

## 12/3 Questions

- Pick one of the nonprofits who has visited with us this semester, and describe their potential core problem (with some specific, illustrative examples) from the matrix on page 165 in Frumkin. If you were this NPO's CEO, how would you mitigate/minimize that core problem? And as a leader, how would you help your organization and its employees effectively balance the organization's instrumentality and expressiveness, as described in both Frumkin and in Warren Nilsson's work on the spiritual architecture of organizations?
- According to the article, "Delivering on the Promise of Nonprofits," what are the critical questions that a nonprofit needs to achieve strategic and financial clarity about in order to move from aspiration to impact?
- In a nonprofit with which you're familiar, which "alignment with intended impact/financial contribution quadrant do each of its key programs, services, or products fall?
- In what ways have the authors of "Delivering on the Promise" made a convincing case that for a nonprofit, "the discipline of leadership must replace the discipline of a market"?
- What take-away lessons can any NPO stakeholder benefit from in Truan's article, "Dance of Deceit?"
- How do you answer Drucker's questions for yourself:
  - Am I fundamentally a "reader" or a "listener"?
  - How do I learn?
  - What evidence do I have that what I say are my strengths really are my strengths?
  - What do I deeply value, and what evidence do I have that I really do value that?
  - Do I discern or perceive any friction or conflicts between what I value and my strengths? If so, what is this friction telling me?
  - Where do I belong (or conversely, where don't I belong)?
  - Who is most important in my life, and what evidence do I have in my actions/decisions that those relationships are important?
  - Given my answers to all the above (answers that may evolve/change over time), what do I discern/perceive should be my contribution to "the world" (i.e. however I understand "world") at this time in my life?
  - What are my next steps within the next 12 months to actualize what my contribution to the world should be?

## Potential Questions for Linda & Jennifer Lohse of The Foundations

- Why are you in the field of philanthropy?
- What are the benefits and limits of philanthropy to its beneficiaries and the community?
- In your mind, what is the most appropriate, productive, or effective relationship between government, the nonprofit sector, philanthropy, and business?
- What would you like to see happen in the nonprofit sector that is not happening to the degree that you would hope?
- What are the most important skills and perspectives that a future nonprofit leader should possess and why?
- What best advice might you offer for people who want to donate a significant amount of their wealth to charities?