays, Drucker explores the merits of proper governance for nonprofits and the public sector by offering advice and guidance on effective business management strategies to help leaders of these organizations better understand, and manage, the complex challenges they face in our volatile world. Public sector leaders will learn how to apply many of Drucker's trusted management practices to nonprofits. In this practical guide, Drucker offers insights on a range of perennial issues: the global economy board governance environmental challenges succession planning and other essential management topics Packed with evergreen advice from the world's most trusted management thinker, *Peter F. Drucker on Nonprofits and the Public Sector* is regarded as essential reading for all leaders in this sector of the economy.

**HBR's 10 Must Reads Ultimate Boxed Set (14 Books)** Harvard Business Review 2017-08-15 Essential reading selected from the pages of *Harvard Business Review* You want the most important ideas on management all in one place. Now you can have them—in a set of HBR's 10 Must Reads, available as a 14-volume paperback boxed set or as an ebook set. We've combed through hundreds of *Harvard Business Review* articles on topics such as emotional intelligence, communication, change, leadership, strategy, managing people, and managing yourself and selected the most important ones to help you maximize your own and your organization's performance. The HBR's 10 Must Reads Ultimate Boxed Set includes 14 bestselling collections: HBR's 10 Must-Reads on Leadership HBR's 10 Must-Reads on Emotional

Intelligence HBR's 10 Must-Reads on Managing Yourself HBR's 10 Must-Reads on Strategy HBR's 10 Must-Reads on Change Management HBR's 10 Must-Reads on Managing People HBR's 10 Must Reads: The Essentials HBR's 10 Must-Reads on Communication HBR's 10 Must-Reads on Managing Across Cultures HBR's 10 Must-Reads on Strategic Marketing HBR's 10 Must-Reads on Teams HBR's 10 Must-Reads on Innovation HBR's 10 Must-Reads on Making Smart Decisions HBR's 10 Must-Reads on Collaboration. The HBR's 10 Must Reads Ultimate Boxed Set makes a smart gift for your team, colleagues, or clients. HBR's 10 Must Reads paperback series is the definitive collection of books for new and experienced leaders alike. Leaders looking for the inspiration that big ideas provide, both to accelerate their own growth and that of their companies, should look no further. HBR's 10 Must Reads series focuses on the core topics that every ambitious manager needs to know: leadership, strategy, change, managing people, and managing yourself. Harvard Business Review has sorted through hundreds of articles and selected only the most essential reading on each topic. Each title includes timeless advice that will be relevant regardless of an ever-changing business environment.

**Strategic Planning for Nonprofit Organizations** Michael Allison 2015-04-06 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.

*Joan Garry's Guide to Nonprofit Leadership* Joan Garry 2017-03-06 Nonprofit leadership is messy. Nonprofits leaders are optimistic by nature. They believe with time, energy, smarts, strategy and sheer will, they can change the world. But as staff or board leader, you know nonprofits present unique challenges. Too many cooks, not enough money, an abundance of passion. It's enough to make you feel overwhelmed and alone. The people you help need you to be successful. But there are so many obstacles: a micromanaging board that doesn't understand its true role; insufficient fundraising and donors who make unreasonable demands; unclear and inconsistent messaging and marketing; a leader who's a star in her sector but a difficult boss... And yet, many nonprofits do thrive. Joan Garry's Guide to Nonprofit Leadership will show you how to do just that. Funny, honest, intensely actionable, and based on her decades of experience, this is the book Joan Garry wishes she had when she led GLAAD out of a financial crisis in 1997. Joan will teach you how to: Build a powerhouse board Create an impressive and sustainable fundraising program Become seen as a 'workplace of choice' Be a compelling public face of your nonprofit This book will renew your passion for your mission and organization, and help you make a bigger difference in the world.

**Governance as Leadership** Richard P. Chait 2011-01-11 A new framework for helping nonprofit organizations maximize the effectiveness of their boards. Written by noted consultants and researchers attuned to the needs of practitioners, Governance as Leadership redefines nonprofit governance. It provides a powerful framework for a new covenant between trustees and executives: more

macrogovernance in exchange for less micromanagement. Informed by theories that have transformed the practice of organizational leadership, this book sheds new light on the traditional fiduciary and strategic work of the board and introduces a critical third dimension of effective trusteeship: generative governance. It serves boards as both a resource of fresh approaches to familiar territory and a lucid guide to important new territory, and provides a road map that leads nonprofit trustees and executives to governance as leadership. Governance as Leadership was developed in collaboration with BoardSource, the premier resource for practical information, tools and best practices, training, and leadership development for board members of nonprofit organizations. Through its highly acclaimed programs and services, BoardSource enables organizations to fulfill their missions by helping build effective nonprofit boards and offering credible support in solving tough problems. For the latest in nonprofit governance, visit [www.boardsource.org](http://www.boardsource.org), or call us at 1-800-883-6262.

**Charity Case** Dan Pallotta 2012-07-20 A blueprint for a national leadership movement to transform the way the public thinks about giving. Virtually everything our society has been taught about charity is backwards. We deny the social sector the ability to grow because of our short-sighted demand that it send every short-term dollar into direct services. Yet if the sector cannot grow, it can never match the scale of our great social problems. In the face of this dilemma, the sector has remained silent, defenseless, and disorganized. In Charity Case, Pallotta proposes a visionary solution: a Charity Defense Council to re-educate the public and give charities the freedom they need to solve our most pressing social issues. Proposes concrete steps for how a national Charity Defense Council will transform the public understanding of the humanitarian sector, including: building an anti-defamation league and legal defense for the sector, creating a massive national ongoing campaign to upgrade public literacy about giving, and ultimately enacting a National Civil Rights Act for Charity and Social Enterprise. From Dan Pallotta, renowned builder of social movements and inventor of the multi-day charity event industry (including the AIDS Rides and Breast Cancer 3-Days) that has cumulatively raised over \$1.1 billion for critical social causes. The hotly-anticipated follow-up to Pallotta's groundbreaking book *Uncharitable*. Grounded in Pallotta's clear vision and deep social sector experience, Charity Case is a fascinating wake-up call for fixing the culture that thwarts our charities' ability to change the world.

**The Smart Nonprofit** Beth Kanter 2022-03-03 A pragmatic framework for nonprofit digital transformation that embraces the human-centered nature of your organization. The Smart Nonprofit turns the page on an era of frantic busyness and scarcity mindsets to one in which nonprofit organizations have the time to think and plan — and even dream. The Smart Nonprofit offers a roadmap for the once-in-a-generation opportunity to remake work and accelerate positive social change. It comes from understanding how to use smart tech strategically, ethically and well. Smart tech does rote tasks like filling out expense reports and identifying prospective donors. However, it is also beginning to do very human things like screening applicants for jobs and social services, while paying forward historic biases. Beth Kanter and Allison Fine elegantly outline the ways smart nonprofits must stay human-centered and root out embedded bias in order to succeed at the compassionate and creative work that only humans can and should do.

*Management of Nonprofit Organizations* Harvard Business Review 1971

**Entrepreneurship in the Social Sector** Jane Wei-Skillern 2007-05-24 Written for students and practitioners of social entrepreneurship, this text is about the opportunity and challenge of applying leadership skills and entrepreneurial talents creatively and appropriately to create social value.

**Nonprofit Sustainability** Jeanne Bell 2010-11-05 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

**What Management Is** Joan Magretta 2012-12-25 A beginner's guide and a bible for one of the greatest social innovations of modern times: the discipline of management. Whether you're new to the field or a seasoned executive, this book will give you a firm grasp on what it takes to make an organization perform. It presents the basic principles of management simply, but not simplistically. Why did an eBay succeed where a Webvan did not? Why do you need both a business model and a strategy? Why is it impossible to manage without the right performance measures, and do yours pass the test? *What Management Is* is both a beginner's guide and a bible for one of the greatest social innovations of modern times: the discipline of management. Joan Magretta, a former top editor at the Harvard Business Review, distills the wisdom of a bewildering sea of books and articles into one simple, clear volume, explaining both the logic of successful organizations and how that logic is embodied in practice. Magretta makes rich use of examples—contemporary and historical—to bring to life management's High Concepts: value creation, business models, competitive strategy, and organizational design. She devotes equal attention to the often unwritten rules of execution that characterize the best-performing organizations. Throughout she shows how the principles of management that work in for-profit businesses can—and must—be applied to nonprofits as well. Most management books preach a single formula or a single fad. This one roams knowledgeably over the best that has been thought and written with a practical eye for what matters in real organizations. Not since Peter Drucker's great work of the 1950s and 1960s has there been a comparable effort to present the work of management as a coherent whole, to take stock of the current state of play, and to write about it thoughtfully for readers of all backgrounds. Newcomers will find the basics demystified. More experienced readers will recognize a store of useful wisdom and a framework for improving their own performance. This is the big-picture management book for our times. It defines a common standard of managerial literacy that will help all of us lead more productive lives, whether we aspire to be managers or not.

**HBR's 10 Must Reads on Nonprofits and the Social Sectors (featuring "What Business Can Learn from Nonprofits" by Peter F. Drucker)** Harvard Business Review 2019-04-23 Nonprofits and the social sectors are taking on an increasing share of the world's most vital work. Make sure your organization is ready for the challenge. If you read nothing else on nonprofits and the social sectors, read these 10 articles. We've combed through hundreds of Harvard Business Review articles and selected the most important ones to help you align your organization's mission and strategy, deliver immediate impact, and create lasting change. This book will inspire you to: Choose the right problem to solve Understand when the best practices of for-profits don't apply Assemble an engaged and goal-driven board of directors Make the most of for-profit initiatives and corporate partnerships Drive demand, scale up, and be ready to change course Learn from the success stories of the world's most respected nonprofit leaders This collection of articles includes "Lofty Missions, Down-to-Earth Plans," by V. Kasturi Rangan; "What Business Can Learn from Nonprofits," by Peter F. Drucker; "Life's Work: An Interview with Desmond Tutu"; "Are You Solving the Right Problem?" by Dwayne Spradlin; "Life's Work: An Interview with George Mitchell"; "Enterprising

Nonprofits," by J. Gregory Dees; "Life's Work: An Interview with Wynton Marsalis"; "State Street's CEO on Creating Employment for At-Risk Youths," by Joseph Hooley; "Life's Work: An Interview with Salman Khan"; "Do Better at Doing Good," by V. Kasturi Rangan, Sohel Karim, and Sheryl K. Sandberg; "AEI's President on Measuring the Impact of Ideas," by Arthur C. Brooks; "Life's Work: An Interview with Michelle Bachelet"; "The New Work of the Nonprofit Board," by Barbara E. Taylor, Richard P. Chait, and Thomas P. Holland; "Life's Work: An Interview with Bill T. Jones"; "Reaching the World's Poorest Consumers," by Muhammad Yunus, Frederic Dalsace, David Menasce, and Benedicte Faivre-Tavignot; "Life's Work: An Interview with Muhammad Yunus"; and "Audacious Philanthropy: Lessons from 15 World-Changing Initiatives," by Susan Wolf Ditkoff and Abe Grindle.

**Forces for Good** Leslie R. Crutchfield 2012-05-01 An updated edition of a groundbreaking book on best practices for nonprofits What makes great nonprofits great? In the original book, authors Crutchfield and McLeod Grant employed a rigorous research methodology derived from for-profit books like *Built to Last*. They studied 12 nonprofits that have achieved extraordinary levels of impact—from Habitat for Humanity to the Heritage Foundation—and distilled six counterintuitive practices that these organizations use to change the world. Features a new introduction that explores the new context in which nonprofits operate and the consequences for these organizations Includes a new chapter on applying the Six Practices to small, local nonprofits, including some examples of these organizations Contains an update on the 12 organizations featured in the original book—how they have fared, what they've learned, and where they are now in their growth trajectory This book has lessons for all readers interested in creating significant social change, including nonprofit managers, donors, and volunteers.

**Joining a Nonprofit Board** Marc J. Epstein 2011-04-19 Praise for Joining a Nonprofit Board ""As an individual who has served on various nonprofit boards, and as the president and CEO of a large nonprofit organization, I can attest to how valuable this book is. Marc Epstein and Warren McFarlan offer insight into the expectations of nonprofit board members, which is extraordinarily beneficial to individuals considering their first nonprofit board and to seasoned professionals already serving on boards." —Gail McGovern, President and CEO, American Red Cross Excerpted from Foreword "This book is a roadmap for the business person who wants to serve on a nonprofit board, and unwittingly assumes that the approaches that worked so well in the for-profit world can be seamlessly extrapolated to the nonprofit board room." —Roseanna H. Means, M.D., founder and president, Women of Means "A must-read for all new and existing nonprofit board members. It is full of practical advice that will help improve the effectiveness of nonprofit board members and the organizations they serve." —Roger Servison, president emeritus, Boston Museum of Fine Arts, and vice chairman, Boston Symphony Orchestra "What a powerful tool now available for anyone involved with governance of America's nonprofit enterprises. The analysis is cogent and concise, amply supported by real-life examples." —George B. Beitzel, chairman emeritus, Amherst College, and chairman emeritus, Colonial Williamsburg Foundation "Joining a Nonprofit Board offers practical advice in complementing your business experience with the nuances of nonprofit governance, performance, and management in order to fully achieve the societal mission." —Jeffrey C. Thomson, president and CEO, Institute of Management Accountants "This book will guide you through the differences between for-profit and nonprofit organizations (and boards). It will help you navigate through all the nuances in which nonprofit organizations actually operate on a day-to-day basis."—Elaine Ullian, former president, Boston Medical Center "Joining a Nonprofit Board is a must-read. This book should be required reading and distributed at the opening board meeting." —Agnes C. Underwood, former head, Garrison Forest School and National Cathedral School; vice president/managing associate, Carney, Sandoe and Associates "A Board needs a unifying and visionary objective—'It must be World Class.' This book successfully shows how to create a World Class Board." —W. Richard Bingham, former chairman, California Academy of Sciences **Management of Nonprofit Organizations Series** 1971

**The Nonprofit Leadership Team** Fisher Howe 2003-11-03 The Nonprofit Leadership Team is written for nonprofit executive directors and CEOs, senior staff, board members and nonprofit consultants. It focuses on the key leadership team—the board and its chair and the executive director—and shows how the constituents can work in partnership to lead an effective, healthy organization. In this important book, Fisher Howe, an expert on the topic of nonprofit leadership, covers every aspect of leading an organization

as a team. He clearly shows what the board expects of the executive and what the executive expects of the board and the individual members, examines the working relationship among them, and demonstrates how the leadership team deals with specific responsibilities and challenges. Read a Charity Channel review: <http://charitychannel.com/publish/templates/?a=374&z=25>

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**Harvard Business Review on Nonprofits** Harvard Business Review 1999 Leading Minds and Landmark Ideas In An Easily Accessible Format From the preeminent thinkers whose work has defined an entire field to the rising stars who will redefine the way we think about business, The Harvard Business Review Paperback Series delivers the fundamental information today's professionals need to stay competitive in a fast-moving world. These eight articles examine all aspects of the work of modern nonprofit organizations. The thoughtful essays cover important topics such as earning the public trust and learning from the success of venture capitalists. A Harvard Business Review Paperback.

**On Competition** Michael E. Porter 2008-10-01 For the past two decades, Michael Porter's work has towered over the field of competitive strategy. On Competition, Updated and Expanded Edition brings together more than a dozen of Porter's landmark articles from the Harvard Business Review. Five are new to this edition, including the 2008 update to his classic "The Five Competitive Forces That Shape Strategy," as well as new work on health care, philanthropy, corporate social responsibility, and CEO leadership. This collection captures Porter's unique ability to bridge theory and practice. Each of the articles has not only shaped thinking, but also redefined the work of practitioners in its respective field. In an insightful new introduction, Porter relates each article to the whole of his thinking about competition and value creation, and traces how that thinking has deepened over time. This collection is organized by topic, allowing the reader easy access to the wide range of Porter's work. Parts I and II present the frameworks for which Porter is best known--frameworks that address how companies, as well as nations and regions, gain and sustain competitive advantage. Part III shows how strategic thinking can address society's most pressing challenges, from environmental sustainability to improving health-care delivery. Part IV explores how both nonprofits and corporations can create value for society more effectively by applying strategy principles to philanthropy. Part V explores the link between strategy and leadership.

**The Harvard Business School Guide to Careers in the Nonprofit Sector** Stephanie Lowell 2000 Guiding MBAs into the Nonprofit Sector As interest in nonprofit sector careers grows among MBA students and MBAs further along in their careers, the number of interesting opportunities and the need for MBA skills in this sector also continues to spiral upward. Yet MBA students and alums have experienced frustration with the job search process in this field. The Harvard Business School Guide to Careers in the Nonprofit Sector is a great resource for newly minted MBAs and alums interested in entering the nonprofit sector - whether as full-time managers, board members, or volunteers. Tapping the career histories of thirty-four Harvard Business School alums who have carved out successful and personally rewarding lives in the nonprofit sector, Stephanie Lowell has created a resource that is both inspirational and practical. Topics covered include: nonprofit subsector overviews with descriptions of key roles and positions for MBAs the pros and cons of a nonprofit career managing expectations salary expectations cultural differences the job search process as it applies to nonprofits an extensive bibliography of resources Reflecting the depth and breadth of the nonprofit sector, the HBS Guide covers management careers in arts and culture, community economic development, education, environment, foundations, government, health care, international aid and economic development, social services, social purpose businesses, and socially responsible business/corporate community relations.

**Managing to Change the World** Alison Green 2012-04-03 Why getting results should be every nonprofit manager's first priority A nonprofit manager's fundamental job is to get results, sustained over time, rather than boost morale or promote staff development. This is a shift from the tenor of many management books, particularly in the nonprofit world. Managing to Change the World is designed to teach new and experienced nonprofit managers the fundamental skills of effective management, including: managing specific tasks and broader responsibilities; setting clear goals and holding people accountable to them; creating a results-oriented culture; hiring, developing, and retaining a staff of superstars. Offers nonprofit managers a clear guide to the most effective management skills Shows how to address performance

problems, dismiss staffers who fall short, and the right way to exercising authority Gives guidance for managing time wisely and offers suggestions for staying in sync with your boss and managing up This important resource contains 41 resources and downloadable tools that can be implemented immediately. *THE NONPROFIT RISK BOOK* Jesse Feiler 2017-11-07 The Nonprofit Risk Book guides you through the process of finding, managing and mitigating risks that sap your nonprofit organization's time, finances, and resources. The book will lead you through a systematic process of evaluating what you know best: your organization and its operations. You will learn how to build a list of risks and evaluate each one for its likelihood and impact. After assigning a priority to each risk based on its severity and determining the resources needed to address it, you will be able to create a risk register. From this, you will be able to plan mitigation actions to address each risk and set dates for mitigation plan review and completion. Learn how to use the tools nonprofit leaders need to manage risk in programs and other operations.

**Frontiers in Social Innovation** Neil Malhotra 2022-03-01 The one book you need to make a difference in the world. Social innovation and social entrepreneurship are rising forces. As the extent of the world's systemic challenges becomes clear—from climate change to income inequality to food security to healthcare and beyond—more and more of the best and brightest will feel called to become innovators and entrepreneurs who develop and deploy solutions to the world's thorniest problems. But it won't be easy: social innovation is complicated. Solutions require the active collaboration of constituents across the worlds of government, business, and nonprofits. Social innovators and entrepreneurs need a handbook to guide them on the journey to changing the world. This is that guide. Contributions from a who's who of the smartest thinkers and most experienced practitioners in the field provide the knowledge you need to succeed as a social innovator. Topics cover the waterfront, including: High-performance leadership as a driver of social change Design for extreme affordability Scaling social innovation Corporate decarbonization Social innovation and healthcare in the postpandemic world Donor-advised funds and impact investing Case studies from the field bring to life the challenges and opportunities social entrepreneurs and innovators face. Frontiers in Social Innovation is an essential volume for anyone who wants to use innovation and entrepreneurship to make the world a better place.

*Collective Genius* Linda A. Hill 2014-05-13 Why can some organizations innovate time and again, while most cannot? You might think the key to innovation is attracting exceptional creative talent. Or making the right investments. Or breaking down organizational silos. All of these things may help—but there's only one way to ensure sustained innovation: you need to lead it—and with a special kind of leadership. *Collective Genius* shows you how. Preeminent leadership scholar Linda Hill, along with former Pixar tech wizard Greg Brandeau, MIT researcher Emily Truelove, and *Being the Boss* coauthor Kent Lineback, found among leaders a widely shared, and mistaken, assumption: that a "good" leader in all other respects would also be an effective leader of innovation. The truth is, leading innovation takes a distinctive kind of leadership, one that unleashes and harnesses the "collective genius" of the people in the organization. Using vivid stories of individual leaders at companies like Volkswagen, Google, eBay, and Pfizer, as well as nonprofits and international government agencies, the authors show how successful leaders of innovation don't create a vision and try to make innovation happen themselves. Rather, they create and sustain a culture where innovation is allowed to happen again and again—an environment where people are both willing and able to do the hard work that innovative problem solving requires. *Collective Genius* will not only inspire you; it will give you the concrete, practical guidance you need to build innovation into the fabric of your business.

**Coronavirus: Leadership and Recovery: The Insights You Need from Harvard Business Review** Harvard Business Review 2020-07-28 Lead through the crisis and prepare for recovery. As the Covid-19 pandemic is exacting its toll on the global economy, forward-looking organizations are moving past crisis management and positioning themselves to leap ahead when the worst is over. What should you and your organization be doing now to address today's unprecedented challenges while laying the foundation needed to emerge stronger? *Coronavirus: Leadership and Recovery* provides you with essential thinking about managing your company through the pandemic, keeping your employees (and yourself) healthy and productive, and spurring your business to continue innovating and reinventing itself ahead of the recovery. Business is changing. Will you adapt or be left behind? Get up to speed and deepen your understanding of the topics that are shaping your company's future with the Insights You Need from Harvard Business

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**Enterprising Nonprofits** J. Gregory Dees 2002-03-14 A hands-on resource that shows nonprofits how to adopt entrepreneurial behaviors and techniques The rising spirit of social entrepreneurship has created all kinds of new opportunities for nonprofit organizations. But at the same time, many are discovering more than their share of challenges as well. This essential book will help anyone in the field gain the necessary skills to meet these challenges. Written by the leading thinkers and practitioners in the field, Enterprising Nonprofits offers concise and engaging explanations of the most successful business tools being used by nonprofits today. The authors clearly describe all the concepts so you'll be able to embrace the methods of social enterprise for your organization. With this book, you'll learn how to use practical business techniques to dramatically improve the performance of your nonprofit. Praise for Enterprising Nonprofits "I can't imagine a better team to bring powerful insights and practical guidance to social entrepreneurs. Readers will be inspired by the examples, and then they will roll up their sleeves to apply the many useful management tools in this engaging book."-Rosabeth Moss Kanter, Harvard Business School, Author of Evolve!: Succeeding in the Digital Culture of Tomorrow "In one book, Enterprising Nonprofits does for social entrepreneurs what countless volumes have done for entrepreneurs in the business sector. A wonderful mixture of analysis, practical advice, and inspiration."-Paul Brest, President, William and Flora Hewlett Foundation All of the royalties from this book will be used by the Ewing Marion Kauffman Foundation to support continuing work on social entrepreneurship.

**The Non Nonprofit** Steve Rothchild 2012-01-11 A top business leader shares the business principles he used to launch both a top company and a thriving nonprofit Nonprofit leaders know that solving pervasive social problems requires passion and creativity as well as tangible results. The Non Nonprofit shares the same business principles that drive the world's best companies, showing how they can (and should) be applied to the realm of nonprofits. Steve Rothchild personally crossed sectors when he left corporate America to found Twin Cities RISE!, a highly successful poverty reduction program. His honest story, and success and missteps, create an essential roadmap for any social venture looking to prove and boost its impact. Distills essential nonprofit principles such as having a clear and appropriate purpose, creating economic value from social benefit, and establishing mutual accountability Shares successful approaches from innovative organizations such as Grameen Bank, Playworks, Common Ground, Habitat for Humanity, Lumni, Caring Bridge, College Summit and RISE! Draws from the author's success in founding and building Twin Cities RISE!, which trains unemployed Minnesotans for living wage jobs. RISE! serves 1,500 participants each year As insightful as it is inspiring, The Non Nonprofit can help maximize the positive impact of any nonprofit.

**The Brand IDEA** Nathalie Laidler-Kylander 2013-11-08 Offering a new framework for nonprofit brand management, this book presents the Brand IDEA (Integrity, Democracy, and Affinity). The framework eschews traditional, outdated brand tenets of control and competition largely adopted from the private sector, in favor of a strategic approach centered on the mission and based on a participatory process, shared values, and the development of key partnerships. The results are nonprofit brands that create organizational cohesion and generate trust in order to build capacity and drive social impact. The book explores in detail how nonprofit organizations worldwide are developing and implementing new ways of thinking about and managing their organizational brands.

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