



**non-profit effectiveness**



**potentialone** – unleashing the potential of people in organisations

## about **potentialone**

**potentialone** is a social enterprise, operating to a double bottom line of economic and social benefit.

our mission is to create a vibrant business which contributes to social change in israel.

we work towards this mission by supporting the effective development of people in an organisational context, both business and non-profit organisations.

we work to make connections between people in the business and the non-profit sectors to contribute to strengthening our community.

we work with individuals to coach them in life skills and career decisions.

**potentialone** was founded in 2005 by elaine cohen, british –born, who immigrated to israel in 1990. elaine has 25 years of business and social sector experience, in israel and abroad, with global and local organisations. in her last corporate role, elaine served as vp human resources and corporate social responsibility with unilever israel.

**potentialone** engages a team of skilled professionals in providing services to clients.

amongst **potentialone's** valued clients are israeli affiliates of global companies, local companies – from diverse business sectors from hi-tech to petrochemical industry, non-profit organisations mainly in the field of humanitarian aid, philanthropists, and individuals.

**potentialone** is active in community contribution – in particular, support for the management college, rishon le zion, israel, where **potentialone** sponsors students who are social contributors by providing annual study grants, and in leading many other projects.

our motto is: **one who wishes to sing will always find a song**

thank you for taking the time to review our services.

*for more detailed information, or see our website [www.potential-one.com](http://www.potential-one.com)*

## about the way **potentialone** works

### envision – engage – map – perform – measure

<p><b>envision</b></p>	<p>we assist you in envisioning the outcomes of a successful strategy, plan, process or intervention – this is the first stage in any activity ... we ensure we are working to the right objectives by defining the outcomes ... and the goals, targets and milestones along the way ..</p> <p>our core question to you, our client, is:</p> <p><b>how will you know when you have succeeded ?</b></p>
<p><b>engage</b></p>	<p>we assist you in defining and engaging all relevant internal and external stakeholders - this process requires understanding stakeholder needs, understanding the way they can influence the progress or outcomes of your plan, and understanding the various ways in which they can be successfully engaged. engagement is a gradual process, it usually starts early on, for core stakeholders, and will usually continue during planning and implementation. without engagement of the key people, no plan can succeed.</p> <p>our core question to you, our client, is:</p> <p><b>who influences the outcome ?</b></p>
<p><b>map</b></p>	<p>we assist you in defining all the relevant stages of planning, development and implementation by reviewing data, strengths, weaknesses, opportunities, challenges, risks, benefits, options for action, sensitivity analyses, scenarios .. in fact.. anything that is relevant to the way you will plan and implement your program.. we review the data, analyse it , draw conclusions, and work with you to define a program which will deliver the outcomes in a measurable way ..</p> <p>our core question to you, our client is:</p> <p><b>what data do you have and what do you need ?</b></p>
<p><b>perform</b></p>	<p>we assist in identifying resources necessary to perform – we make sure you know how to measure the things you want to measure , we work with a scorecard methodology which defines actions, goal and targets in a clear and compact way., and assist you in ensuring its effective use... we support delivery as project leaders or consultant guides - we coach teams or individuals – we help you execute ..</p> <p>our core question to you, our client, is:</p> <p><b>how do you know you are on track to succeed ?</b></p>
<p><b>measure</b></p>	<p>we assist you in measuring progress of your strategy delivery using the original outcomes definition, goals, targets and data and any other metrics developed - we calculate and analyse performance data - we assess trends, gaps and opportunities in performance, we look at current realities and review need to modify targets - we help you complete your scorecard ..</p> <p>our core question to you, our client, is:</p> <p><b>where is the data which proves your success ?</b></p>

# about non-profit effectiveness

## insights

- measuring performance in nonprofits is notoriously difficult<sup>1</sup>
- nonprofits that can deliver effective programming within a strong, accountable, and sustainable structure must win resources—and those resources will come largely at the expense of nonprofits that, despite all their efforts, have not been able to deliver.<sup>2</sup>
- **potentialone can assist your non-profit organisation to become more effective**
- there is an urgent need to help non-profits create an effective work environment ...recruitment, motivation and retention of a qualified workforce require investment in development of a sound human resource management policies and procedures<sup>3</sup>
- some nonprofits are not only thinking about the unthinkable, they're doing it – running a profit<sup>4</sup>

**non-profit effectiveness requires clarity and alignment around a distinctive cause and an organisational framework from which to promote the cause effectively, with people who are committed, motivated, and able to work together effectively**

**potentialone can support you in the following ways :**

○ <b>cause impact</b>	○ vision, mission and strategy ○ branding	<b>page 5</b>
○ <b>business skills</b>	○ business planning ○ project execution ○ impact measurement	<b>page 6</b>
○ <b>people effectiveness</b>	○ leadership and board development ○ human resources management ○ staff and volunteer effectiveness	<b>page 7</b>
○ <b>partnerships</b>	○ partnering with the business sector ○ community projects	<b>page 8</b>

**potentialone understands the needs of non-profit organisations and works to build capabilities to achieve visionary objectives**

<sup>1</sup> what business execs don't know -but should-about nonprofits by les silverman & lynn taliento stanford social innovation review summer 2006

<sup>2</sup> play to win the nonprofit guide to competitive strategy david la piana with michaela hayes preface xvi

<sup>3</sup> carol.l.barbeito human resources policies and procedures for non-profit organisations wiley press, preface xv

<sup>4</sup> jerr boschee march, 1995, issue of across the board, the magazine of the conference board

## cause impact

### insights

- rhetoric never won a revolution yet <sup>1</sup>
- **potentialone can assist you in promoting your non-profit cause in a high-impact way**
- to be successful, nonprofits, just like their business counterparts, need to develop brands that convey not only an attractive personality, but also a distinctive one <sup>2</sup>
- to be effective the brand personality must be properly reflected in all visual and verbal communication, and in all aspects of the organization's practices <sup>3</sup>

### potentialone stories

- ✓ potentialone has practical experience managing a non-profit organisation and consulting to several non-profits in israel
- ✓ potentialone lectures , runs workshops on branding and supports branding process development with non-profit clients

### our model

#### envison – engage – map – perform - measure

### some more details

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|--|--|
| <ul style="list-style-type: none"> <li>• <b>vision, mission, strategy</b></li> </ul> | we assist your organisation to envision the outcomes it was created to deliver, align the key elements of the vision and mission into challenging but realistic objectives - we assist you to map all the relevant strategic influences including stakeholder groups, and use these to develop a strategy which builds on strengths and opportunities  |
| <ul style="list-style-type: none"> <li>• <b>branding</b></li> </ul>                  | using our proprietary branding process model, we lead your organisation to distil its core messages into the brand to be projected to all internal and external stakeholders – we work with you to develop all the all the verbal and visual communication processes which must be consistent and aligned with the brand – elevator pitch, logo, advertising materials, funding proposals, public relations activities, employee and volunteer training and more – we coach organisation leaders in the implementation of the branding process |

### but don't forget

delivery is the key to a successful brand

### one more thing

leadership and board effectiveness are key components of delivering impact ..  
visit our website [www.potential-one.com](http://www.potential-one.com)

<sup>1</sup> shirley chisholm quoted in business as unusual, anita roddick, anita roddick books, page 177

<sup>2</sup> the power of brands by adrian sargeant & john b. ford stanford social innovation review winter 2007

<sup>3</sup> the power of brands by adrian sargeant & john b. ford stanford social innovation review winter 2007

## business skills

### insights

- he who fails to plan, plans to fail <sup>1</sup>
- **potentialone can assist you in developing an effective use of business skills in your non-profit organisation**
- now it's 2007, and the business and non-profit sectors have so much in common that it's sometimes hard to tell them apart <sup>2</sup>
- nonprofits must learn from their for-profit counterparts how to build financially sustainable organizations with more professional processes <sup>3</sup>

### potentialone stories



potentialone has managed the business planning process and written the business plan for a major national non-profit initiative in israel



potentialone consults to non-profit clients on the development of business processes

### our model

**envision – engage – map – perform - measure**

### some more details

<ul style="list-style-type: none"> <li>• <b>business planning</b></li> </ul>	we map your environment, competitive challenges, strengths, opportunities, understand your vision and goals, and lead a process to develop a business model and plan for your organisation – in an interactive process, we write your business plan including all the financials, human resources and process content required to gain funding support and serve as a management tool for your organisation
<ul style="list-style-type: none"> <li>• <b>project execution</b></li> </ul>	we use a project management model to define all the actions required to deliver the distinct projects within your strategy and business plan .. we use a scorecard methodology to assist in tracking progress and we coach your teams to ensure they stay on track
<ul style="list-style-type: none"> <li>• <b>impact measurement</b></li> </ul>	we assist you in linking your inputs to your outputs and outcomes and in defining the impact your non-profit organisation makes for all stakeholders .. we assist you in creating the right links between actions and influence, and in measuring the quantifiable outcomes of your efforts and results

### but don't forget

you can use business skills and still preserve the soul of the organization

### one more thing

as in business, it's the people that make it work, see people effectiveness on **our website** [www.potential-one.com](http://www.potential-one.com)

<sup>1</sup> unknown

<sup>2</sup> capitalizing on convergence by austin, gutierrez, ogliastri, & reficco stanford social innovation review winter 2007

<sup>3</sup> capitalizing on convergence by austin, gutierrez, ogliastri, & reficco stanford social innovation review winter 2007

## people effectiveness

### insights

- leadership begins with determining what you care about, and what you care deeply about <sup>1</sup>
- can you clearly articulate your board's priorities for what the organization should accomplish this year? what portion of those goals have to do with strengthening your organization vs. impacting the community? <sup>2</sup>
- **potentialone can assist you in improving the effectiveness of your people- board, staff and volunteers**
- organizations often misinterpret what motivates their volunteers <sup>3</sup>
- a lot of people have gone farther than they thought they could because someone else thought they could <sup>4</sup>

### potentialone stories

- ✓ potentialone runs workshops on personal effectiveness with several non-profit clients in israel
- ✓ potentialone has core practical experience in board functioning, human resources management and organisational processes, and in managing staff and volunteers in the business and non-profit sectors

### our model

#### envison – engage – map – perform - measure

### some more details

<ul style="list-style-type: none"> <li>• <b>leadership and board development</b></li> </ul>	we assist your board in understanding its leadership role, and in developing its effectiveness as a leadership team – we assess the individual strengths of each board member and the and the possible unique contribution each member can make and we coach them in creating a role of contribution and influence towards the common objectives – we help the board define its working process, its own development needs, and its influence on the organisation
<ul style="list-style-type: none"> <li>• <b>human resources management</b></li> </ul>	we assist you in developing human resources process (see more about our human resources expertise on page 10) in the context of your non-profit organisation – in particular we provide hr policies and procedures, recruitment, reward and recognition, training, communications, team and relationship building, communications, target setting, performance review and scorecard methodology.
<ul style="list-style-type: none"> <li>• <b>staff and volunteer effectiveness</b></li> </ul>	we assess the current levels of engagement and personal effectiveness of your staff and volunteer team, and assist in enhancing their contribution – we run workshops, coach individuals, and support team processes so that each individual and unique team member can make the maximum contribution using natural strengths , knowledge and skills.

### but don't forget

your people drive the cause – don't forget to thank them .. staff and volunteers

### one more thing

support personal effectiveness with great organisational processes – see **our website** [www.potential-one.com](http://www.potential-one.com)

<sup>1</sup> barry posner in the art of leadership coaching edited by h morgan j wiley and sons

<sup>2</sup> [www.help4nonprofits.com](http://www.help4nonprofits.com)

<sup>3</sup> recruiting and training fundraising volunteers linda lysakowski,acfre wiley and sons p107

<sup>4</sup> zig zlglar

## partnerships

### insights

- funders argued that partnerships increase efficiency by discouraging duplication and encouraging grantees to pool resources <sup>1</sup>
- **potentialone can assist you in developing effective partnerships with the business sector**
- multi-sector partnerships for sustainable development are complex. they critically depend on establishing strong working relationships between key individuals often from radically different working cultures. for this reason, they take considerable effort both to establish and to nurture to maturity <sup>2</sup>
- any partnership has (or builds over time) an identity that is developed and shared between the separate partner organisations. <sup>3</sup>

### potentialone stories

- ✓ potentialone has supported cross-sector partnership development for a major non-profit client in israel
- ✓ potentialone supports business clients develop community partnerships

### our model

**envison – engage – map – perform - measure**

### some more details

<ul style="list-style-type: none"> <li>• <b>partnering with business on community projects</b></li> </ul>	<p>we assist you in assessing the benefits of partnership with business, and in understanding the win-win benefits for both sides, and the unique contribution non-profit and business sectors can bring to advance a non-profit cause - we assist in developing a partnership relationship with clear expectations and commitments, and a formal agreement for any project or initiative .. we coach the leaders of the partnering process to manage the partnership relationship effectively and we assist in tracking results and outcomes</p>
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### but don't forget

partnerships must be formed using the strengths of both parties ..

### one more thing

before you can think of partnership, you must know your mission, see **our website** [www.potential-one.com](http://www.potential-one.com)

<sup>1</sup> The Reality Underneath the Buzz of Partnerships The potentials and pitfalls of partnering By Francie Ostrower Spring 2005 stanford social innovation review

<sup>2</sup> the Brokering guidebook Written by: Ros Tennyson published by the partnering initiative p 7

<sup>3</sup> the Brokering guidebook Written by: Ros Tennyson published by the partnering initiative p15

**potentialone** can also offer:

## corporate social responsibility

○ <b>csr strategy</b>	<ul style="list-style-type: none"> <li>○ csr roadmap</li> <li>○ stakeholder engagement</li> <li>○ csr reporting</li> </ul>
○ <b>csr workplace</b>	<ul style="list-style-type: none"> <li>○ diversity culture and program</li> <li>○ responsible workplace practices</li> </ul>
○ <b>csr community</b>	<ul style="list-style-type: none"> <li>○ community involvement</li> <li>○ employee volunteering</li> </ul>
○ <b>ethics</b>	<ul style="list-style-type: none"> <li>○ code of ethics</li> <li>○ ethical practices and assimilation</li> </ul>

## human resources effectiveness

○ <b>hr impact</b>	<ul style="list-style-type: none"> <li>○ hr audit – building the hr function</li> <li>○ hr strategy – delivering value</li> <li>○ hr team – business partnering</li> </ul>
○ <b>hr processes</b>	<ul style="list-style-type: none"> <li>○ organisational architecture</li> <li>○ strategy execution (scorecard)</li> <li>○ talent development</li> <li>○ performance development</li> <li>○ employee engagement</li> </ul>
○ <b>global hr</b>	<ul style="list-style-type: none"> <li>○ merger and integration processes</li> <li>○ virtual working</li> <li>○ matrix structures</li> <li>○ global succession planning</li> </ul>
○ <b>culture</b>	<ul style="list-style-type: none"> <li>○ coaching / mentoring culture</li> <li>○ trust and collaboration culture</li> <li>○ building discipline</li> <li>○ storytelling</li> </ul>

## personal effectiveness

○ <b>career</b>	<ul style="list-style-type: none"> <li>○ finding the work you love</li> <li>○ career transitions coaching</li> <li>○ work-life balance coaching</li> </ul>
○ <b>life goals</b>	<ul style="list-style-type: none"> <li>○ personal effectiveness coaching</li> <li>○ personal branding</li> </ul>
○ <b>life skills</b>	<ul style="list-style-type: none"> <li>○ influencing</li> <li>○ succeeding in uncertainty</li> <li>○ detaching</li> <li>○ networking</li> </ul>

**one final insight** *one who wishes to sing will always find a song*

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