

MODEL

Coalescing a Community of Leaders



TO WHAT END?



High performance—by organizations, networks, and communities—must be the norm if we are to make meaningful progress in addressing society’s most challenging problems

COALESCE A COMMUNITY OF LEADERS

Performance

A community of leaders—practitioners, forward-looking funders, policymakers and instigators who believe that mission and performance are inextricably linked—comes together

Mission



EXPAND CIRCLES OF IMPACT



Community forms the nucleus of what we hope will be expanding concentric circles of nonprofit and civic leaders, funders, and public servants who share this core commitment to high performance

PURSUE AUDACIOUS VISION



Trigger a mindshift within a vital core of the social sector to embrace the importance of high performance

SHARE A PURPOSE



- + Inspire, support, and convince nonprofit and public sector leaders (and their stakeholders) to build great organizations for greater societal impact

and

- + Increase the expectation and adoption of high performance as the path toward that end

BUILD ON CORE VALUES



- + We come together out of a mutual respect for one another, and build trust by communicating honestly and working toward our shared goal
- + With this foundation, every member protects the credibility of the community as a whole

LIVE BY GUIDING PRINCIPLES



- + PERFORMANCE-DRIVEN
- + RELENTLESS
- + POWER OF COMMUNITY
- + RELATIONSHIPS
- + OPEN MINDS
- + RESPECT

SHARE OUR STRATEGY FOR CHANGE



- + Imagine the power of 300 respected leaders regularly speaking out in their communities and networks with a unified message to funders, policymakers, and nonprofit leaders ...

...to build high-performance organizations as a vital pathway to achieve meaningful, measurable, and financially sustainable results for the people and causes served

SHARE OUR STRATEGY FOR CHANGE



**"There is no
power for change
greater than a
community
discovering what
it cares about."**

MARGARET J. WHEATLEY

Imagine that these 300 leaders are linked together in, and supported by, a community of peers—a network greater than the sum of its parts



SHARE OUR STRATEGY FOR CHANGE



Imagine this community of peers tapping its collective knowledge and experience to help each other

... perform better in their own work, communities, and networks

... continuously hone the “performance matters” message

... learn ways to deliver this message more effectively

... collaboratively develop products that benefit thousands of other nonprofits and funders eager to be more effective in meeting their critically important missions



SHARE OUR STRATEGY FOR CHANGE



- + Imagine yet further these 300 leaders scaling to three, four, or even five times their numbers through a thoughtful, systematic process of engaging and energizing other leaders with a strong affinity for the community's purpose, desire to be involved, and knowledge of what it takes to build high-performance organizations
- + Imagine doing this steadily over many years and how mindsets in our sector could shift

WHAT SUCCESS LOOKS LIKE



As more nonprofits become high-performing organizations and more funders and partners support their efforts, the social sector sees better results for people and causes served. That's the ultimate win for our community.

WHAT SUCCESS LOOKS LIKE

Specific targets for broad adoption of community's message and products by end of 2020

- ⊕ At least **three foundations/funders** use them with their grantees and internally to guide grantmaking and grantee support and development
- ⊕ At least **25 nonprofits** use them to shift mindset and culture for their organization and its stakeholders—they use them to understand, accept, and implement high-performance disciplines and practices
- ⊕ **One partnership** with meaningful organization to help scale our impact
- ⊕ **Twelve or more consultants** use in their services and engagements
- ⊕ **Two or more prominent nonprofit management and leadership programs** in colleges, universities, and other educational providers incorporate them in their offerings
- ⊕ **An institution creates a high-profile** award or adapts an existing one recognizing high performance
- ⊕ **A metro area implements a region-wide improvement initiative** using PI/PIOSA as its base
- ⊕ **Community's audience reach grows 3X** —75,000 via direct email distribution and social media channels
- ⊕ **An article in a mainstream publication** (e.g., *Atlantic*, *WSJ*) features the Leap Ambassadors Community's purpose to shift mindsets around the importance of high-performance organizations



ACT ON OUR STRATEGY FOR CHANGE

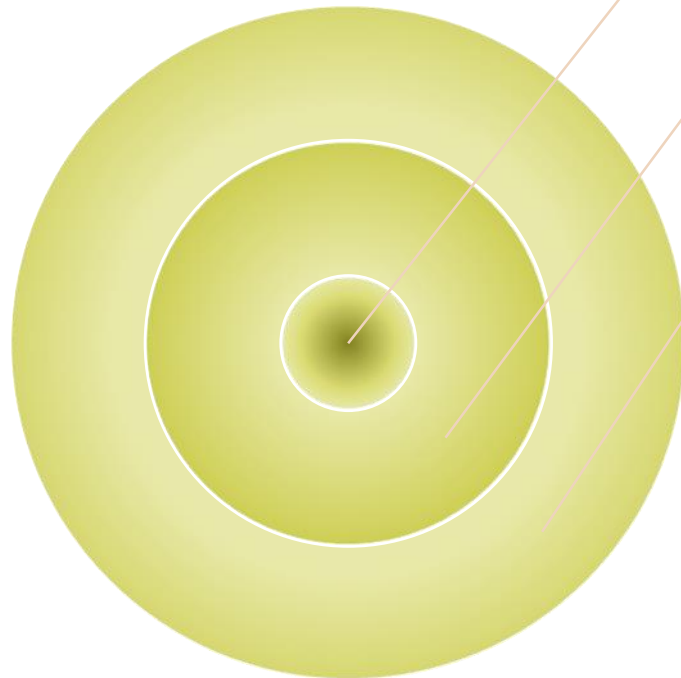
To achieve our shared vision and purpose, the community:

- ⊕ Encourages each ambassador to demonstrate high performance
- ⊕ Spreads the message that mission and performance are inextricably linked
- ⊕ Provides multiple paths for learning from and supporting each other
- ⊕ Taps our collective knowledge
- ⊕ Advances the work of others aligned to our vision and purpose
- ⊕ Grows gradually to a critical mass ... to exert meaningful influence



START WITH “EARLY ADOPTERS”

U.S. Nonprofit Sector



A small cadre of leaders (“ambassadors”) who passionately believe that mission and performance are inextricably linked

Primary focus: leaders of nonprofits with budgets > \$3M and their stakeholders

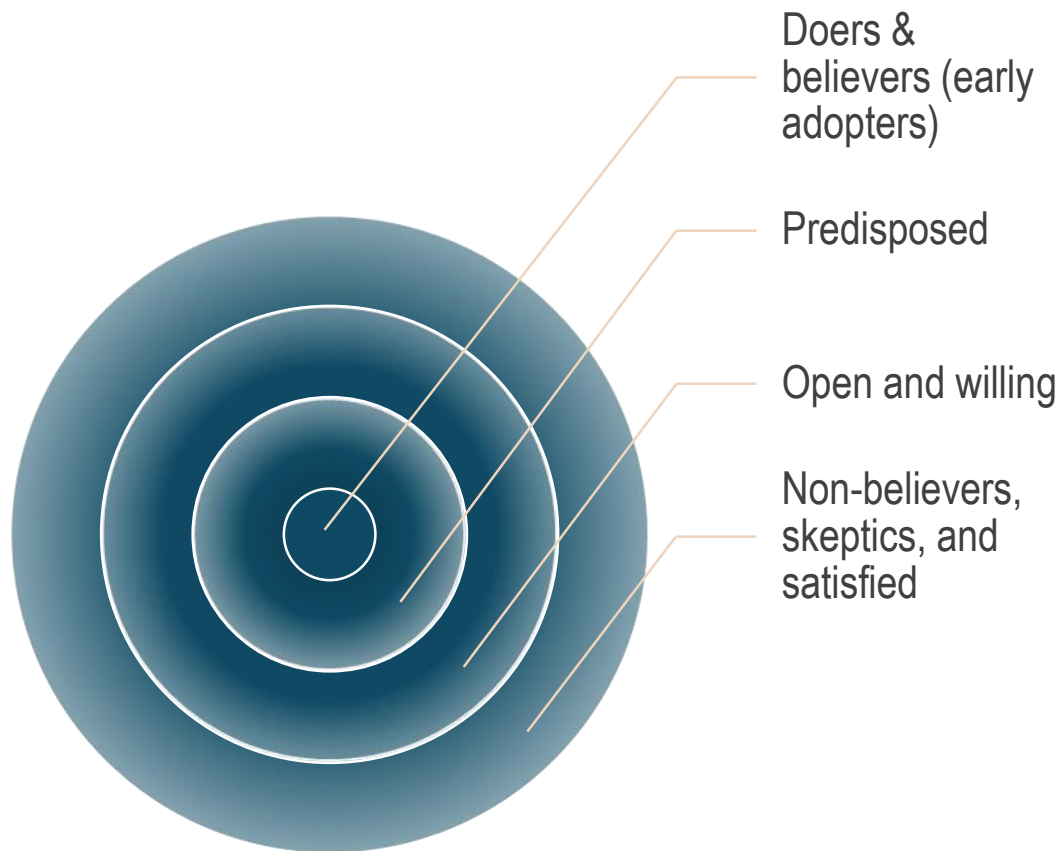
Secondary focus: leaders of the universe of 1.5 million nonprofits and their stakeholders

Elements of our work can apply to nonprofits and public agencies, big and small



GROW TO A CRITICAL MASS

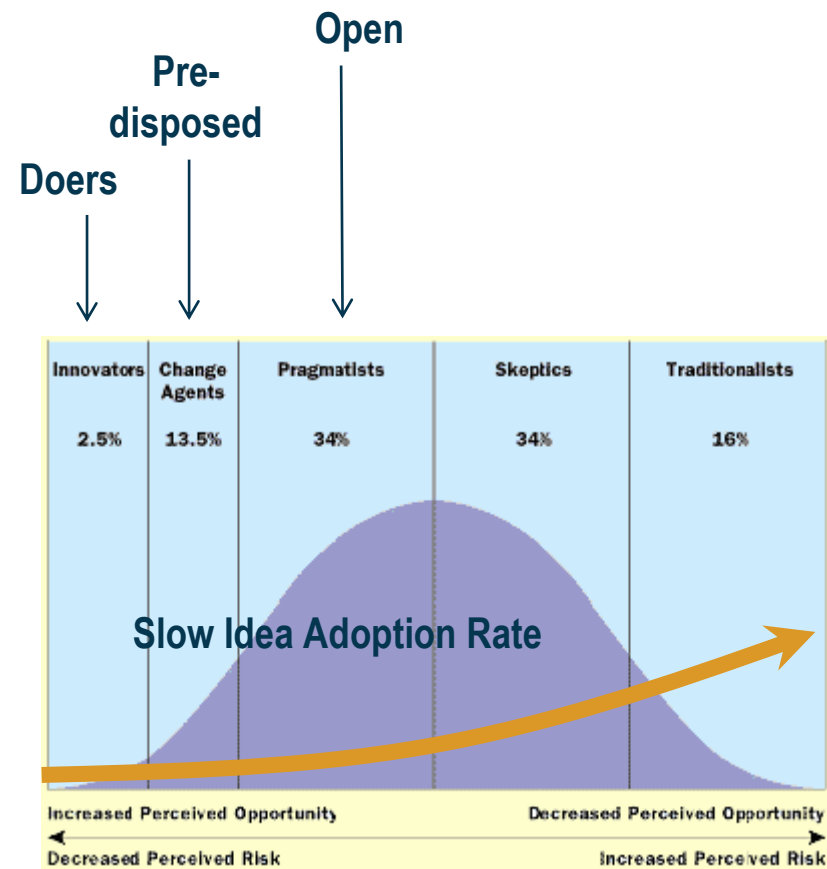
Coalesce and learn from early adopters



- + Community and its influence will grow by expanding its core of doers & believers
- + Next it will gradually convince those predisposed to its vision and purpose
- + Longer term it will convince those open and willing to join the cause



ASSUME “SLOW IDEA” ADOPTION



- + Early adoption tracks to first two stages of innovation adoption curve
- + Long-term adoption diverges to a gradual adoption rate
 - Requires **slow, meaningful, sustainable progress**
 - No “inflection point” to cross the chasm
 - No “tipping point” for exponential growth

A LONG-TERM JOURNEY TO PROGRESS

Our community is moving forward with strategies and campaigns to drive and guide this slow, meaningful, sustainable movement



- + Advancing this “**slow idea**” is akin to an Ironman competition—long and difficult with multiple disciplines and stages—not a sprint
- + Such long-term change could take 10, 15, even 20 years
- + Requires a growing base of voices advancing the ongoing and consistent message that mission and performance are inextricably linked

ANSWERING THE ‘TO WHAT END?’



**“Converting a movement
into a force for change”**

— Peter Drucker

The community that made high performance the norm to make meaningful progress in addressing society’s most challenging problems ...

grows into a movement ...

and converts to a force for positive change

THANK YOU!



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