

A COMPARATIVE ANALYSIS OF THE RECOMMENDED SKILLS
AND KNOWLEDGE NEEDED TO SUCCESSFULLY OPERATE
NOT-FOR-PROFIT VERSUS FOR-PROFIT ORGANIZATIONS

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AND KNOWLEDGE NEEDED TO SUCCESSFULLY OPERATE
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Abstract

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Jodi I. Olson

Under the Supervision of Dr. Richard Rogers

This researcher has a Bachelor's Degree in Business Management and seventeen years of experience in the for-profit industry, plus three years of experience in the not-for-profit industry, though not in a managerial capacity. This researcher is interested in pursuing management positions in not-for-profit organizations so there is an interest in comparing the two types of organizations to determine if the researcher has enough of the necessary skills and experience from her past training and experience to succeed in a not-for-profit managerial role.

The researcher looked through many sources of recent literature to find evidence of the most common skills, experience, and education which a manager would need to have in order to manage a not-for-profit and for-profit organization. There were also three interviews conducted with current, experienced not-for-profit management professionals. The researcher compared the data acquired about the two sets of skills and knowledge to see where there would be relevant over-lapping of the recommended skills and knowledge base.

It was determined, in the opinion of this researcher, that the two types of organizational management are very similar. There are only a few distinct areas of knowledge which would vary.

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I would like to thank my family for their patience during the hours I spent on the computer and my requests for silence. Also, I give thanks to Tamela Stafford, who allowed me to brainstorm ideas with her and discuss the verbiage used in the title of this seminar paper.

TABLE OF CONTENTS

APPROVAL PAGE.....	i
TITLE PAGE.....	ii
ABSTRACT.....	iii
ACKNOWLEDGEMENT PAGE.....	iv
TABLE OF CONTENTS.....	v
CHAPTER I. INTRODUCTION.....	1
Introduction	
Statement of the Problem	
Definitions of Terms	
Delimitations	
Method of Approach	
CHAPTER II. REVIEW OF LITERATURE.....	3
Introduction	
Similarities	
Not-for-Profit	
For-Profit	
Summary of Literature Review	
CHAPTER III. CONCLUSIONS AND RECOMMENDATIONS.....	10
APPENDICES	
Appendix A.....	13
Questionnaire.....	14
Appendix B.....	16
Interview Responses.....	17
REFERENCES.....	26

CHAPTER I

INTRODUCTION

There are many similarities and differences between professional organizations which operate in a for-profit capacity and a not-for-profit capacity. The various skills and educational backgrounds required of the management teams, directors, and volunteers are usually representative of a team of individuals, rather than a sole individual. This study reviews the basic similarities of successful skill sets and knowledge between the leaders of the two types of organizations, and then addresses the differences between them. The research also teaches the reader what skills and educational training would enhance ones ability to be a successful member of both types of organizations, should they want to know more about the requirements to enter into employment or volunteerism in a successful and productive capacity.

Statement of the Problem

What are the different skills and knowledge needed to successfully operate a not-for-profit versus a for-profit organization? Is it feasible for one individual to attain all of this knowledge, or would a team of professionals be necessary to encompass the entire skill set? Do the skill sets overlap and are they readily transferable?

Definition of Terms

Not-for-Profit: Not existing or done for the purpose of making a profit (Merriam-Webster's Learner's Dictionary, 2011)

For-Profit: Existing or done for the purpose of making a profit (Merriam-Web Learner's Dictionary, 2011)

Profit: The excess of returns over expenditure in a transaction or series of transactions; the excess of the selling price of goods over their cost (Merriam-Webster, 2011)

Professional: Characterized by or conforming to the technical or ethical standards of a profession: exhibiting a courteous, conscientious, and generally businesslike manner in the workplace (Merriam-Webster, 2011)

501(c)3: Designation of a charitable nonprofit organization (Donaldson, 2007)

Delimitations of Research

The research conducted for this seminar paper was limited to a time frame which began on May 20, 2011 and ended on September 12, 2013. In addition, the primary research was conducted using reference material written between 2007 and 2012 and was found online through the ERIC and EBSCOHOST access which was granted by the University of Wisconsin - Platteville Karmann Library. The search was conducted using specific and controlled key search topics of “business, not-for-profit”, “business, for-profit”, “business, best, practices”, and “business, skills, management”. Select articles were requested through the Iliad search program. Additional research was conducted through interviews of professional management representatives who have experience working both with and for not-for-profit organizations.

Method of Approach

A review of literature regarding both not-for-profit and for-profit organizational goals and leadership skills was conducted using data located on EBSCOHOST and ERIC. Three professionals from not-for-profit organizations were interviewed through a series of questions about what their role was in their organization. Also, they were asked to prioritize a group of skills, tasks, and knowledge requirements which the researched complied based on the review of literature. This data was then summarized and synthesized so the final recommendations could be made.

CHAPTER II

REVIEW OF LITERATURE

Introduction

There are many similarities between the required skill sets and knowledge of professional managerial leadership in for-profit and not-for-profit organizations. The similarities have been researched and are outlined here so they do not need to be addressed in the remainder of the analysis. The knowledge and skills which will be most advantageous to management teams and professional leaders of both for-profit and not-for-profit organizations are then identified and discussed.

Similarities

The first observed necessity of both for-profit and not-for-profit organizations who employ successful leaders is the requirement of those leaders to exhibit integrity and ethics in their business decision-making, plus perform their duties with a professional behavior in their work environments. These core values are reflected in the results of their management efforts as stake holders, employees, and customers all witness the manner in which the management professionals interact with others and obtain their desired results. Without these characteristics in upper management, an organization would have difficulties succeeding in profit and growth (Rolland, 2009).

Second, there needs to be a system in place, enforced by the management team, to evaluate the quality of services and products through assessments, and a thorough system of documentation and record keeping within the organization (Rolland, 2009). The organizations management must have the skills to create professional forms and documents, or be able to

identify and delegate these tasks to skilled employees within their organization, to accomplish reliable results (Thickstun, 2007/2008).

Third, there needs to be Corporate Social Responsibility (CSR) shown by all organizations (Gerson, 2007) to ensure their success and the continued support of their stake holders, employees, and customers. Part of this responsibility includes interactions and collaborations with other entities to achieve efficiencies (Kinney 2008).

Additionally, both types of organizations need a foundational knowledge of human resource practices and law to maintain compliance with Federal Regulations. Both need to file for taxes, although there are differences in how they accomplish this, which will be mentioned later.

For-Profit

There are eight points identified in a model which resulted from research conducted on and with 21 U.S. Companies known for consistent success. These eight points represent a highly desired set of skills and knowledge required for the leaders in for-profit organizations. These eight points are summarized below:

1. A Bias for Action – Willingness to risk mistakes in order to reap the reward of successes and general advancements discovered through experimentation.
2. Close to the Customer – Organizations which are defined as service businesses; they listen carefully to their customers and respond accordingly to suggestions of change and improvement.
3. Autonomy and Entrepreneurship – Individual champions emerge in the organization as adherent risk-takers and the company leadership encourages all employees to think outside of normal ideologies to take risks.

4. Productivity Through People – Employees and customers are viewed as family and people are primarily responsible for efficiency improvement. Ongoing training through all levels of the company is enforced by the leaders in the organization.
5. Hands-on, Value Driven - Four specific beliefs which defined the eight companies.
 - a) Being the best.
 - b) Importance of the details of the execution.
 - c) Importance of people as individuals.
 - d) Superior quality and service.
6. Stick to the Knitting – Only run business which you understand and have the skill set to operate successfully.
7. Simple Form, Lean Staff – Reorganize structure as often as needed to handle changes, even if only temporary changes.
8. Simultaneous Loose-Tight Properties – Basic beliefs are heavily adhered to, but loose regulations on how to achieve the basic beliefs; choice and flexibility (Thinkstun, 2007/2008).

For-profit business managers experience high pressure from their Board of Directors, stake holders, and Corporate Management for controlling costs so profits are not compromised (Doherty, 1999). Kinney, in 2008, stated that “In the world of business, any resource that ceases to be profitable becomes a liability.” Based on this concept, the businesses must frequently analyze their assets and liabilities and make adjustments to them to prevent profit loss so their stake holders remain content with their investment/involvement in the business. Successful business leaders must have the ability to make sound decisions based on concrete data to support their decisions.

Other skills which are recommended in for-profit industries are knowledge of incentive-based pay models and bonus structures. These are seldom used in not-for-profit agencies. The for-profit business must determine methods to achieve the most efficient growth and profitability structures and uses these types of pay to encourage their employees to perform to their peak abilities.

Not-for-Profit

The not-for-profit leader needs to have a strong knowledge of the rules and regulations which govern the 501(c)3 organization. This is knowledge which a for-profit organization might find useful if they have dealings with such a business, but is not necessary if they do not have dealings with not-for-profit agencies. In addition, these organizations need to have a strong working knowledge of how to apply for grant funding and administer the grant requirements to remain viable agencies for receiving additional grant funds. There is much time spent “cultivating major donors with information and relationship building, prospecting for corporate funders, applying to United Way and foundations, keeping donor records, and working on events” (Busker, 2012). “Grantors especially like to fund new programs and growth. Grantors often ask for recognition and that is something non-profits can give,” (Busker, 2012) which a for-profit organization might over-look. It also makes the grantor look good in the public relations arena because external sources have a greater chance of viewing the grantor as a champion of the cause and will respond in a positive manner if they believe so. Busker also stated, “Non-profits provide services the community values” (Busker, 2012).

If the not-for-profit organization does a poor job with attaining the goals of the grant, or does not adhere to the requirements outlined in the grant approval, it will be more challenging

for that agency to acquire future grant funding as their reputation will be negatively affected. Many agencies depend on contracts with other entities who administer grant funding. The leaders of not-for-profit agencies also need to understand how to write a contract, write an RFP (Request for Funding Proposal) to submit during an open bid for grant work, and the logistics which come with the required collaboration between the agency who has the grant approval and sub-contracted agencies who win an RFP and are hired through contracts to be program operators of a grant. “Everyone in a management position within a nonprofit organization should have some knowledge of grant writing and submitting proposals. Fundraising is the lifeline of providing services. It is vital everyone see this as a responsibility” (Ralph, 2012).

Not-for-profit entities also need a different knowledge of tax preparation as there are additional forms to complete for 501(c)3 organizations. The form 990 is used in conjunction with standard business forms to provide public information about a not-for-profit company which might not be released by a for-profit company. The not-for-profit must understand the additional forms required and disclose the necessary information on them to remain in compliance with government regulations. “You must have someone who is knowledgeable in this area. Hopefully a volunteer can be found...to do this, but if not someone should be paid to manage it” (Beck, 2012).

There needs to be a strong understanding of human services for maintaining positive relations with volunteers and staff. The volunteers perform an invaluable service to the cause they work with because they bring a diversified background and varying experience to the organization. The management team has to know how to acknowledge the volunteers, reward them in a manner which motivates them and encourages them to repeat their donated time,

efforts, and/or materials to the cause. The volunteers and hired staff also perform better with on-going training. “If you can’t help your staff and volunteers grow and improve, they are going to leave your organization and either go into business for themselves or find another organization that will provide them with the support they need to carry out the mission to the best of their ability” (Ralph, 2012). A strong base of volunteers can make a significant impact on the successfulness of the not-for-profit organizations’ achievements. “Acceptance of the fact that volunteers come from very different backgrounds and understanding of poverty is essential” (Beck, 2012) for many organizations. “A non-judgmental attitude is essential” (Beck, 2012).

Additional human resource knowledge needed is that of preparing job descriptions to bring the correct background, skills, and knowledge to the organization. “Non-profits must run an operation with volunteers and poorly paid staff. Everyone must still be qualified and motivated. Job descriptions are essential for recruitment” (Busker, 2012).

A for-profit company will typically hire people who specialize in various areas of management. The exception would be a smaller company, which would operate more similarly to the not-for-profit. “A director in a small non-profit must be a generalist. If he or she lacks training or experience in a management area, it is important to value that area enough to find someone to provide it” (Busker, 2012).

Thinking outside of the normal realm of operation is important for any agency which is trying to expand. This is true for both types of organizations. Many times the for-profit companies will have established policies and procedures which are difficult to challenge. In a not-for-profit, especially a smaller office, the director would have more direct control of the day to day activities. The director needs to constantly plan, strategize, and prioritize. “One must

take time to reflect on the big picture. What are the strengths and weaknesses of the organization?” (Busker, 2012) The director must accomplish many different organizational tasks, sometimes with little assistance. It has been noted that “creativity comes in handy when financial and human resources are scarce” (Busker, 2012).

CHAPTER 3

CONCLUSIONS AND RECOMMENDATIONS

Upon review of the literature available, it is the opinion of this researcher that there are several similarities in the skills and knowledge needed by leadership and management of the for-profit and not-for profit organizations. Both sets of management need to be accountable to their stake holders, employees, and customers while obtaining the desired goals and missions of their organizations. This includes maintaining the necessary federal regulatory paperwork and documentation for each type of business, an ability to work successfully and collaboratively within their organization and externally with other organizations, and both need to have subject matter experts in their agencies who have a working knowledge of the product they are involved with.

The two types of organizations have distinct differences in regard to how they motivate their employees, coordinate efforts internally, and where they obtain their funding. The for-profit obtains funding primarily from the profits of the sale of their product whereas the not-for-profit will obtain a larger portion of its operating income from private donations and grant funding. The successful management team of either organization structure must understand which skill sets are necessary to flourish and accomplish their corporate missions/goals and persevere in the marketplace.

The not-for-profit organizational management would benefit greatly from a strong understanding of government regulated grant funding and the requirements of such. In addition, there are specific tax preparations which would vary from for-profit and not-for-profit. In not-for-profit there is a strong need to coordinate volunteers, which is different from paid personnel. A paid individual will work for an organization to earn their paycheck in order to pay bills and

purchase their desired acquisitions, so they are more likely to show up for scheduled shifts and complete the requirements of the job description. Whereas an unpaid volunteer could stop supporting the not-for-profit cause if they are minimally offended by someone in the organization or change their mind about supporting the organizations cause without experiencing detrimental consequences to their own existence. This means the not-for-profit management needs to be well versed in dealing with people in a manner which provides a sense of purpose, appreciation, and non-monetary satisfaction from their dedicated time.

In addition, the for-profit management fulfill a more definitive role in their organization and will typically be an expert in a specific area where they focus their efforts. The not-for-profit manager will typically need to be well versed in many areas of the business because there are fewer paid positions and qualified volunteers who might specialize in a particular area may not be available to help the not-for-profit manager accomplish what needs to be completed. A good example is the area of accounting. In a for-profit company an accountant will typically be hired or there may be an entire accounting department in a larger organization. In a not-for-profit company, particularly a smaller organization, the manager may need to have a knowledge of accounting already because there may not be funding to hire a professional accountant, or there may not be a volunteer with an accounting background available to help with tax preparation, payroll functions, or other required tasks. Both the for-profit and not-for profit have to make sure they have volunteers or paid staff who are versed in the human resource and accounting requirements of maintaining local and federal regulations.

To become the most successful manager possible, it is this authors' recommendation that management professionals, whether for-profit or not-for-profit, would learn the basics of

everything mentioned in this review to make themselves the best asset to their company. It is possible to begin in one type of employment and change occupations if you are versatile enough to learn and comprehend the necessary skill sets for both types of organizations.

APPENDIX A

QUESTIONNAIRE

INTERVIEW QUESTIONNAIRE

1. Can you please tell me your official job title and the official name of the not-for-profit organization which you represent or work for? Please include your work address and phone number for use in the Bibliography.
2. Do I have your permission to use the responses you are providing in my seminar paper?
3. Can you please tell me which management skills you feel are critical for a manager to possess in the management of a not-for-profit organization?
4. Out of the following skill set, can you please explain why you feel the management skills listed are important to management of not-for-profit organizations, and feel free to add additional skills to the list. You can include examples of situations where the skill was important if that helps. Also, if you have no experience in an area or do not have time to respond to all of the listed skills, then please reply to the top 5 or 6 skills which you feel are the most important for a successful not-for-profit management team to possess and master.
 - a. Advocacy for the cause.
 - b. Coordination of volunteers.
 - c. Recruitment of volunteers.
 - d. Attaining financial resources through Grant writing and proposals.
 - e. Attaining financial resources through private means, including donations and fund raisers.
 - f. Allocation of resources.
 - g. Integrity and ethical management.
 - h. Assessments of results with professional and thorough documentation.
 - i. Corporation social responsibility.
 - j. Knowledge of Human Resource practices, policies, and law.
 - k. On-going training of staff and volunteers.

- l. Ability to provide results in a qualitative and quantitative manner to the Board of Directors and Stake Holders.
- m. 501(c)3 rules, regulations, and tax preparation.
- n. Other key skill(s) not mentioned here, please list.

APPENDIX B

INTERVIEW RESPONSES

Interview I

1. Jean Busker, Executive Director Big Brothers Big Sisters of Green County

1505 9th Street

Monroe, WI 53566

608-325-7855

I have managed non-profit agencies for 24 years: American Red Cross, School to Work, Big Brothers Big Sisters.

2. Yes

3. Fund development. There is never enough money in a non-profit. I spend most of my time on fund development: cultivating major donors with information and relationship building, prospecting for corporate funders, applying to United Way and foundations, keeping donor records, and working on events.

Planning, strategy, prioritizing. One must take time to reflect on the big picture. What are the strengths and weaknesses of the organization? One must be able to develop a conservative budget that will build the agency. Are the right people in place to achieve goals? What resources are needed? What is the plan of action? Make it happen.

Human resource management. Non-profits must run an operation with volunteers and poorly paid staff. Everyone must still be qualified and motivated. Job descriptions are essential for recruitment. Support and recognition keep volunteers engaged.

A tricky situation occurs because the director of a non-profit is hired by a local board of directors. The director usually needs to turn around and train that board. For example, board members are often familiar with management and want to manage operations. This

is the director's job. A non-profit needs a board that can donate funds, raise funds and visibility by leveraging their influence, vote, and govern.

4. List of management skills.

- a. Advocacy for the cause. Visibility generates revenue and volunteers. All donors and volunteers are looking for meaningful causes and proven outcomes.
Contacting government representatives can make financial resources available.
- b. Coordination of volunteers. At a non-profit, volunteers are needed staff. The full human resources package is important: job descriptions, personnel files, training, job support, recognition.
- c. Recruitment of volunteers. Non-profits are allowed to meet human resource needs by recruiting qualified volunteers. Job descriptions are essential for recruiting the right person for a job.
- d. Attaining financial resources through Grant writing and proposals. Grantors especially like to fund new programs and growth. Grantors often ask for recognition and that is something non-profits can give.
- e. Attaining financial resources through private means, including donations and fund raisers. Non-profits usually do not have a product or service to sell, so it is important to make a case to potential donors. Events are labor intensive, but do generate revenue. Events are useful for raising visibility and for prospecting for donors interested in the non-profit's mission. Diversifying the funding base builds security.

- f. Allocation of resources. There is never enough money or staff. Plan. It is important to set priorities and evaluate them. A conservative budget is usually necessary.
- g. Integrity and ethical management. Unethical behavior damages the organization and its reputation with donors and volunteers. Open books and a board that understands their oversight role are important balances to director responsibility.
- h. Assessment of results with professional and thorough documentation. One must take time to reflect on the big picture and determine whether goals have been met. Review the strategic and operational plan goals and compare to data. A parent organization has standards for measuring operations and program. An agency documents and reports to stay in compliance and maintain charter. The board of directors is responsible for oversight. They need to review the annual audit. They need to review financial and program reports.
- i. Corporation social responsibility. Corporations have dollars and resources and skills that are valuable to non-profits. Used equipment and furniture from a corporation is often an improvement in a non-profit office. Non-profits rely on corporate dollars and corporate employee skills. Non-profits provide services the community values. Non-profits should be supported.
- j. Knowledge of Human Resource practices, policies, and law. The executive director hires staff and keeps employee files. Human resources guidelines are important for everything from employee benefits to safety. They need to be reviewed with staff and updated periodically.

- k. On-going training of staff and volunteers. Our staff works with children and is required to have annual safety training. Each position has training requirements. We frequently listen to webinars hosted by our parent organization, and participate in job related training, and we attend an annual conference.
- l. Ability to provide results in a qualitative and quantitative manner to the Board of Directors and Stake Holders. Board members are better able to carry out their oversight and governance responsibilities when they receive minutes, financial reports, and operations reports. United Way, grantors, and parent organizations require accountability. Donors give to organizations that report outputs and outcomes.
- m. 501(c)3 rules, regulations, and tax preparation. Many funding sources and businesses ask to see the 501(c)3 status letter. The 941 is public information. Employees need W-2 reports for their tax returns.
- n. Other key skill(s) not mentioned here, please list.
 - 1. A director in a small non-profit must be a generalist. If he or she lacks training or experience in a management area, it is important to value that area enough to find someone to provide it.
 - 2. Financial management. Accurate bookkeeping and accountable reporting keep a director and agency out of trouble. Books must be audited.
 - 3. Creativity comes in handy when financial and human resources are scarce.

Interview II

1. My name is Betsy Ralph, I am the Director of Development for the Southwest Wisconsin Technical College Foundation. I have held this position for just under a year. Previously I worked as the Director of Development and Communications for Wisconsin Badger Camp, Inc. for five years. My current contact information is: Southwest Tech Foundation c/o Betsy Ralph, Director of Development, 1800 Bronson Blvd. Fennimore, WI 53809 608-822-2362
2. Yes.
3. Communication and the ability to network. Nonprofits, especially smaller nonprofits, do not have the resources to recreate the wheel every time they want to offer a program or a service. And you shouldn't because it is a waste of time and resources, so being able to communicate the services you provide and your organizational needs to the public is huge. Networking with others will help you get further toward your mission. It is impossible to know everyone who may have a passion for your cause but by constantly advocating you will find others who believe in your mission as well.

Knowing that Fundraising and networking are part of everyone's job. If you don't have money you can't execute the mission you are committed to. Never pass up an opportunity to provide resources for your organization.
4. List of management skills.
 - a. Advocacy for the cause. This is the most important thing to know. If you are not constantly living and breathing the mission of your organization, no one else will

either. And if no one needs or supports your mission, your organization has no purpose. Your passion for your organization will help other pieces fall into place such as volunteers and funding opportunities.

- b. Coordination of volunteers. No comments.
- c. Recruitment of volunteers. No comments.
- d. Attaining financial resources through Grant writing and proposals. Everyone in a management position within a nonprofit organization should have some knowledge of grant writing and submitting proposals. Fundraising is the lifeline of providing services. It is vital everyone see this as a responsibility
- e. Attaining financial resources through private means, including donations and fund raisers. Everyone in a management position within a nonprofit organization should have fundraising in their job description. Even if it isn't making requests or hosting events, this paired with networking can be very important for organizations.
- f. Allocation of resources. Responsibly allocating resources is important as well. It is fairly standard practice to spend at least 70% on programming, and no more than 30% on administrative/fundraising costs. Notable organizations such as the United Way have come under fire for violating such practices and paying their executives top dollar.
- g. Integrity and ethical management. No comments.

- h. Assessments of results with professional and thorough documentation. No comments.
- i. Corporation social responsibility. No comments.
- j. Knowledge of Human Resource practices, policies, and law. No comments.
- k. On-going training of staff and volunteers. If you can't help your staff and volunteers grow and improve, they are going to leave your organization and either go into business for themselves or find another organization that will provide them with the support they need to carry out the mission to the best of their ability.
- l. Ability to provide results in a qualitative and quantitative manner to the Board of Directors and Stake Holders. No comments.
- m. 501(c)3 rules, regulations, and tax preparation- This is incredibly important. Being a valid not for profit organization is one of the strongest cases of support that you can have behind your cause. It provides tax benefits and peace of mind for donors. It also provides structures for your organization to work within
- n. Other key skill(s) not mentioned here, please list.
 - 1. Communication and networking skills are huge.
 - 2. Creating partnerships within communities and between organizations.

Interview III

1. Robert Beck, President of Board, Family Promise of Green County
1009 15th Ave.
Monroe, WI. 53566
608-328-1031
2. Yes
3. A key is the ability to relate to people in a respectful, encouraging fashion. Tolerance for ambiguity, flexibility and patience are key to successful leadership. Acceptance of the fact that volunteers come from very different backgrounds and understanding of poverty is essential. A non-judgmental attitude is essential.
4. List of management skills.
 - a. Advocacy for the cause. You must have a passion for the cause in order to inspire others to pursue the goals.
 - b. Coordination of volunteers. It is like herding cats at times, but coordination is essential to be effective.
 - c. Recruitment of volunteers. - Without volunteers there is no program. Having a program that taps into the desires of the volunteers is essential. They need to really believe in the program in order for them to tolerate the education they will receive in dealing with challenging people.
 - d. Attaining financial resources through Grant writing and proposals. No comments.
 - e. Attaining financial resources through private means, including donations and fund raisers. - Individual donations are the key to long term success. Grants will provide a limited amount of funding, although local businesses often will provide significant support.

- f. Allocation of resources. No comments.
- g. Integrity and ethical management. – A must.
- h. Assessments of results with professional and thorough documentation. No comments.
- i. Corporation social responsibility. – We are being socially responsible by doing the work we do.
- j. Knowledge of Human Resource practices, policies, and law. - Important but not at top of list of priorities.
- k. On-going training of staff and volunteers. - This is very important to help volunteers learn to deal with people who have different values and behavior standards.
- l. Ability to provide results in a qualitative and quantitative manner to the Board of Directors and Stake Holders. - You must keep the board informed on a regular basis to assure their support. Active board committees assure they have a working knowledge of the day to day operations and issues.
- m. 501(c)3 rules, regulations, and tax preparation. – You must have someone who is knowledgeable in this area. Hopefully a volunteer can be found (we have) to do this, but if not someone should be paid to manage it.
- n. Other key skill(s) not mentioned here, please list. No comments.

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