UP, UP & AWAY!
PREPARING YOUR NPO TO SOAR

2ND ANNUAL SUMMER SYMPOSIUM
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Objectives

- Learn how donors/investors identify high performing organizations
- Understand key attributes of top-performing NPOs
- Identify ways to drive improvement

Who is your customer?

What do 21st century donors expect?

Mission realization

- Assurance that investment is making a difference

- Confirmation that investment is furthering mission

- Tangible results

Efficiency

- Financial stewardship

- Effective management

Transparency

- Increased expectations

- Visibility of:
  - Financial management
  - Expense reporting
  - Program execution

Accountability

- Responsive

- Accurate

- Specific

Key attributes of high-performing NPOs

Effective nonprofits

- Create transformational change
- Engage people in their cause
- Grow, innovate, and adapt to a rapidly changing environment
- Stay inspired and inspire others
- Run their organization in accordance with their mission and principles
- Are thought leaders in their field
- Sustain their operations

Set & work toward high-level goals

- Process is thorough, thoughtful and focused on creating impact
- High-level goals are guiding light for organization
- Goals are proposed, discussed, written down and a metric to evaluate success is assigned to each and every goal.
- Organizational goals encompass:
  - Long-term
  - Short-term
  - Programmatic
  - Financial

Proactively engage donor base

- Relationship management
- Retention
- Pipeline development
- Segmentation

Build relationships

- Establish and grow networks

- Stewardship

Meet constituents where they are

To help effectively, they must understand:
- What drives the community to serve and act?
- What's important to them?
- What prevents them from acting?

Meet the community at their knowledge level:
- Avoid the use of jargon and "inside baseball" talk.
- Speak to everyone in universal language that everyone can understand.
- Proactively tweak messaging so it's accessible for everyone — especially people who are not familiar with your cause.

Collaborate and build coalitions

- Find like-minded nonprofits and community groups

- Meet to discuss partnering to further your shared cause

- Brainstorm ideas

- Create "win-win" situations for all involved

- Set and work on goals
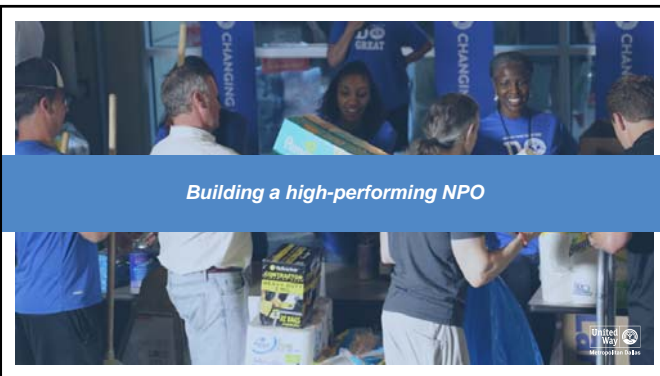
Table talk

- What are you doing well?

- What are opportunities for growth?

Building a high-performing NPO

Pillars of nonprofit management

Leadership Development	Change Management	Emotional Intelligence	Peer Learning			
Program Delivery	Impact Culture	Designing and Evaluating Impactful Programs	Storytelling	Asset Based Community Development	Collaboration	Cultural Competency
Fundraising	Funder Motivation, Cultivation and Stewardship	Major and Leadership Gifts	Corporate Giving / Sponsorships			
Marketing/ Branding	Branding (Audience Personas, Messaging, Design Best Practices)	Campaign Management and Media (Marketing Tactics)	Metrics and Personalization (Data, Marketing Tools)			
HR/Volunteer Management	HR Laws and Regulations	Recruiting	Hiring	Retention/ Rewarding		
Board Members	Roles and Responsibilities	Governance vs. Management	Fiscal Responsibility	Strategic Planning		

Organizational capacity assessment

- Structured tool for a facilitated self-assessment followed by action planning for capacity improvements.

- Self-assessment approach increases ownership of the action plan.

- OCA format helps organizations reflect on processes, functions, and benchmarks.

- Based on the discussions and the scoring, the organization shapes and sets priorities for actions it can take to strengthen its capacity.

OCA overview

Organizational Capacity Assessment Grid (OCAG)

	1 Clear need for increased capacity	2 Basic level of capacity in place	3 Moderate level of capacity in place	4 High level of capacity in place
Mission	No written mission or limited expression of the organization's reason for existence; lacks clarity or specificity; either held by very few in organization or rarely referred to	Some expression of organization's reason for existence that reflects its values and purpose, but may lack clarity; held by only a few; lacks broad agreement or rarely referred to	Clear expression of organization's reason for existence which reflects its values and purpose; held by many within organization and often referred to	Clear expression of organization's reason for existence which describes an enduring reality that reflects its values and purpose; broadly held within organization and frequently referred to
Vision (Clarity and Boldness)	No clear vision articulated and little shared understanding, or organizational aspirations beyond stated mission.	Vision exists, but is not bold yet achievable and does not reflect an inspiring future. Organizational aspirations are unclear, held only by a few or are rarely used in decision making.	Vision is clear and specific about organizational aspirations. It is held by many and frequently used in decision making. It either reflects an inspiring future OR is bold yet achievable.	Clear, specific, compelling vision that inspiring, bold, achievable and is widely held across the organization. It is used consistently to set priorities and direct actions.
Overall Strategy	Strategy is either nonexistent, unclear, or incoherent (largely set of scattered initiatives); strategy has no influence over day today behavior	Strategy exists but is either not clearly linked to mission, vision, and overarching goals, or lacks coherence, or is not easily actionable; strategy is not broadly known and has limited influence over day-to-day behavior	Coherent strategy has been developed and is linked to mission and vision but is not fully ready to be acted upon; strategy is mostly known and day-to-day behavior is partly driven by it	Organization has clear, coherent medium- to long-term strategy that is both actionable and linked to overall mission, vision, and overarching goals; strategy is broadly known and consistently helps drive day-to-day behavior at all levels of organization
Goals/ performance targets	Targets are nonexistent or few; targets are vague, or confusing, or either too easy or impossible to achieve; not clearly linked to aspirations and strategy, and may change from year to year; targets largely unknown or ignored by staff	Realistic targets exist in some key areas, and are mostly aligned with aspirations and strategy; may lack aggressiveness, or be short-term, lack milestones, or mostly focused on "inputs" (things to do right), or often renegotiated; staff may or may not know and adopt targets	Quantified, aggressive targets in most areas; linked to aspirations and strategy; mainly focused on "outputs/outcomes" (results of doing things right) with some "inputs"; typically, multiyear targets, though may lack milestones; targets are known and adopted by most staff who usually use them to broadly guide work	Limited set of quantified, genuinely Demanding performance targets in all areas; targets are tightly linked to aspirations and strategy, output/outcome-focused (i.e., results of doing things right, as opposed to inputs, things to do right), have annual milestones, and are long-term nature; staff consistently adopts targets and works diligently achieve them

Organizational Capacity Assessment Grid (OCAG)

Program relevance and integration	Core programs and services vaguely defined and lack clear alignment with mission and goals; programs seem scattered and largely unrelated to each other	Most programs and services well defined and can be solidly linked with mission and goals; program offerings may be somewhat scattered and not fully integrated into clear strategy	Core programs and services well defined and aligned with mission and goals; program offerings fit together well as part of clear strategy	All programs and services well defined and fully aligned with mission and goals; program offering are clearly linked to one another and to overall strategy; synergies across programs are captured
Program growth and replication	No assessment of possibility of scaling up existing programs; limited ability to scale up or replicate existing programs	Limited assessment of possibility of scaling up existing programs and, even when judged appropriate, little or limited action taken; some ability either to scale up or replicate existing programs	Occasional assessment of possibility of scaling up existing programs and when judged appropriate, action occasionally taken; able to scale up or replicate existing programs	Frequent assessment of possibility of scaling up existing programs and when judged appropriate, action always taken; efficiently and effectively able to grow existing programs to meet needs of potential service recipients in local area or other geographies
Funding Model	Organization highly dependent on a few funders, largely of same type (e.g., government or foundations or private individuals)	Organization has access to multiple types of funding (e.g., government, foundations, corporations, private individuals) with only a few funders in each type, or has many funders within only one or two types of funders	Solid basis of funders in most types of funding source (e.g., government, foundations, corporations, private individuals); some activities to hedge against market instabilities (e.g., building of endowment); organization has developed some sustainable revenue generating activity	Highly diversified funding across multiple source types; organization insulated from potential market instabilities (e.g., fully developed endowment) and/or has developed sustainable revenue generating activities; other nonprofits try to imitate organization's fundraising activities and strategies
Performance Measurement	Very limited measurement and tracking of performance; all or most evaluation based on anecdotal evidence; organization collects some data on program activities and outputs (e.g., number of children served) but has no social impact measurement (measurement of social outcomes, e.g., drop-out rate lowered)	Performance partially measured and progress partially tracked; organization regularly collects solid data on program activities and outputs (e.g., number of children served) but lacks data driven, externally validated social impact measurement	Performance measured and progress tracked in multiple ways, several times a year, considering social, financial, and organizational impact of program and activities; multiplicity of performance indicators; social impact measured, but control group, longitudinal (i.e., long-term) or third-party nature of evaluation is missing	Well-developed comprehensive, integrated system (e.g., balanced scorecard) used for measuring organization's performance and progress on continual basis, including social, financial, and organizational impact of program and activities; small number of clear, measurable, and meaningful key performance indicators; social impact measured based on longitudinal studies with control groups, and performed or supervised by third-party experts

Organizational Capacity Assessment Grid (OCAG)

Human resources planning	Organization uncovers and/ or addresses HR needs only when too large to ignore; lack of HR planning activities and expertise (either internal or accessible external); no experience in HR planning	Some ability and tendency to develop high-level HR plan either internally or via external assistance; HR plan loosely or not linked to strategic planning activities and roughly guides HR activities	Ability and tendency to develop and refine concrete, realistic HR plan; some internal expertise in HR planning or access to relevant external assistance; HR planning carried out on near-regular basis; HR plan linked to strategic planning activities and used to guide HR activities	Organization is able to develop and refine concrete, realistic, and detailed HR plan; has critical mass of internal expertise in HR planning (via trained, dedicated HR manager), or efficiently uses external, sustainable, highly qualified resources; HR planning exercise carried out regularly; HR plan tightly linked to strategic planning activities and systematically used to direct HR activities
Fundraising	Generally weak fund-raising skills and lack of expertise (either internal or access to external expertise)	Main fundraising Needs covered by some combination of internal skills and expertise, and access to some external fund-raising expertise	Regular fundraising Needs adequately covered by well-developed internal fund-raising skills, occasional access to some external fundraising expertise	Highly developed internal fundraising skills and expertise in all funding source types to cover all regular needs; access to external expertise for additional extraordinary needs
Revenue generation	No internal revenue generation activities; concepts such as cause related marketing, fee-for services and foundations are neither explored nor pursued	Some internal revenue generation activities, however financial net contribution is marginal; revenue-generation activities distract from programmatic work and often tie up senior management team	Some proven internal revenue generation activities and skills; these activities provide substantial additional funds for program delivery, but partially distract from programmatic work and require significant senior management attention	Significant internal revenue-generation; experienced and skilled in areas such as cause-related marketing, fee-for-services and retailing; revenue generating activities support, but don't distract from focus on creating social impact
Partnerships and alliances development and nurturing	Limited use of partnerships and alliances with public sector, nonprofit, or for-profit entities	Early stages of building relationships and collaborating with other for profit, nonprofit, or public sector entities	Effectively built and leveraged some key relationships with few types of relevant parties (for-profit, public, and nonprofit sector entities); some relations may be precarious or not fully "win-win"	Built, leveraged, and maintained strong, high-impact, relationships with variety of relevant parties (local, state, and federal government entities as well as for-profit, other nonprofit, and community agencies); relationships deeply anchored in stable, long term, mutually beneficial collaboration

Organizational Capacity Assessment Grid (OCAG)

Local community presence and involvement	Organization's presence either not recognized or generally, not regarded as positive; few members of local community (e.g., academics, other nonprofit leaders) constructively involved in the organization	Organization's presence somewhat recognized, and generally regarded as positive within the community; some members of larger community constructively engaged with organization	Organization reasonably well known within community, and perceived as open and responsive to community needs; members of larger community (including a few prominent ones) constructively involved in organization	Organization widely known within larger community, and perceived as actively engaged with and extremely responsive to it; many members of the larger community (including many prominent members) actively and constructively involved in organization (e.g., board, fund-raising)
Public relations and marketing	Organization makes no or limited use of PR/marketing; general lack of PR/marketing skills and expertise (either internal or accessible external or expertise)	Organization takes opportunities to engage in PR/marketing as they arise; some PR/ marketing skills and experience within staff or via external assistance	Organization considers PR/ marketing to be useful, and actively seeks opportunities to engage in these activities; critical mass of internal expertise and experience in PR/marketing or access to relevant external assistance	Organization fully aware of power of PR/marketing activities, and continually and actively engages in them; broad pool of nonprofit PR/marketing expertise and experience within organization or efficient use made of external, sustainable, highly qualified resources
Management of legal and liability matters	Organization does not anticipate legal issues, but finds help and addresses issues individually when they arise; property insurance includes liability component	Legal support resources identified, readily available, and employed on "as needed" basis; major liability exposures managed and insured (including property liability and workers' compensation)	Legal support regularly available and consulted in planning; routine legal risk management and occasional review of insurance	Well-developed, effective, and efficient internal legal infrastructure for day-to-day legal work; additional access to general and specialized external expertise to cover peaks and extraordinary cases; continuous legal risk management and regular adjustment of insurance
Organizational processes use and development	Limited set of processes (e.g., decision making, planning, reviews) for ensuring effective functioning of the organization; use of processes is variable, or processes are seen as ad hoc requirements ("paperwork exercises"); no monitoring or assessment of processes	Basic set of processes in core areas for ensuring Efficient functioning of organization; processes known, used, and truly accepted by only portion of staff; limited monitoring and assessment of processes, with few improvements made in consequence	Solid, well designed Set of processes in place in core areas to ensure smooth, effective functioning of organization; processes known and accepted by many, often used and contribute to increased impact; occasional monitoring and assessment of processes, with some improvements made	Robust, lean, and well-designed set of processes in all areas to ensure effective and efficient functioning of organization; processes are widely known, used and accepted, and are key to ensuring full impact of organization; continual monitoring and assessment of processes, and systematic improvement made

Organizational Capacity Assessment Grid (OCAG)

Staffing levels	Many positions within and peripheral to organization (e.g., staff, volunteers, board, senior management) are unfilled, inadequately filled, or experience high turnover and/or poor attendance	Most critical positions within and peripheral to organization (e.g., staff, volunteers, board, senior management) are staffed (no vacancies), and/or experience limited turnover or attendance problems	Positions within and peripheral to organization (e.g., staff, volunteers, board, senior management) are almost all staffed (no vacancies); few turnover or attendance problems	Positions within and peripheral to organization (e.g., staff, volunteers, board, senior management) are all fully staffed (no vacancies); no turnover or attendance problems
Board – composition and commitment	Membership with limited diversity of fields of practice and expertise; drawn from a narrow spectrum of constituencies (from among nonprofit, academia, corporate, government, etc.); little or no relevant experience or commitment to organization's success, vision and mission; meetings infrequent and/or poor attendance	Some diversity in fields of practice; membership represents a few different constituencies (from among nonprofit, academia, corporate, government, etc.); moderate commitment to organization's success, vision and mission; regular, purposeful meetings are well-planned and attendance is good overall	Good diversity in fields of practice and expertise; membership represents most constituencies (nonprofit, academia, corporate, government, etc.); good commitment to organization's success, vision and mission; and behavior to suit; regular, purposeful meetings are well planned and attendance is consistently good, occasional subcommittee meetings	Membership with broad variety of fields of practice and expertise, and drawn from the full spectrum of constituencies (nonprofit, academia, corporate, government, etc.); includes functional and program content-related expertise, as well as high-profile names; high willingness and proven track record of investing in learning about the organization and addressing its issues; outstanding commitment to the organization's success, mission and vision; meet in person regularly, good attendance, frequent meetings of focused subcommittees
Board – involvement and support	Provide little direction, support, and accountability to leadership; board not fully informed about 'material' and other major organizational matters; largely "feel-good" support	Provide occasional direction, support and accountability to leadership; informed about all 'material' matters in a timely manner and responses/ decisions actively solicited	Provide direction, support and accountability to programmatic leadership; fully informed of all major matters, input and responses actively sought and valued; full participant in major decisions	Provide strong direction, support, and accountability to programmatic leadership and engaged as a strategic resource; communication between board and leadership reflects mutual respect, appreciation for roles and responsibilities, shared commitment and valuing of collective wisdom

Organizational Capacity Assessment Grid (OCAG)

CEO/ Executive Director	Low energy and commitment, has difficulty balancing the social impact and financial requirements of the organization, micromanages does not effectively develop team, openly critical or judgmental – preventing effective interpersonal relationships, relies on intuition rather than strategic analysis, is uncomfortable with ambiguity.	Good energy level and viable commitment, prioritizes social impact to the detriment of making financially responsible decisions, promotes teamwork and expresses confidence in ability of others, able to earn respect and build relationships over time, able to cope with complexity and analyze strategy, but not generate strategy, understands basic financial concepts and applies them to major decisions.	Inspiring energy and commitment – excites others around vision for the organization, recognizes financial soundness is essential to a high-impact organization, has a sense of urgency to address issues and move from decision to action, empowers team to succeed in their own ways, easily builds rapport, is respected and has a strong presence, able to use multiple approaches to gain buy-in, able to quickly distill complex information to core issues, comfortable dealing with the unknown, develops robust strategies, has sound financial judgement.	Contagiously energetic and lives the organizations mission, able to inspire others to visualize the vision for the organization, successfully guides organization to a dual mission of impact and financial efficiency, anticipates problems and seeks opportunities to improve, constantly establishing successful win-win relationships with others, motivates people through consistent, positive messaging, seen as an outstanding "people person", uses diverse communications styles to inspire and achieve impact, perpetually self-aware, has keen ability to synthesize complex information and develops multi-layered strategies, has exceptional financial judgement – an almost innate sense of financial decisions.
Management team and staff – dependence on CEO/ executive director	Very strong dependence on CEO/executive director; organization would cease to exist without his/her presence	High dependence on CEO/ executive director; organization would continue to exist without his/her presence, but likely in a very different form	Limited dependence on CEO/executive director; organization would continue in similar way without his/her presence but areas such as fund-raising or operations would likely suffer significantly during transition period; no member of management team could potentially take on CEO/ED role	Reliance but not dependence on CEO/ executive director; smooth transition to new leader could be expected; fund-raising and operations likely to continue without major problems; senior management team can fill in during transition time; several members of management team could potentially take on CEO/ED role
Senior management team	Team has no or very limited experience in nonprofit or for-profit management; team represents few constituencies (nonprofit, academia, corporate, government, etc.) and has no or very limited capabilities and track record from other fields; limited track record of learning and personal development; mostly energetic and committed	Team has some experience in nonprofit or for-profit management; team represents some constituencies (nonprofit, academia, corporate, government, etc.); some relevant capabilities and track record from other fields; good track record of learning and personal development; energetic and committed	Team has significant experience in nonprofit or for-profit management; team represents most constituencies (nonprofit, academia, corporate, government, etc.); significant relevant capabilities and track record from other fields; good track record of learning and personal development; highly energetic and committed	Team highly experienced in nonprofit or for-profit management; drawn from full spectrum of constituencies (nonprofit, academia, corporate, government, etc.); outstanding capabilities and track record from other fields; outstanding track record of learning and personal development; contagiously energetic and committed

Organizational Capacity Assessment Grid (OCAG)

Staff	Staff drawn from a narrow range of backgrounds and experiences; interest and abilities limited to present job; little ability to solve problems as they arise	Some variety of staff backgrounds and experiences; good capabilities, including some ability to solve problems as they arise; many interested in work beyond their current jobs and in the success of the organization's mission	Staff drawn from diverse backgrounds and experiences, and bring a broad range of skills; most are highly capable and committed to mission and strategy; eager to learn and develop, and assume increased responsibility	Staff drawn from extraordinarily diverse backgrounds and experiences, and bring broad range of skills; most staff are highly capable in multiple roles, committed both to mission/ strategy and continuous learning; most are eager and able to take on special projects and collaborate across divisional lines; staff are frequent source of ideas and momentum for improvement and innovation
Volunteers	Limited abilities; may be unreliable or have low commitment; volunteers are poorly managed	Good abilities; mostly reliable, loyal, and committed to organization's success; volunteers managed but without standards and little accountability	Very capable set of individuals, bring required skills to organization; reliable, loyal and highly committed to organization's success and to "making things happen"; work easily with most staff, but do not generally, play core roles without substantial staff supervision; volunteers are managed and contribute to the overall success of the organization	Extremely capable set of individuals, bring complementary skills to organization; reliable, loyal, highly committed to organization's success and to "making things happen"; often go beyond call of duty; able to work in a way that serves organization well, including ability to work easily with wide range of staff and play core roles without special supervision; volunteers managed very well and significantly contribute to overall success of organization
Financial operations management	Gifts and grants deposited and acknowledged, bills paid, supporting documentation collected/retained	Financial activities transparent, clearly and consistently recorded and documented, include appropriate checks and balances, and tracked to approve budget	Formal internal controls governing all financial operations; fully tracked, supported and reported, annually audited fund flows well managed; attention is paid to cash flow management	Robust systems and controls in place governing all financial operations and their integration with budgeting, decision making, and Organizational objectives/strategic goals; cash flow actively managed
Physical infrastructure – buildings and office space	Inadequate physical infrastructure, resulting in loss of effectiveness and efficiency (e.g., unfavorable locations for clients and employees, insufficient workspace for individuals, no space for teamwork)	Physical infrastructure Can be made to work well enough to suit organization's most important and immediate needs; a number of improvements could greatly help increase effectiveness and efficiency (e.g., no good office space for teamwork, no possibility of holding confidential discussions, employees share desks)	Fully adequate physical infrastructure for the current needs of the organization; infrastructure does not impede effectiveness and efficiency (e.g., favorable locations for clients and employees, sufficient individual and team office space, possibility for confidential discussions)	Physical infrastructure well-tailored to organization's current and anticipated future needs; well-designed and thought out to enhance organization's efficiency and effectiveness (e.g., especially favorable locations for clients and employees, plentiful team office space encourages teamwork, layout increases critical interactions among staff)

Organizational Capacity Assessment Grid (OCAG)

Technological infrastructure – Web site	Organization has no individual Web site	Basic Web site containing general information, but little information on current developments; site maintenance is a burden and performed only occasionally	Comprehensive Web site containing basic information on organization as well as up-to-date latest developments; most information is organization specific; easy to maintain and regularly maintained	Sophisticated, Comprehensive and interactive Web site, regularly maintained and kept up to date on latest time and organization developments; praised for its user-friendliness and depth of information; includes links to related organizations and useful resources on topic addressed by organization
Technological infrastructure – databases and management reporting systems	No systems for tracking clients, staff volunteers, program outcomes and financial information	Electronic databases and management reporting systems exist only in few areas; systems perform only basic features, are awkward to use or are used only occasionally by staff	Electronic database and management reporting systems exist in most areas for tracking clients, staff, volunteers, program outcomes and financial information; commonly used and help increase information sharing and efficiency	Sophisticated, comprehensive electronic database and management reporting systems exist for tracking clients, staff, volunteers, program outcomes and financial information; widely used and essential in increasing information sharing and efficiency
Board governance	Board does not scrutinize budgets or audits, does not set performance targets and hold CEO/ED accountable or does not operate according to formal procedures; executive, treasury, and board functions unclear	Roles of legal board, advisory board and management are clear; board functions according to by-laws, reviews budgets, and occasionally sets organizational direction and targets, but does not regularly review CEO/ED performance, monitor potential conflicts of interest, scrutinize auditors, or review IRS and state filings	Roles of legal board, advisory board, and managers are clear and function well; board reviews budgets, audits, IRS and state filings; size of board set for maximum effectiveness with rigorous performance targets and actively encourages CEO/ED to meet targets; annual review of CEO's performance, but board not prepared to hire or fire CEO	Legal board, advisory board and managers work well together from clear roles; board fully understands and fulfills fiduciary duties; size of board set for maximum effectiveness with rigorous nomination process; board actively defines performance targets and holds CEO/ED fully accountable; board empowered and prepared to hire or fire CEO/ED if necessary; board periodically evaluated

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Organizational Capacity Assessment Grid (OCAG)

Individual job design	Lack of positions created to address a number of key roles (e.g. CFO, HR, learning and measurement); unclear roles and responsibilities with many overlaps; job descriptions do not exist	Positions exist for most key roles, with a few still missing; most key positions are well-defined and have job descriptions; some unclear accountabilities or overlap in roles and responsibilities; job descriptions tend to be static	All key roles have associated positions; most individuals have well defined roles with clear activities and reporting relationships and minimal overlaps; job descriptions are continuously being redefined to allow for organizational development and individuals' growth within their jobs	All roles have associated dedicated positions; all individuals have clearly defined core roles which must be achieved and an area of discretion where they can show initiative and try to make a difference; core roles are defined in terms of end-products and services rather than activities; individuals have the ability to define their own activities and are empowered to continuously reexamine their jobs
Shared references and practices	No major common set of practices and references exist within the organization (such as traditions, rituals, unwritten rules, stories, heroes or role models, symbols, language, dress)	Common set of references and practices exists in some groups within the organization, but are not shared broadly; may be only partially aligned with organizational purpose or only rarely harnessed to produce impact	Common set of references and practices exists, and are adopted by many people within the organization; references and practices are aligned with organizational purpose and occasionally harnessed to drive towards impact	Common set of references and practices exist within the organization, which may include: traditions, rituals, unwritten rules, stories, heroes or role models, symbols, language, dress; are truly shared and adopted by all members of the organization; actively designed and used to clearly support overall purpose of the organization and to drive performance

You are the heroes!

Thank you!