

November 2009

In this Issue:

Feature: Lesson from an Extraordinary Nonprofit

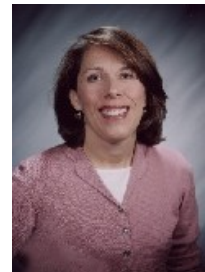
Recently Asked Question: What trends are you seeing strategic workforce planning (SWP)?

About Bergeron Associates™

Lessons from an Extraordinary Nonprofit

by Carol Bergeron

A few weeks ago I attended an event where the limelight shined on a very successful nonprofit organization that has been operating like a venture capital firm for over 10 years, coined “venture philanthropy”. At the risk of oversimplifying, the nonprofit selects other nonprofit portfolio organizations to invest in over a period of several years provided their performance goals are achieved. It consults with and builds organizational capability so that the portfolio organizations can sustain themselves long after installment funding has ended. So, this firm must excel at: fund raising, due diligence to select a mix of portfolio nonprofit organizations receptive to managing by results and building leadership capability among the social entrepreneurs for the long term sustainability of their respective organizations. What a great example of turning a business model, steeped in traditional methods, upside down and inside out.



Business strategy change like this is revolutionary. Organizational growth is driven by business model innovation and not simply by developing new products and services. Business model innovation is about creating a completely different type of organization where the profit formula, resources, core business processes and culture are so tightly interwoven that they not only enhance the customer value proposition but they position the organization to compete on an entirely different playing field.

Now imagine, with strategic direction and objectives in hand, you are assigned the task of assembling the team for this new type of nonprofit. For a nonprofit, would you have envisioned recruiting from the venture capital and private equity community? How about umpteen strategists and analysts from the business community? or performance and leadership development experts from the organizational development community? That’s precisely what this firm did along with select hiring among social entrepreneurs. Then it surely went on to build out its people practices (performance management, development, succession planning, employee value proposition, organizational design, rewards & recognition, etc) to support its distinctive business model. And it worked!

Not all of us will be engaged in business model innovation but we have and will continue to shape new business strategies whether triggered by growth goals, organizational underperformance, mergers & acquisitions, new ownership, change in executive leadership, etc. The question then becomes, when do you address the business strategy’s impact to the workforce? Tip: sooner is better than later so that everyone gets onto the same page and moves in the same direction resulting in the organization’s achievement of goals more quickly. So, the next time you revise your strategy initiate discussion on workforce implications by starting with these questions:

- What capabilities will we need from our workforce to pull off this new strategy?
- Do we currently have those capabilities?
- If so, do we have enough?
- If not, when and how will we get or develop them?

Recently Asked Question

Q: What trends are you seeing in strategic workforce planning (SWP)?

A: First, SWP is no longer reserved for large companies. Small and medium sized companies are doing it too because it accelerates organizational goal achievement. Second, the most commonly forgotten parts of SWP are environmental scanning and scenario planning. Third, companies recognize the importance of engaging leaders across disciplines for more thoughtful solutions and increased commitment when implementing the solutions.

Submit Your Question: If you have a doozy of a workforce effectiveness question then submit it and you might just see the answer in a future edition: info@bergeronassociates.com

About Bergeron Associates™

Founded in 1998, Bergeron Associates™ helps people in mid-market companies realize their business objectives. Our approaches to talent management are practical, grounded in business goals and designed collaboratively with executives to maximize organizational fit and commitment. Consulting, coaching, training and facilitation focus areas:

- Strategic Workforce Planning and Integration
- Leadership Development to build future agile leaders
- Manager & Supervisor Training and Coaching
- Solutions to Attract, Retain and Engage people for greater performance
- Human Resources



101 Middlesex Tpke, Ste 6, PMB 326
Burlington, MA 01803-4914
781-376-4071
<http://www.bergeronassociates.com>

Newsletter Subscription

If you or a friend want to automatically receive future newsletters then subscribe at: <http://www.bergeronassociates.com>. Your contact information is stored confidentially and will not be shared with anyone outside of Bergeron Associates. You may unsubscribe at any time.

© Copyright 2009 Bergeron Associates. This publication may be redistributed in full or in part provided full attribution and our company name, phone number, email and web site addresses are included.