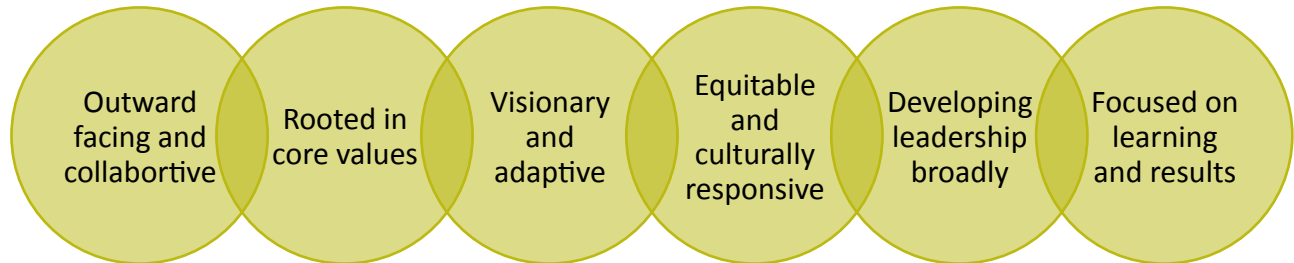


Developing Thriving Organizations



| Characteristics > | Capacities to Develop |
|--|--|
| <i>Outward facing and collaborative</i> | <ul style="list-style-type: none"> • Scan the environment and learn from trends • Recognize and build relationships with those who have a stake in our mission • Collaborate strategically while making room for emergence |
| <i>Rooted in core values</i> | <ul style="list-style-type: none"> • Know home: appreciate our community – the place, the people and the stories • Clarify our organization’s core values and impact • Use core values as “ground truth” to guide decisions and actions |
| <i>Visionary and adaptive</i> | <ul style="list-style-type: none"> • Engage diverse perspectives in building shared vision and goals • Adapt and innovate in response to challenges and opportunities |
| <i>Equitable and culturally responsive</i> | <ul style="list-style-type: none"> • Learn to see and integrate diverse cultural norms • Understand the impact of history on current disparities • Take action to address inequities |
| <i>Developing leadership broadly</i> | <ul style="list-style-type: none"> • Develop multiple leaders with intentional structures and support for staff, board, volunteers, clients and/or program participants (e.g. stretch experiences, mentoring, peer learning and training) |
| <i>Focused on learning and results</i> | <ul style="list-style-type: none"> • Evaluate our programs and services to advance learning, development and impact • Clarify our value proposition (our distinctive strengths and value) • Evolve our business model (how we achieve and fund our mission) |