

How Nonprofits Can Reinvent Themselves After Mission Success





Research















THE 3 Ps IN A CoBS POD



PROJECT
with food for thought: on yourself, your organisation and the wider context





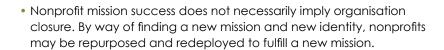
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with a set of key takeaways



Mission success can lead members to question organisational identity in the face
of an out-of-date mission. Organisations must reinvent organisational identity
by employing self-reflection and involving stakeholders across hierarchies.

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- An integrative approach acknowledging conflicting beliefs and allowing them to co-exists – has proven to be more successful than employing a competitive approach – the rejection of certain beliefs in favour of others.
- Using an external frame of reference such as bringing in new members, letting go of old members, and looking for short-term financial solutions may lead to an identity crisis and the end of the organisation.
- Finding a new organisational identity that is consistent with existing organisational values, integrates member beliefs, and brings together old and new beliefs enables member loyalty and redirection of the organisation.
- Funding from government and other donors to support reorientation initiatives by nonprofits may be more efficient than building new organisations for a new purpose.



Read the related article in Global Voice magazine #12; page 35







- How many charities and nonprofits can you think of in a minute? Which have become household names and which ones are relatively new?
- What makes you trust in a nonprofit?
- Why is it that the general public hears a lot less about the leadership and figureheads of nonprofits than the leadership of for-profits?
- How close do you think your non-profit is to achieving its mission and how do you think the accomplishment of the goal will affect it going forward?
- Have you/your organisation considered changing the purpose and identity of your mission (post success) and how do you think internal and external stakeholders will react to such a change?

Thoughts		
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by putting it all into practice

CHECKLIST

1. Acknowledge the need to change organisational identity and the different perceptions about it that members have. Consult all stakeholders to create a post-mission success new identity and vision/purpose.
2. Do not jump the gun to bring on board new managers, employees and sources for external funding before properly analysing the core values of the past mission, how internal parties align themselves with it, and the transformation needed to achieve a new purpose.
3. To gain continued financial support for the organisation, partner with policymakers/(local) government to assess the impact of closing the organisation after mission success if it is not redefined and given a new lease of life.
4. If the new mission is radically different from previously, rewrite the organisational constitution. Get legal advice on how to rewrite the constitution, as you may not be able to transfer assets to a new, different cause.
5. Be consistent with values and actions in order to retain and attract volunteers, skilled employees, and even funding.

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