**Transforming People Problems**

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**Professor**

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**Assignment # 3 – Essay**

1. Select a people issue you are passionate about> Write a 5-page paper applying transformational leadership concepts, and compose a research project for addressing this social issue while working in communities with people of diverse cultures and backgrounds. Include the following elements.,
2. Analyze the nature of man from theological, sociological, and psychological perspectives as the relate to your chosen issue.
3. Analyze the behavioral motivation for the chosen people problem issue and the leader’s role in influencing a solution.
4. Examine methods of communication to build trust in this situation
5. Describe conflict resolution techniques that can be used
6. Paper Outline
7. Begin with an introductory paragraph with a succinct thesis statement.
8. Address the topic of the paper with critical thought.
9. End with a conclusion that reaffirms your thesis.

The sustainability of nonprofit organizations, including churches, is crucial to the well-being of America.

Nonprofit charitable organizations, including churches, are not just about charity or spreading religion. They are instrumental in building healthy communities by offering essential services and employment opportunities. Their significant economic impact, often overlooked, is a crucial aspect of their contribution to the community. These organizations, usually seen as charitable, strive to make a difference by providing services, usually to the underserved population. Many do not realize nonprofits are a significant force for economic stability and community health through their services and jobs. This dual role of nonprofits as service providers and employers, a crucial aspect of their contribution to the community, is a testament to their multifaceted impact, enlightening us about their economic significance. The sustainability of nonprofit organizations is crucial to the well-being of America.

The word philanthropy comes from two Greek words meaning “love of people.” In modern times, this goodwill, or humanitarianism, is often expressed in nations of property, money, or volunteer time to worthy causes. Similarly, charity comes from a Latin word meaning “love “in the sense of unconditional love, kindness, compassion, and seeking to do good. The roots of these words remind us of the fundamental reasons for the work of most nonprofit organizations. The United States has the world's most extensive system of organized private philanthropy. In this country, nongovernmental organizations have been created— and funded through private sources—to provide services. If nonprofits in the United States were a single industry, they would rank as the nation’s largest industry, accounting for just under 10 percent of the workforce and about 5 percent of the gross domestic product. This significant economic impact, often overlooked, is a testament to the vital role of nonprofits in our society. Understanding and acknowledging this economic significance should make us more aware of the impact of nonprofits in our communities (Klein & Yogi, 2022; Klein et al., 2024).

Nonprofit organizations play a vital role in meeting the needs of people, particularly in underserved areas. They often assist with food insecurity through food banks, health services, affordable childcare, and more. Their crucial role in addressing the needs of the most vulnerable in our communities should evoke a strong sense of empathy and support for their cause. It is essential to recognize and appreciate these organizations' tireless efforts to make a difference in the lives of those in need. However, it is a common oversight that an NPO, despite its service-oriented nature, is also a viable business that must operate effectively to survive. Recognizing that Nonprofits, often misperceived as not being businesses, operate on a unique business model is crucial. This unique business model, which includes revenue generation, a volunteer workforce, a focus on cost containment, a distinct leadership model, and the importance of image and brand, is a crucial aspect of their operations that is often overlooked. It is time to acknowledge and appreciate the nature of nonprofit businesses and their crucial role in our communities (Cullom & Cullom, 2011).

Over the last five decades, since I have been an active church member and involved with a well-known NPO, I have seen many NPOs’ including churches, come and go. Some merged with more substantial organizations, while some shuttered. According to what I learned while attending the nonprofit organization management program at the University of California Riverside (UCR), nonprofits were designed to meet societal needs that were left unmet by the government, and in doing so, they would be granted nonprofit status to receive donations to raise money for their needy cause. The benefit to the government was that the services would cost a fraction of the cost if the government provided them. The benefit to the people is that the services are usually affordable or accessible at no cost. All in all, when it works out, society benefits. However, many NPOs fail to make it over the hump due to lack of funding and other factors, with the main one being leadership. “An organization's efficacy is contingent upon its leadership's quality.” (Magezi & Nanthambwe, 2024, p.8)

I embarked on this journey to broaden my horizons and understand why some NPOs, including churches, fail or barely survive yet never thrive to reach their full potential. Many factors come into play; some can be controlled while others are outside their influence. Out of the myriads of factors currently impacting the trajectory of NPOs, such as marketing/branding, relationship building, and political capital, I will touch on the main three that surfaced during my research: fundraising, internal and external factors, and leadership.

Having a fundraising background, being a Certified Development Executive (CDE), and graduating from Wells Fargo Fundraising Academy, I thought the best way (if not the only) to ensure a nonprofit's long-term sustainability was to learn how to fundraise adequately. Although it may not be at the top of the list, NPOs, including churches, would be unable to survive without adequate funding.

As stated, NPOs are private entities that serve a public purpose and play a central role in many economies. Strengthening NPOs' fundraising capabilities can significantly impact their survival and effective functioning. NPOs typically elicit financial contributions through multiple forms of giving, such as donation and membership. These options enable individuals to express their altruism by giving in one or multiple forms (Kim et al., 2021; Ranier, 2024; Klein, 2007). Having a diversified fundraising portfolio is imperative. The thriving organizations have a good balance of individual supporters, business support, fundraising special events, and corporate grants.

 As referenced in my research, aside from differences in organizational size and amount of income, some clear general patterns exist in how nonprofits raise income (Herrero & Kramer, 2022; Lee et al., 2022). Those above patterns referenced by Herrero and Kramer call for a diversified approach to raising money for long-term sustainability. Fundraising is a primary factor in determining an NPO's success and long-term sustainability, as well as other internal and external factors (Sein & Dmytrenko, 2023).

While completing an Advanced Diploma of Christian Ministry and Theology (with an emphasis on business) from Vision International College. I learned that internal environment and external environments have a direct impact on businesses, churches, and other NPOs. In summation, the internal factors of an organization, over which we have significant control, play a pivotal role in influencing organizational activities, decisions, and employee behavior and attitudes. It encompasses events, factors, people, systems, structures, and conditions, including the company's mission statement, organizational culture, and leadership style. Furthermore, controlling these factors empowers us to make decisions/changes that can considerably impact the organization. This enables us to assess the times and changes to meet the needs of our people and, in turn, will help us build a better case for financial support. For example, over the last few years, due to COVID-19, we (my organization) have seen a need to provide more mental health services for our clients, which opened the door to approaching a new slew of funding partners. Times are constantly changing, and successful organizations are innovative enough to move in concert with the changing times. Internal factors are not necessarily easy to deal with, and external factors are factors outside the company that cause change inside organizations that are mainly beyond the company's control and are even more challenging.

External factors such as customers, competition, the economy, technology, political and social conditions, and resources can significantly influence an organization's operations, growth, and long-term sustainability. Ignoring these forces can be a detrimental mistake. Therefore, it is imperative that leaders continually monitor and adapt to the external environment, making proactive changes earlier on rather than having to take a reactive approach, which can lead to a vastly different outcome. The urgency and importance of this proactive approach cannot be overstated, underscoring the need for swift and strategic action. For example, we could not conduct our primary fundraiser during the pandemic, which generated 25 percent of our annual budget. So, I had to pivot in real-time to devise a plan to compensate for that income to keep the organization flush and the team intact. Although internal and external factors drive change, only one thing is sure during these uncertain times: warranted or unwarranted, change is necessary. Changing to meet the market's needs and other external or internal factors is essential. Changing to stay ahead of the curve or to remain relevant is a good change, and good change is good! To that end, change management, which falls squarely on the lap of leadership, is critical (Heilman & Faix, 2023; Andrews, 2023).

When mentioning that change falls on the lap of leadership, not only is change and the willingness to embrace it a viable part of leadership, but leadership is arguably the most crucial aspect of NPO success and long-term sustainability. Prior to conducting research, my thought would have been that fundraising is the key to NPO success and long-term sustainability. However, based on my findings, my position is that leadership is the prominent factor in determining the success/sustainability of an organization (Magezi et al., 2024; Takawira et al., 2023; Forbes, 2023; Grace, 2019).

 Leadership, which has over 700 definitions (Curtin, 2022, Introduction), was well-defined by Faix as he pens. “The concepts of leadership and change have always been significantly intertwined. Initially, the German term “führen” and the English term “to lead” had the following meaning: to cause someone or something to move from here to there. The term “leadership” is thus closely allied with the idea of causing movement, i.e., actively bringing people, organizations, and entire societies to courageously and confidently set out for distant shores – not to fearfully or hopelessly resist change. On the other hand, the term “leadership” is closely tied to the idea of causing change for a purpose, i.e., actively describing a worthwhile goal to people, organizations, and entire societies, conveying to them a desirable “over-there” and giving them a tangible vision of what lies beyond all momentary upheaval’ (Faix et al., 2019, Introduction). Leaders need to have a vision while embracing the need to change.

 As Hyatt states, “Vision is the essential ingredient for successful leadership (Hyatt, 2020, p.21). I concur with his statement and would add that successful (visionary) leadership is the thread that binds successful NPOs together for long-term sustainability.

The sustainability of nonprofit organizations, including churches, is crucial to the well-being of America. Nonprofit charitable organizations (including churches) are essential in building healthy communities by providing “much needed” services and employment opportunities.

Furthermore, the significance of leadership in ensuring the efficient operation of any given entity cannot be overstated. In NPOs, including the church, effective leadership is essential for long-term viability. As a Christian who happens to be the President and CEO of an NPO, I embrace the following statement by Devkoven: "Every leader desires to be all God has intended them to be. As God’s favor continues to flow in a leader’s life, and as we apply principles of careful management and good ethics, we will see success in the labor of our hands” (Dekoven, 1994, p. 194).

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