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Nonprofit mergers are on the rise. Executive directors and board members are discovering the advantages: comprehensive service delivery, better finances, more powerful fundraising, increased market share. Bottom line, mergers make more mission possible. From assessing reasons and readiness, to finding a partner, to negotiating the best path, to budgeting and implementation, author David La Piana guides you through the maze of options with a steady hand. Based on experience with more than sixty mergers, this handbook is the perfect starting point for any nonprofit

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exploring a possible merger and a basic resource for all nonprofit managers. You'll find: how to decide what kind of structure from collaboration to merger meets your goals; how to know your own motivation and keep your mission forefront; what kind of merger best fits your goals, structure, and financial situation; how to seek merger partners and objectively assess the pros and cons of each; how to manage the boards essential role in merger considerations; how to exercise due diligence and write the merger agreement; how to deal with the rumor mill; what you can do yourself, when to call in attorneys and consultants, and how to select them; typical roadblocks and how to beat them; how to move past old history and build new traditions as you integrate staff, management, boards, systems, and corporate cultures; how to budget for and raise funds to implement the merger; and much more! Full merger case studies,

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Decision trees, twenty-two worksheets, checklists, tips, milestones, an extensive resource section and many samples including the minutes of a completed merger negotiation give you concrete assistance with your own merger plans and implementation. A special chapter written for nonprofit organizational consultants explains their roles and responsibilities in assisting clients interested in merger.

You've completed the merger agreement. Now, how do you make the merger work? Nonprofit Mergers Part II helps you create a comprehensive plan to achieve integration. It addresses large, strategic issues as well as small practical ones. Integration issues and how to handle them Section I: Going the Distance provides a broad view of integration, its challenges, and how to meet them.

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Topics include the basic tenets of organizational change; what success looks like in a well-implemented merger; the purpose and content of an integration plan; how to address people issues through leadership and planning; and the relationship between effective leadership, effective communication, and their combined contribution to integration success. How to create a useful integration plan Section II: Creating an Integration Plan takes you step-by-step through this essential process. You'll learn about integration of boards, cultures, management, staff and volunteers, programs, communications and marketing, and systems--one by one, in detail; the steps needed to create each section of the plan; common challenges, roadblocks, and crises that will arise, and how to respond when they do; and processes, procedures, and interventions likely to be most helpful and necessary. Software

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helps you create an organized plan Included with the book is a CD-ROM with a detailed integration plan template. Use it to keep your planning organized and on track. This useful guide also includes sample integration plans, worksheets, checklists, and tips and quotes from leaders of merged organizations. Nonprofit Mergers Part II is a must-read for anyone considering, embarking on, or just completing a merger!

Clear, practical, step-by-step guidance through the nonprofit merger process Using real-world examples, case studies, and enduring frameworks, *Nonprofit Mergers and Alliances, Second Edition* offers clear, practical, step-by-step guidance through the merger and alliance development process. From assessing feasibility and planning for implementation to post-merger integration, this ground-

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breaking work points out pitfalls and offers insightful commentary in every chapter. Provides a comprehensive framework for designing and implementing effective collaborations of all kinds Offers the tools needed to effectively collaborate with potential partners Shows how nonprofit mergers are fundamentally different from for-profit mergers-and why board members need to know this Focuses on the needs of the nonprofit sector, including cultural compatibility and compassionate management practices Shows nonprofit managers and board members how to make their way through the merger process without repeating Wall Street's mistakes Insightful and realistic, Nonprofit Mergers and Alliances, Second Edition equips you with the tools and knowledge you need to create effective collaborations.

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In this groundbreaking book, strategy expert David LaPiana introduces "Real-Time Strategic Planning," a fluid, organic process that engages staff and board in a program of systematic readiness and continuous responsiveness. You'll find tools for clarifying your competitive advantage; generating a strategy screen--criteria for evaluating strategies to be able to respond quickly; handling big questions; developing and testing strategies; and implementing and adapting strategies.

For nonprofits, mergers mean more than leveraging resources and meeting legal requirements. In this book the author guides you through a well executed merger and the real world merger lessons

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learned by small foundations and large associations.

Nonprofits often use the terms "strategic planning" and "business planning" interchangeably, but a good business plan goes beyond the traditional strategic plan with its focus on mission and vision, goals and objectives. The Nonprofit Business Plan, created by the strategy experts at La Piana Consulting, helps you understand what a business plan is and why you need one, then provides a practical, proven process for creating a successful, sustainable business model. This insightful resource further explains how your nonprofit can determine whether a potential undertaking is economically and operationally viable - a vital tool in today's economic climate - and how to understand and solve challenges as they arise. With detailed instructions, worksheets, essential tools, an integrated case study,

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and a rigorous financial analysis presented clearly and accessibly for those who work in or are connected to the nonprofit sphere, The Nonprofit Business Plan will help your team make solid business decisions so that you can achieve maximum results for your mission.

Some of the emerging views brought up in this e-book are: The paradox and the necessity of pursuing sustaining and disruptive innovation simultaneously require a new kind of talent called integral leadership, the usual tools of persuasion -- reason, statistics, and bullet-points of logic -- fail to cause the necessary changes in management culture to allow disruptive innovation to thrive. Leaders must guide companies through an emotional leap to embrace a future based upon disruptive innovation in technology

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and work practices and the search for viable disruptive innovationnew customer values, new markets, new business modelsstarts by systematically exploring a companys strategic frontier.

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