

# Building Development Capacity & Sustainability

YOUR COMPLETE "TOOLBOX" FOR ORGANIZATIONAL SUCCESS

## AREAS OF EXPERTISE:

*Enhancing Organizational Effectiveness*

*Managing Growth Strategically*

*Building Excellent Boards*

**N**on-profit and philanthropic organizations are as complex as any commercial enterprise. To successfully achieve their mission, they must have a solid vision, a sound corporate culture, clear operating procedures and effective tactics. In addition, today's donors are savvy and well-informed. They expect more from the organizations they support, and demand solid results from their investment.

If any of these factors are lacking or underperforming, the organization will not reach its full potential, and the mission suffers. Blunder in one operational arena and the ripple effects are felt everywhere. To navigate this new environment, philanthropic organizations must understand — as never before — that they are a business, and must be savvy, strategic, sustainable and ethical.

DRi can help you hone and build every facet of your organization, from building vision, to developing policies and practices, to hiring talented staff, thereby ensuring that critical elements are aligned to generate long-term financial success.

## *Enhancing Organizational Effectiveness*

How can you motivate and align an entire organization, from top to bottom, to achieve truly exceptional results? It starts with an understanding that the underlying systems — from staffing, to technology, to development operations — do matter, and matter a lot. DRi's team has been in your shoes, and we understand that it takes seasoned decision making, effective teamwork, and sound strategies and structure to transform an organization for long-term, sustainable success.

DRi can help you build a finely tuned, effective organization with a continuum of services:

### OPERATIONAL ANALYSIS

Does your organization have the infrastructure and tools in place to achieve its mission? An analysis of development operations can help you align your organization's vision with its achievements and its potential. Every three to five years, organizations should take a hard look at their fundraising policy, procedures, tactics, accountability and structures. With a development operations analysis, DRi can help you refine your organization for greater efficiency and enhanced capabilities.

### DEVELOPMENT AUDIT

How successful are your fundraising programs and functions today? DRi can help you evaluate the effectiveness of your development program and make recommendations to enhance your bottom line. DRi has transformed development programs for some of the country's largest organizations. We know the pitfalls; we know the ropes. Our audit provides viable recommendations on program implementation, case for support, solicitation and stewardship strategies, staffing, communications and more.

## SUSTAINABLE DEVELOPMENT

Is your organization dependent on a single source of funding or experiencing declines in some funding resources? If so, you should be looking towards the future and how best to augment your current fundraising efforts. DRi has helped many clients broaden and diversify their development programs or build them from the ground up. We help you identify and create a diverse funding landscape to help your organization grow, without reliance on the continued largesse of a corporate or government grant.

## STRATEGIC PLANNING

Will your organization be as relevant in the future as it is today? DRi can help you analyze the current environment and future trends, examine resource generation options and forecast future needs. Armed with this information, we'll develop a strategic plan with built-in accountability and measurable outcomes.

## MERGER AND ACQUISITION

Is your organization struggling to align key stakeholders to better support your mission? Sometimes, integrating departments or joining forces with another organization can be the best way to achieve your mission. DRi has experience merging separate organizations, integrating high-level departments and disparate chapters of an umbrella organization. We understand how to bring together far-flung operations — even across multiple continents — into a high-performing united entity. With a disciplined approach that includes analysis of the missions, cultures, and stakeholders, DRi will help you minimize pitfalls and maximize synergies.

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## *Managing Growth Strategically*

As organizations grow, adherence to the original mission can become diffused among many volunteers and professionals — who also may be tenuously connected by geography and competing goals. Non-profit leaders must continually reinforce the understanding of the core mission in order to keep all key stakeholders focused on the same goals and objectives.

DRi provides growth management services to help you enlarge or re-tool your operations to meet increasing demands and to sustain success, including:

### ORGANIZATIONAL STRUCTURING

If the Board of Directors establishes the foundation for organizational vision, the departmental staffs bring it to life. The structure of your enterprise, and the skill employed in managing it, will play a critical role in how well your efforts succeed. DRi works with clients to analyze what mix of people are necessary for success. We define clear lines of authority and strong policies and procedures that will enhance relationships with stakeholders and help you fulfill your organization's potential.

### SKILL DEVELOPMENT

Many non-profit organizations are challenged by the transition from the entrepreneurial, loosely organized start-up to subsequent organizational structures that are perhaps less flexible but more effective. The wise executive is attuned to the inevitable transitions of an organization's evolution. Working with key managers and staff, board members and volunteers, DRi has helped organizations determine the attributes that will further the mission. By improving staff skills, we improve your organization's overall performance.

### CRISIS MANAGEMENT

Even the best-managed organization can face a crisis. All too often, the organization has not anticipated the nature of the crisis or has not developed an adequate and well-rehearsed crisis plan. DRi knows crisis planning from the inside. We have significant

“I work with DRi  
because they understand that  
as the CEO, my job is to make  
the entire organization strong.”

experience in crisis management and communications including disaster fundraising and shepherding non-profit organizations through economic downturns and sudden changes in leadership.

### CHAPTER / AFFILIATE DEVELOPMENT

With DRi's assistance, you can realize the advantages of employing many like minds toward a common goal. We have extensive experience helping large and complex organizations build capacity and cohesion in far-flung chapters and affiliates, including organizations spanning the entire globe. We have helped non-profits foster a coherent vision across cultures and continents and among organizational units with disparate levels of experience and expertise.

## *Building Excellent Boards*

A solid Board of Directors is the foundation for any successful organization. Few organizations, however, give careful thought to the skills and experience that best meet their needs. Recruiting and training the right mix of people for your Board is essential to achieving goals, expanding vision, and sustaining organizational success. DRi can help you build a truly excellent board with the following services:

### BOARD DEVELOPMENT

DRi offers sound strategies to attract, recruit and effectively involve volunteers at the Board level. We have a solid track record of developing international and national boards and chapter networks. We can provide recommendations for board leadership positions, samples for all board documents and ongoing advice on effective board structure.

### BOARD MEMBER TRAINING

Once you have the right board in place, it's essential to ensure that all members are equipped to carry out their fiduciary and fundraising duties. DRi can help you prepare board members for this responsibility through comprehensive organizational orientation. Further, we can help each board member understand the right questions to ask, the most important indicators to watch and when to push for constructive change.

### BOARD COACHING

The current environment requires that board members are more knowledgeable than ever and remain objective in their analysis of the organization. Increasingly, board members must take charge of their own development and training. DRi works directly with individuals to show them how to be better board members and better represent the interests of the organization, its beneficiaries and its donors.

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To learn more about DRi's capacity-building suite of services, email [sustainability@dri.cc](mailto:sustainability@dri.cc), or phone 703-294-6684.