



Making Strategy Real for Nonprofits

For our non-profit clients, whether they are small, donor-driven organizations or large associations, we use our tools *and* embrace the mission and passion of the organization, and the membership characteristics that drive this field. We craft an engagement that's suited to your situation and your way of working.

"Real Strategy" means taking strategy off the page and into action. We're not keen on writing reports or plans that sit unused on a shelf or in a digital file in the Cloud. So we don't offer cookie cutters or trademarked systems we insist you use. We bring a structured framework and tools to guide our work – and together, we define your needs and map your course.

We call this approach *Strategy for Real*[™].

For our nonprofit clients, we provide **three core frameworks**. These are inter-related, yet can be delivered individually or in combination to ensure we are providing the services and solutions you need:

Strategic Review

You have a mission. Is it helping you to get the results you need or want? Does everyone know what to do, by when – and are they doing it? We help you to assess your strategy and its fit with your mission. We determine the extent to which your team has a shared understanding of that strategy and diagnose whether you should create a new plan, refresh your current strategy, or deal with something else that is getting in the way. We identify the key questions, issues, and enablers of your success. From there, you decide: stay the course, re-plan, or consider alternative paths.

Minding the Gaps

Managing *Strategy for Real*[™] means taking the decisions and actions needed to achieve your objective. That requires first describing what it will take to succeed – identifying the gaps between your objective and where you are now. Next, we work with you to create a plan for systematically closing the gaps. Some clients ask us for help in executing all or part of the 'mind-the-gap' plan; others choose to proceed on their own. At a minimum, having a plan allows you to frame decisions about priority, capabilities, resources, and the degree of stretch required from your organization. Too little stretch is as bad as too much – so getting it right has impact.

Ongoing Strategic Management

Balancing day-to-day realities with longer term strategic objectives is particularly challenging for nonprofits. Often, the need to 'keep the lights on' dominates the work, leaving little time and energy



to pursue more strategic objectives. For others, strategy development becomes an event – something that happens periodically but never really impacts what you do or how you work. We know a better way. We work with clients to integrate specific decisions, actions, and objectives that drive strategy into regular operating and management processes. We identify key questions, build a *strategic* dashboard, and set a timeline to assess progress. That ensures strategy becomes an ongoing part of regular management conversations and helps to shape tactical and operating decisions that ‘keep the lights on’.

Who we are:

Strategy for Real™ is brought to you by **M. Beacon Enterprises, LLC**, a strategy development and execution consulting firm. We work collaboratively with nonprofit organizations to ensure that the results solve problems in a way that makes sense for your mission. Doing so means you know where you are going *and* you are well-equipped to sustain the results long after we're gone.

Learn more about managing real strategy and discover whether you and / or your organization can benefit from better strategic thinking and action at www.Strategy4Real.com. Better yet, contact us directly at:

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