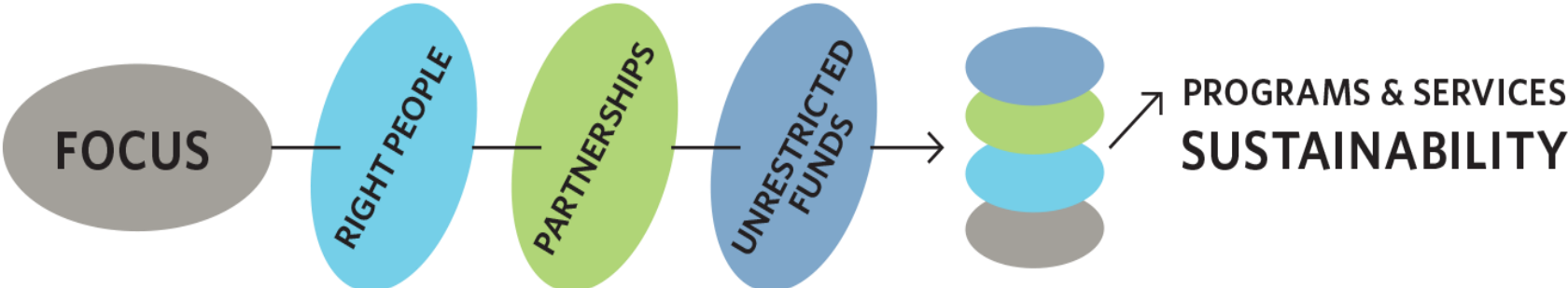




ACF Affiliate Board Strategy Session

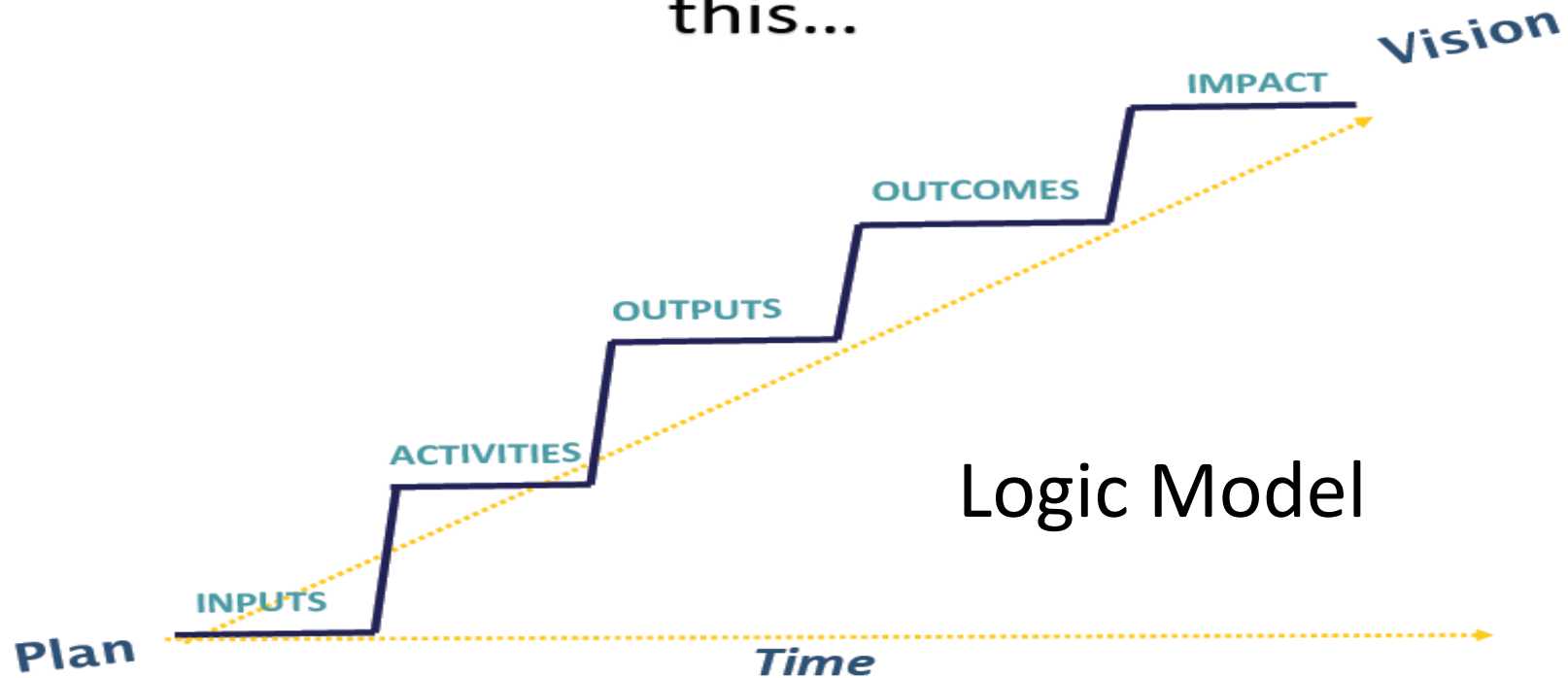
April 28, 2023

THE FORAKER NONPROFIT SUSTAINABILITY MODEL[©]



The World We Grew Up In

Innovative situations are ones in which
this...



“VUCA World”

Volatile

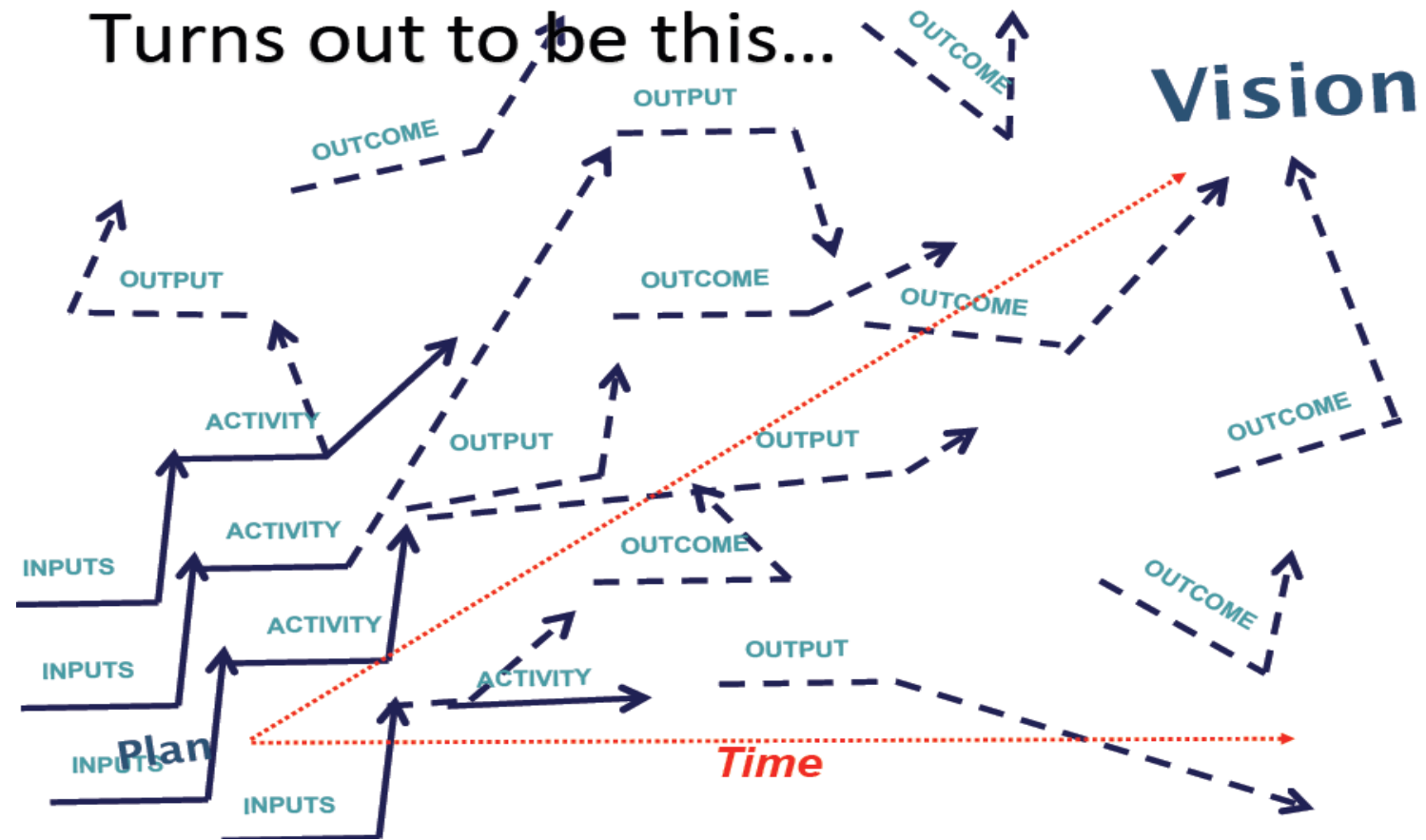
Unexpected

?

Complex

Ambiguous

VUCA World Reality



KEY PRINCIPLES

1. In this new era, we face complex challenges
2. These new challenges require that we strengthen our ability to adapt
3. We can systematize adaptive work and get good at it



Traditional Approach: “Structured for Growth”

In resources

In relevance

In quality

In useful partnerships

Proposition: Excellence and Scarcity

A Second Approach “Structured for Resilience”

Operate in complex adaptive
systems

Engage with community’s
creative potential

Open, nimble structures

Professionals as enablers

Proposition: Abundance and Intimacy

Complex

Complicated



Cause.....
..Effect

**Emergent
Practice**

**Expert
Analysis**

**Stabilizing
Actions**

**Best
Practices**

Cause
≠ Effect

Cause
→ Effect

Chaotic

Simple

Complex



Cause
Effect

Complicated



Cause.....
.....Effect

disorder



Cause
≠Effect

Chaotic

Cause
→Effect



Simple

Two types of responses to challenges

↗ *Technical fixes are improvements in current practices – extensions of business-as-usual rather than breakthrough change. Experts can help you find a solution.*

↗ *Adaptive responses can't be developed by experts, they diverge from past practices, and require that you question and let go of ingrained assumptions.*

“If you throw all the technical fixes you can at the problem and the problem persists, it's a pretty clear signal that a deeper adaptive response needs to be developed.”

– Ronald Heifetz

How to identify a complex challenge

- No reliable example
- No expert can tell you what to do
- You've tried various approaches, nothing so far has worked
- It seems ominous

Your Complex Challenge??

- **How** to adapt to new funding realities, continue to thrive, make a difference in your community and state.

New Concepts for Planning

- Identify your complex challenge
- Minimize assumptions, past beliefs
- Include the “usual” as well as others who may not have been at the table to brainstorm
- Develop new proposals on what may work
- Experiment, embrace trial and error; failure is a good lesson
- See what works; if it does, increase scope; if it doesn't work, let it go

Develop a Strategic Framework

Not a traditional strategic plan

Strategic Framework

- Articulate a concise vision of what you want to have happen
 - Identify a few “proposals” of what may work
 - Prioritize the proposals; don’t try all at once
 - Add limited critical detail needed for clarity
 - Take the first step, then keep going
-
- Keep your destination in focus
 - Don’t get lost in the details

Questions/Thoughts?

