



Adapted from “Field Guide to Consulting and Organizational Development With Nonprofits” – to obtain the entire book, select “Publications” at <http://www.authenticityconsulting.com>

Potential Types of Issues That Might Be Found in Nonprofit Organizations

The ultimate list of issues that a nonprofit organization should address should be the result of a careful organizational assessment, as well as use of a relevant organizational diagnostic model that suggests which of the issues are the most important to address and in which order.

- An example assessment is at <https://www.surveymonkey.com/r/svf38mm> .
- A suitable associated diagnostic model is at <http://tinyurl.com/y598vgsg> .
- That overall analysis might produce a list of some or all of the types of recommendations listed at <http://tinyurl.com/y4d269wf> .

Board operations

- Low attendance at meetings
- Low participation in meetings
- High turnover of Board members
- No, or poor, decision making
- Rubber-stamping recommendations from the Chief Executive Officer
- Conflict among Board members
- Micromanagement of the nonprofit’s day-to-day activities

Strategic planning

- Lack of clear focus for building programs and making major decisions
- Frequent suggestions from Board and/or staff for new programs
- Continual shortage of funds across the organization
- Low attendance and participation from Board and/or staff members
- Poor program results
- Conflict among Board and staff members about priorities, roles and responsibilities

Program planning

- Lack of clear goals and outcomes with programs
- Shortage of resources for programs
- Little or no results from programs
- Frequent complaints from program staff members
- Conflict and turnover among program staff members

Management development

- Poor planning, organizing, leading and administration of resources
 - Lack of direction and guidance to staff members
 - Conflict among staff members
 - High employee turnover
 - Poor communication between staff and Board members
 - Incomplete implementation and evaluation of programs
 - Board is not involved at all, or far too much, in planning and leadership
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Staff development

- Frequent turnover
 - Frequent complaints and conflict
 - Poor performance
 - Compliance (“going through motions”) on the job
 - (See symptoms of problems with program planning as listed above in this table)
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Teamwork

- Conflict between team members
 - Inefficiencies in activities
 - High turnover of members
 - Confusion about decision making and problem solving
 - Poor performance among members
 - Ineffective meetings
 - Low morale
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Financial management

- Shortage of resources for programs
 - Lack of understanding of costs of various resources
 - Bills continually not paid on time
 - Problems reported by annual financial audits
 - Numerous requests for funds
 - Frequent refusals from donors to fund programs
 - Financial goals for fundraising are not clear
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Advertising and promotions

- Little or no available feedback from program participants
 - Strong testimonials and results from program participants, yet little growth in programs
 - Confusion among clients about program benefits and activities
 - Lack of program resources
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Fundraising

- Poor program evaluations
 - Shortage of resources for programs
 - Little or no results from programs
 - Frequent complaints from program staff members
 - Numerous requests for funds to develop new programs
 - Frequent refusals from donors to fund programs
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Program evaluations

- Confusion among staff members about the program
 - Inability to successfully describe program to others
 - Poor program results
 - Frequent complaints and conflicts among staff members
 - Ineffective advertising and promotions
 - Ineffective fundraising for programs
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