Key Fundamentals of Highly Successful Volunteer Organizations
Understanding the Pattern of Success
The 4 Ps of expertise

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The Formula for Organizational Success: \((T+C+ECF) \times DE = \text{Success}\)
THE 4 I’S

Ignorance

Inflexibility

Indifference

Inconsistency

How to avoid the 4 I’s (1 = terrible  5 = average  10= world class)

Aggressive external market focus _______

Ridiculously high level of customer focus _______

Keep the “Main Things” the main things _______

Bullish on knowledge sharing and learning _______

Teamwork is mandatory – not optional _______

Passion and commitment at all levels _______

Foster a healthy paranoia _______

Revel in change _______
Orange Revolution: 4 + 1

Clear, specific, measurable and binary goals (no ambiguity) _______

High levels of trust across the entire organization _______

Free flow of all pertinent information across the entire organization (transparency) _______

High levels of both personal and mutual accountability _______

A focus on catching people doing things right and rewarding them _______

Wow                No Surprises                Cheer

Elements of high-performance team

______ D

______ M

______ C

______ C

______ M

______ D
Key team competencies

1. Setting clear, specific and measurable goals

2. Making assignments extremely clear and ensuring required competence

3. Establishing 100% accountability for high performance across the entire team

4. Running effective team meetings

5. Building very strong levels of trust

6. Establishing open, honest, frank and safe communication

7. Managing conflict effectively

8. Creating mutual respect and collaboration

9. Encouraging prudent risk-taking, creativity and innovation

10. Engaging in ongoing team building activities
Elements of a winning culture

1. People enjoy the work they do and the people they work with

2. People take pride in the work they do and the company they work for

3. There are high levels of engagement, connection, camaraderie and a community of caring

4. There is a culture of fairness, respect, trust, inclusiveness and teamwork

5. The leaders walk the talk, live the values and communicate a clear vision and strategy for growth

6. Lots of open, honest, robust and transparent communication across the entire organization

7. The company invests back in employees; there is a commitment to learning, coaching and development

8. There is a bias for action, employees have an ownership mentality and always strive to give their personal best

9. There is high accountability and a strong focus on delivering the desired results

10. There is ample recognition and rewards and mediocrity is not tolerated
Keys to effective management

Communicate Clearly — *internally and externally, honesty, transparency, and candor*  

Force the Hard Decisions — *core values drive fast, effective decision making*  

Focus Relentlessly on Key Results — *outcomes not effort, clear metrics, binary*  

Remain Flexible to Change — *be agile, adaptable and nimble, embrace change*  

Prove Your Value to the Customer — *every day, in every interaction*  

Force Collaboration — *teamwork is mandatory, not optional, no Prima Donnas!*  

Rigorous but Not Ruthless — *set high standards and hold people 100% accountable*
Disciplined Execution

1 = Strongly Disagree           3 = Disagree Somewhat           7 = Agree Somewhat
5 = Not Sure                     10 = Strongly Agree

We have a clear vision for exactly where we are trying to take our organization ________

We have a detailed and specific plan to accomplish the key objectives we are trying to execute ________

Our senior leaders are all 100% committed to executing the key objectives ________

The key leaders/employees in our organization are all superb at execution ________

All of the major objectives we are pursuing are fully aligned and mutually reinforcing ________

We have excellent systems and processes in place to ensure consistently superb execution ________

There is continuous and transparent communication throughout the entire organization about exactly where we stand on executing on our key objectives ________

Every employee has all of the training, support, equipment and resources they need to deliver the results required of them ________

We are superb at adjusting and adapting our strategy and objectives when truly necessary ________

We do a great job of celebrating both small and big wins and praising great performance ________

We refuse to tolerate mediocrity or lack of accountability and deal decisively with people who are not able to meet the clear standards of performance in our organization ________
The five keys to accountability (1-10)

1. 100% Clarity + Appropriate Authority ______

2. 100% Agreement ______

3. Track & Post (Easy to understand + highly visible) ______

4. Coach, Mentor, Train and Support ______

5. Reward Success / Punish Failure ______
WORKSHOP: IDEAS INTO ACTION

Go back page-by-page and carefully look through the entire book. Compare and contrast your scores on the various audits and re-read any notes you wrote. What are the themes that emerge… the patterns? Look for any scores below a 7 as an area that needs improvement and anything in the 1-5 range as a serious problem that needs attention.

The goal here is to really dig into these topics so you can take an honest look at the actual current state of your organization. This is a rare opportunity to take a critical look at how well your organization is truly operating and specifically what must be done to improve it. Take this exercise very seriously and push yourself to really understand what these scores and everything you learned today about world-class organizations could mean to your business.

1. Strengths
What was the pattern of high scores? In what major areas did you seem to have as strengths, where you scored an 8 or higher across all of the workshops?

2. Weaknesses
What was the pattern of low scores? In what major areas did you seem to have as weaknesses, where you scored a 6 or lower across all of the workshops?
3. Key strategies for success
Based on everything you have learned here today and your own personal business experience, what do you believe are the top strategies your organization must focus on to build and sustain success? What are the 3 - 5 most important ideas that will drive your organization’s future? (Please describe these in detail. You might lead off with a single word or short phrase, but then you’ll need to give a definition and description to exactly what you mean. It must be clear precisely what each idea means and how you will pursue it.)
4. Organizational action steps
Please list at least 4 specific, measurable, observable and BINARY action steps that your organization can take to implement the ideas you learned today. Based on the list you just created, as well as the strengths and weaknesses you identified, what can be done right away to take the lessons of this class and put them into positive action for your organization?

1.

2.

3.

4.
5. Personal action steps
Please list at least 4 specific, measurable, observable and BINARY action steps that YOU can take to implement the ideas you learned today. Based on the list you just created, as well as the strengths and weaknesses you identified, what can you do to make a more positive impact on your organization’s success?

1.

2.

3.

4.
NOTES: