

Nonprofit**HR**

WELCOME

**EXECUTIVE ALLIANCE  
FOR SOCIAL IMPACT**

FALL 2023 COHORT – SESSION 3



# WELCOME BACK!!!

# OVERVIEW OF COHORT

Session 1: Leadership for Growth  
(Full day, in person) – Wednesday,  
October 11

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Session 2: Talent & Culture for  
Growth  
(3 hours, virtual – Thursday,  
October 19

**Session 3: Resilience &  
Sustainability for Growth (3 hours,  
virtual – Wednesday, October 25**

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**Session 4: Wrap-Up  
(Full day, in-person) – Wednesday,  
November 1**

# AGENDA

11:00 – 11:05 am	Welcome & Opening Remarks
11:05 – 11:15 am	What's Good? You Good?
11:15 am – 12:00 pm	Social Impact Sector 2.0: A Look Into The Future of Work
12:00 – 12:10 pm	Self-care Break
12:10 pm – 12:55 pm	How Resilient Are You & How Sustainable Is Your Social Impact Organization?
12:55 – 1:05 pm	Self-care Break
1:05 – 1:50 pm	Why Financial Acumen is Essential to Your Growth & Resilience Strategies
1:50 – 2:00 pm	Reflections

## Next Session

Wednesday, Nov 1<sup>st</sup>  
Wellspring Manor & Spa  
(Final)



# WHAT'S GOOD? YOU GOOD?

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# COHORT CHECK-IN



- What's good right now?
- What do you need in this moment?





# Social Impact Sector 2.0: Predictions for the Future

# SOCIAL IMPACT SECTOR 2.0: CURRENT STATE

## Today's U.S. Based Social Impact/Nonprofit Sector:

- 3rd Largest Workforce in the U.S.
- 1.8 Million Organizations
- 12+ Million Paid Staff
- \$826 Billion Annual Spend on Salaries, Benefits & Payroll Taxes
- \$2 Trillion to the U.S. / 5.7% GDP

Nonprofits employ [12.3 million people](#), with payrolls exceeding those of most other U.S. industries, including construction, transportation, and finance.

*National Council of Nonprofits*



# SOCIAL IMPACT SECTOR 2.0: CURRENT STATE

Field	Workers	Share of nonprofit workforce
<b>ALL NONPROFITS</b>	<b>12,482,741</b>	<b>100%</b>
Health care services	6,777,730	54.3%
Educational services	2,003,634	16.1%
Social assistance	1,528,920	12.2%
Religious, grantmaking, civic, professional, & similar	818,562	6.6%
Arts, entertainment, & recreation	355,965	2.9%
All other fields combined	997,930	8.0%

Source – George Mason University Center on Nonprofits, Philanthropy, and Social Enterprise

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# SOCIAL IMPACT SECTOR 2.0: PREDICTIONS FOR THE FUTURE



Social Trends



Technological  
Trends



Behavioral  
Trends

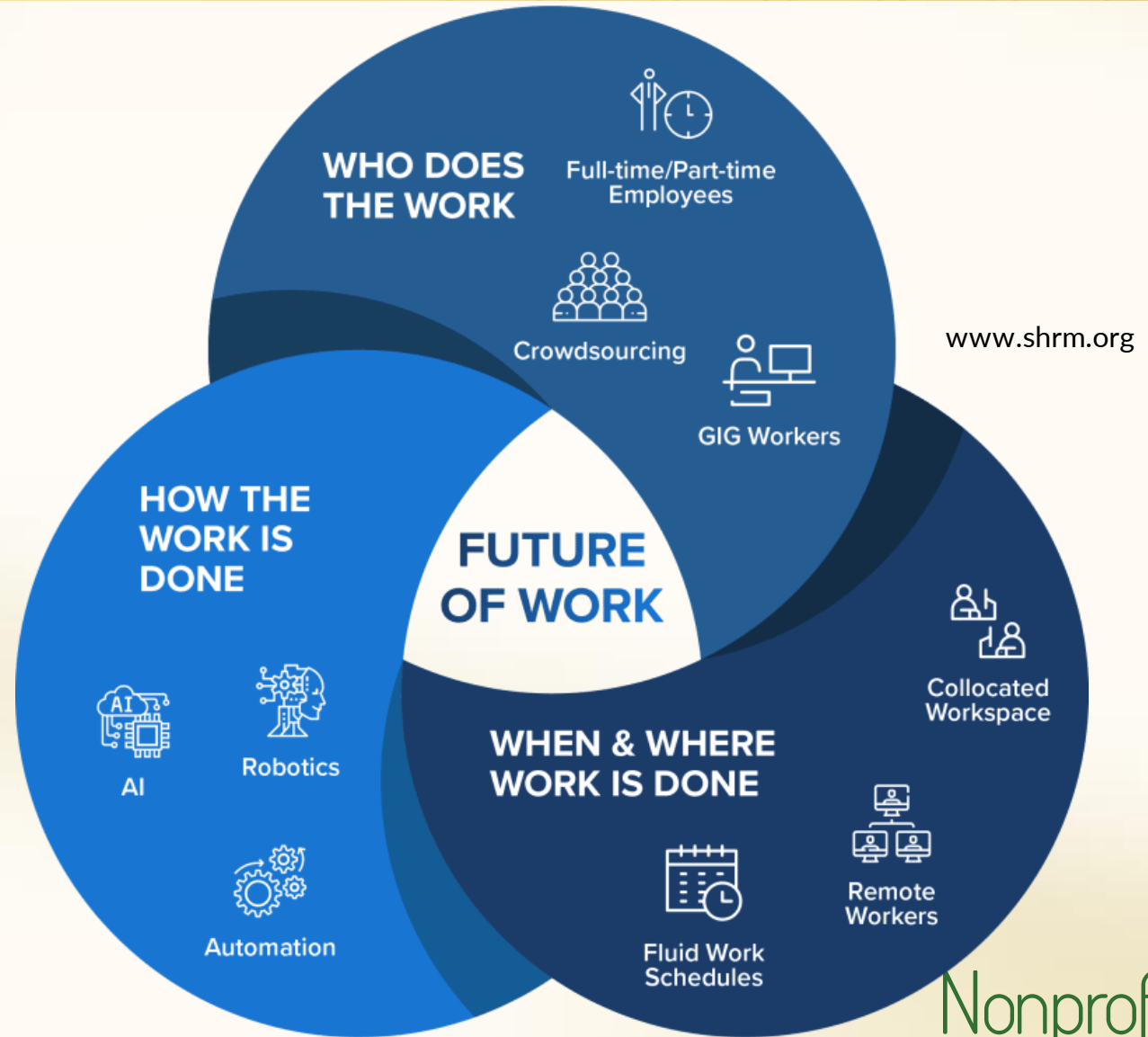


Political Trends

# THE FUTURE OF WORK

The future of work refers to an informed perspective on what businesses and other organizations need to know about how work could shift plus how workforces and workplaces can prepare for those changes, big and small.

*McKinsey.com*



# THE FUTURE OF WORK: 3 TRENDS IMPACTING SOCIAL SECTOR TALENT

Growth of Generative AI



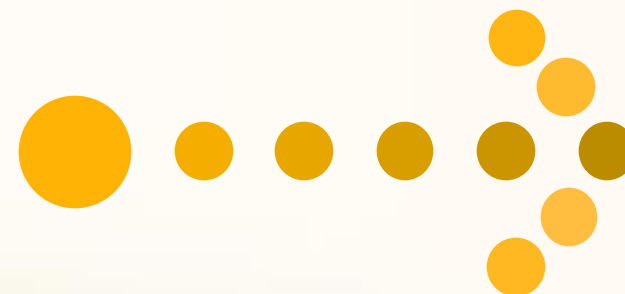
GenZ coming of age



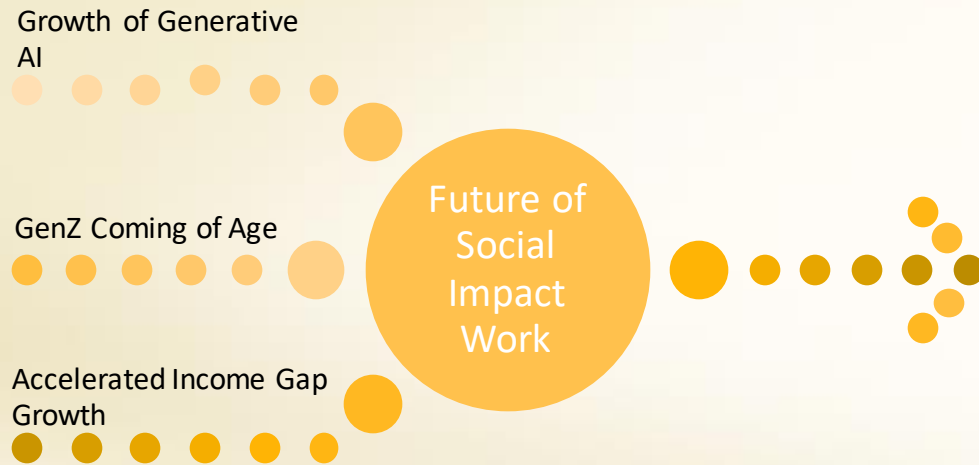
Accelerated income gap growth



Future of  
Social  
Impact  
Work



# THE FUTURE OF WORK: 3 TRENDS IMPACTING SOCIAL SECTOR TALENT



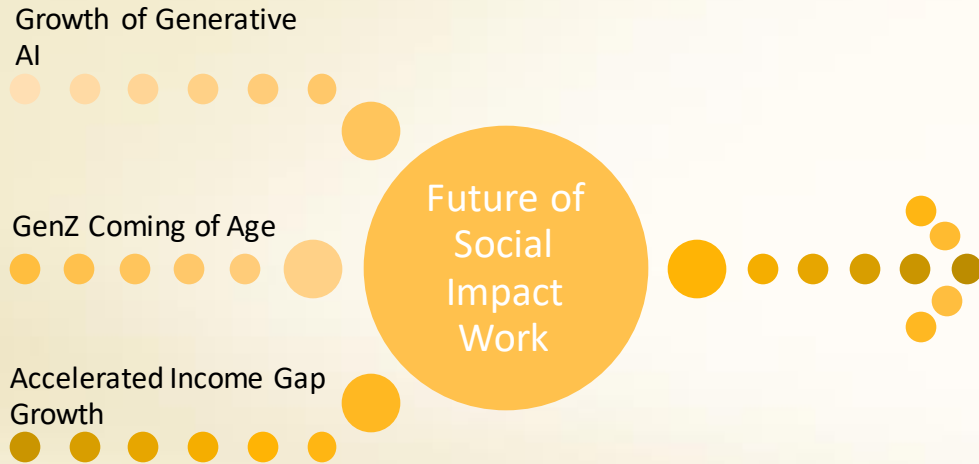
*How is your organization preparing for the growth of generative AI?*

## Growth of Generative AI

- Jobs involve a high share of repetitive tasks, data collection, office support & customer service are expected to shrink or be replaced by about 3.7 million and 2.0 million jobs, respectively, by 2030.
- Workers will need support in learning new skills
- Increased demand for “knowledge” workers



# THE FUTURE OF WORK: 3 TRENDS IMPACTING SOCIAL SECTOR TALENT



*How is your organization adjusting its talent management strategies to prepare for Gen Z?*

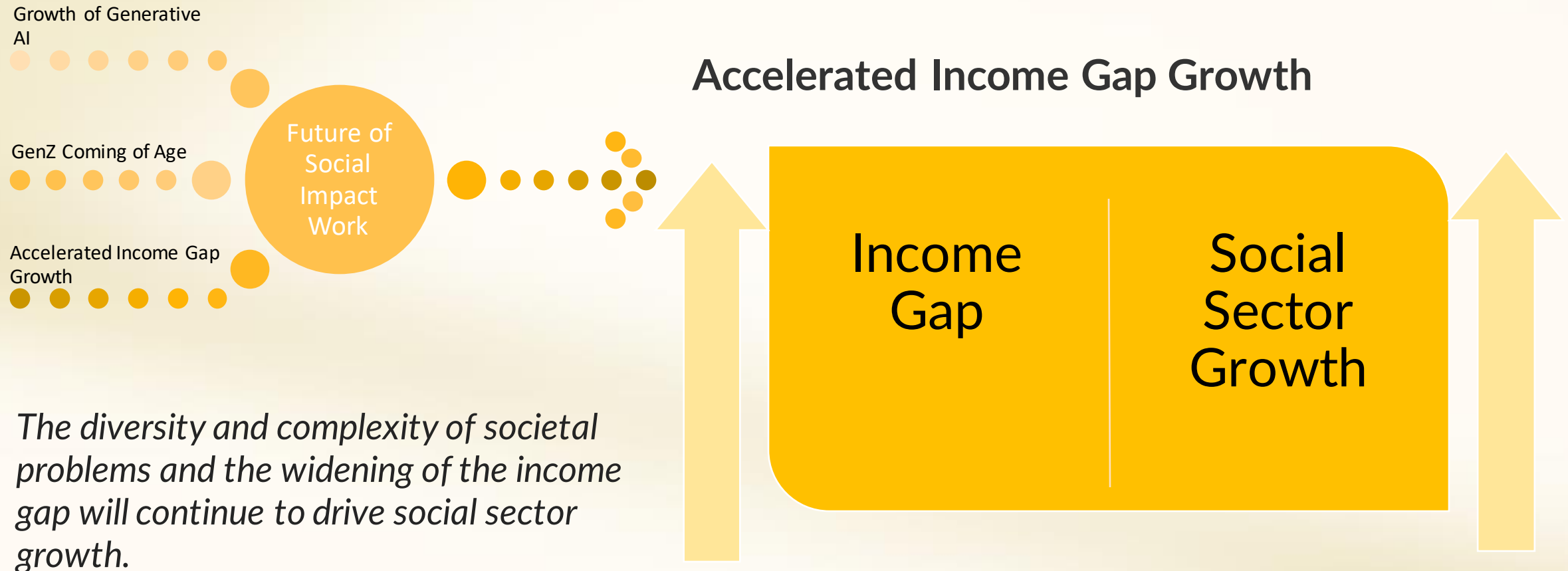
## Gen Z Coming of Age

Gen Z, a rapidly-growing generation, is [predicted](#) to constitute **27% of the global workforce by 2025**. They are also currently estimated to be the most ethnically diverse generation, with more than 50% from non-white backgrounds.

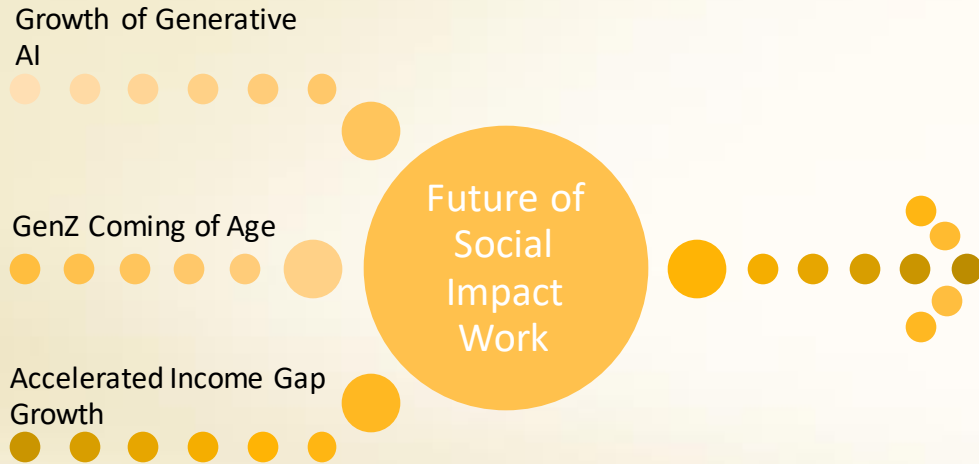
*Forbes.com*

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# THE FUTURE OF WORK: A PERSPECTIVE ON TALENT



# THE FUTURE OF WORK: A PERSPECTIVE ON TALENT



Income inequality has risen in most advanced economies and major emerging economies, which together account for about two-thirds of the world's population and 85 percent of global GDP.

Brookings Institute



## Accelerated Income Inequality

- Increased income inequality will drive higher demand for nonprofit services
- shrinking amounts of revenue from donors at lower- and middle-income levels will impact fundraising strategy; people with higher incomes tend to give a smaller percentage of their income to charity than do middle and lower-class people
- declining levels of trust in institutions among Americans key factor contributing to the decline in philanthropy

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# SOCIAL IMPACT SECTOR 2.0: PREDICTIONS FOR THE FUTURE

**Are you future-proofing your organization?**

Future-proofing is a process of anticipating and preparing for potential future changes and challenges, in order to minimize their impact and ensure long-term success [and sustainability].

[https://www.linkedin.com/pulse/10-proven-ways-future-proof-your-business-essential-tips-long-term-/](https://www.linkedin.com/pulse/10-proven-ways-future-proof-your-business-essential-tips-long-term/)

**Group Discussion Question:**

What role do you believe you should play in helping to prepare your organization for the future and the future of work?



# SELF-CARE BREAK

*12:00 – 12:10 PM*



# HOW RESILIENT ARE YOU & HOW SUSTAINABLE IS YOUR SOCIAL IMPACT ORGANIZATION?

# LEADERSHIP RESILIENCE & SUSTAINABILITY

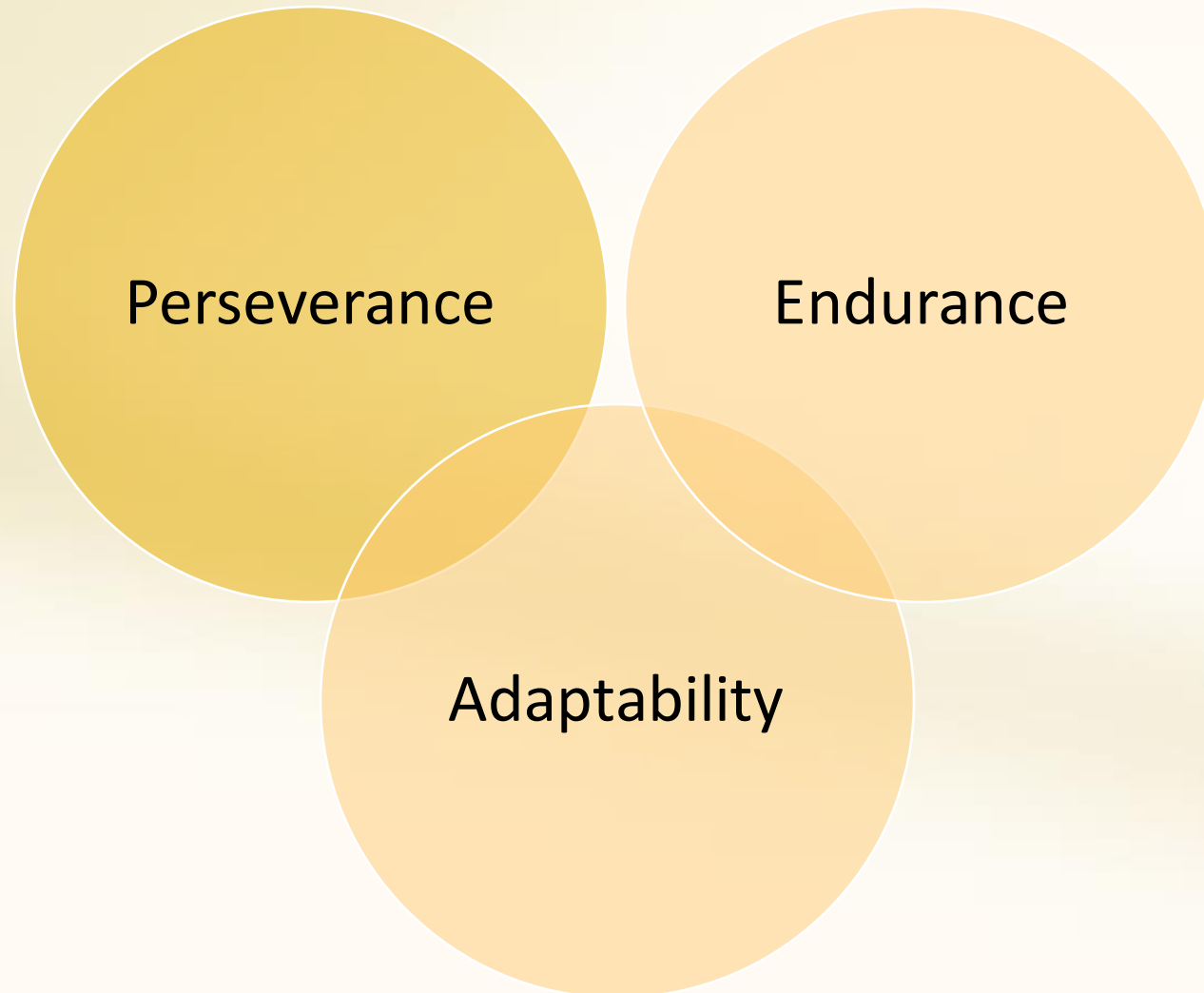
## Leadership Resilience

refers to the ability of leaders to endure, adapt, and thrive in the face of adversity, challenges, and change

## Organizational Resilience

defined as an organization's capacity to absorb stress, recover critical functionality, and thrive in altered circumstances

# LEADERSHIP RESILIENCE & SUSTAINABILITY



**Resilience is important for leaders to thrive.** The ability to persevere and persist with unwavering hope is perhaps the ultimate mark of an impactful leader.

Thnk.org

# LEADERSHIP RESILIENCE & SUSTAINABILITY



**Resilience** is the ability to adapt and thrive in the face of adversity.

*LinkedIn.com*

How resilient do you feel right now?



## Group Discussion Questions:

How does this compare to the level of resilience you felt 1 year ago?

What have you experienced that has strengthened or weakened your leadership resilience?

# ORGANIZATIONAL RESILIENCE & SUSTAINABILITY

**Resilience is not a destination;** it is a way of being. A “resilient organization” is not one that is simply able to return to where it left off before the crisis. Rather, the truly resilient organization is one that has transformed, having built the attitudes, beliefs, agility, and structures into its DNA that enable it to not just recover to where it was, but vault forward—quickly.

*Deloitte Insights*

# 4 KEY BENEFITS OF ORGANIZATIONAL RESILIENCE

## Anticipation Benefit

- the ability to recognize threats faster

## Impact Benefit

- the ability to better resist or withstand the initial shock

## Recovery Speed Benefit

- the ability to rebound from the shock more quickly by identifying the adjustments needed to return to the prior operating level and implementing them swiftly and effectively

## Outcomes Benefit

representing increased fitness for the new post-shock environment

Source:  
<https://hbr.org/2020/07/a-guide-to-building-a-more-resilient-business>

## Self-Reflection Question on Resilience

What do you need to prioritize to build your own resilience and that of your organization?



# SELF-CARE BREAK

12:55 – 1:05 PM

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# WHY FINANCIAL ACUMEN IS ESSENTIAL TO YOUR GROWTH & RESILIENCE STRATEGIES

# WHY FINANCIAL ACUMEN IS ESSENTIAL TO GROWTH

**When a nonprofit closes, the ripple effects cannot be ignored:** communities lose access to food, shelter, mental health care, and other vital services.

*National Council of Nonprofits*

# WHY FINANCIAL ACUMEN IS ESSENTIAL TO GROWTH

50% of nonprofit organizations in the United States are operating with **less than a single month's cash reserves.**

<https://www.ensync-corp.com/blog/step-by-step-guide-to-attaining-nonprofit-sustainability>

# WHY FINANCIAL ACUMEN IS ESSENTIAL TO GROWTH

Financial acumen refers to the ability to understand and interpret financial data and use it to **make sound business decisions.**

# WHY FINANCIAL ACUMEN IS ESSENTIAL TO GROWTH

Resource  
Allocation

Risk  
Management

Performance  
Measurement

Growth Strategy Management

Communication  
& Transparency

Mission Sustainability

# WHY FINANCIAL ACUMEN IS ESSENTIAL TO GROWTH



Insights from Simiso Kabo  
Chief Financial Officer,  
Nonprofit HR



# REFLECTIONS



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