

# **Project Management Beyond the IT Universe**

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# Project Management For Non-Profits

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What's in it for you?  
Benefits of Improved Project  
Management (PM) Skills, Techniques  
and Processes

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- **Overview**
  - For-profit vs. non-profit comparison
  - What is a project?
  - PM Impact on organizational results
  - Challenges for non-profits
  - PM Benefits for non-profits
  - Real World Exercise
  - Questions?

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## For-Profit vs Non-Profit Comparison

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## For-Profit

**Purpose:** Generate profit and deliver effective product and services valuable to consumers

**Funding:** Initial funds through bank loans, investors and sales revenue

**Diversity of audience:** Generate profit and deliver effective product and services valuable to consumers

## Non-Profit

**Purpose:** Promotes a social cause or advocates based on its mission

**Funding:** Private donations, sponsorships, grants and now crowdfunding

**Diversity of Audience:** Messaging on product or service to a diverse audience of volunteers, donors, and corporations

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## For-Profit

**Leadership:** Concerned about profit and financial success with select group of individuals as leaders

**Culture:** Focuses on finances and business metrics with new products and markets

**Taxation:** Must pay taxes as the law requires

**Staff:** Paid employees and interns

## Non-Profit

**Leadership:** Led and directed by board of directors (15-100) balance finances with social issues

**Culture:** More community oriented and not financially motivated

**Taxes:** Registered as a 501 (c)(3) to provide services for the public good with minimal taxes

**Staff:** Some employees with many volunteers

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## What Is A Project?

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## What Is A Project?

Definition:\* “A project is a temporary endeavor undertaken to create a unique product, service or result.”

- Characteristics:
  - Predetermined timeline
  - Clear beginning and end
  - Fixed budget
  - Specific deliverable
  - Interrelated tasks
  - Involves people
- Distinct from “operations”

\* PMI. A Guide to the Project Book of Knowledge, 6<sup>th</sup> ed. (PMBOK)



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## Non-Profit Project Examples

- Fund raising campaign
- Organization move
- IT upgrade
- Facility upgrade



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## More Non-Profit Project Examples

- Grant writing
- Events/gala celebrations
- Process improvement initiatives



**What other kinds of projects do you undertake?**

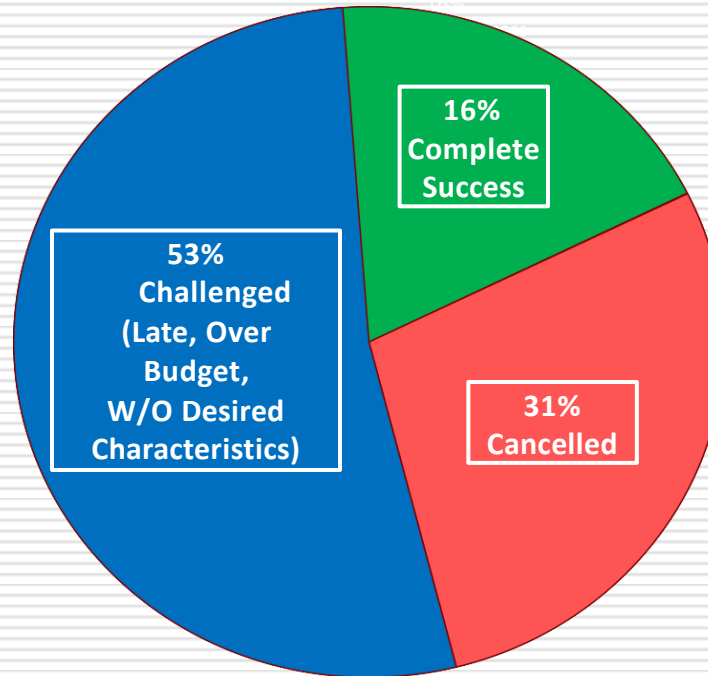
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## **PM Impact On Organizational Results**

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Project



Execution

**What's your estimated success rate and which of the three characteristics is the biggest problem meeting?**

\* Standish Group, Chaos Study,

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- **Strategy to Increase Project Success**
  - **Goal:** Improve execution of projects to meet organizational goals
  - **What:** Established approach to managing and controlling a project
  - **How:** Use flexible processes implemented within a knowledgeable organization using skilled practitioners

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- **PM Results for Organizations**
  - Large PMI Study\* confirmed positive results of project management across wide variety of organizations
    - Tangible results examples :
    - Ability to manage more projects with available resources
    - Improved response to regulatory/funding pressures

\* PMI. Researching the Value of Project Management

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## Challenges For Non-Profits

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- **Non-Profit Environment**
  - During economic downturns, non-profits are hit hard
  - During economic recoveries, non-profits tend to lag for-profits
  - Increasing pressure to “do more with less”

**What have you experienced since 2008?**



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- **Non-Profit Requirements Gathering**
  - One PMI Chapter conducted requirements gathering to determine how they could help meet the community's needs by answering 2 questions:
    - How can PM help the non-profit community?
    - What does the non-profit community need from PMI?

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- **Non-Profits Told PMI...**
  - Our projects take too long!
  - We need to be more efficient in delivering results!
  - Our recurring projects need repeatable results!
  - How do we know we are doing the right projects or that they're even feasible?
  - How can we use our resources more efficiently?

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- **Non-Profits Wanted...**
  - A “show me how” approach in order to make the skill sustainable
  - Assistance in selling the discipline to management
  - An affordable solution in terms of both time and cost

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## PM Benefits For Non-Profits

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- **Benefits of PM for Non-profits**
  - **PM Adds Value**
    - Better resource utilization
    - Elimination of “reinventing the wheel”
    - Benchmarks for measuring success
    - Improvements in organizational efficiency and productivity

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- **Benefits of PM for Non-profits**
  - **PM Adds Value (Cont'd)**
    - Aligns expectations of all stakeholders
    - Mitigating risks
    - Provides processes that are scalable to any size project
    - Defines what “done” means

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## Real World Exercise

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## Exercise: Innovative Dance Company STL

### Your Mission...

The mission of Innovative Dance Company STL is to bring world-class dance companies that wouldn't otherwise be presented to the St. Louis region, makes this dance accessible to a widely diverse audience, nurtures local dancers and dance companies, and offers unique and transformative dance education outreach.

### About The Company...

Innovative Dance Company STL has been in existence for the past 30 years. The organization has a small staff of 6 full-time individuals (Executive Director, Director of Philanthropy, Director of Programs, Finance and Operations Manager, Marketing and PR Manager, Dance consultant) and 2 part-time individuals.

The Executive Board has 20 members and the Advisory Committee has 15 members.



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## Exercise: Innovative Dance Company STL

**Exercise:** Build a list of tasks needed for a project plan for a fundraising gala

**Event Date:** March, 2020

**Goal:** Raise > \$150,000 in net revenue with < \$40,000 in expenses

**Note:** Innovative Dance Company has an annual operating budget of \$1,000,000

**Minimum attendance:** 200 people

**Event description:** Elegant evening with cocktails, dinner and entertainment (optional raffle items and auctions)

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## Exercise: Innovative Dance Company STL

**Details:** Each group will need chair and co-chair

The Chair will act as the project manager for the group and speak for the group

The Co-chair will act as the scribe for the group and assist the chair when needed

Break up into 4 groups:

- 2 groups will work on tasks needed for resources (includes ticket price)
- 2 groups will work on tasks needed for communications (media, mailings; etc.)

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## Exercise: Innovative Dance Company STL

### Count Off Into 4 Teams – 15 Minutes...

- Assign a team scribe.
- Document your work.
- Be ready to report out in 15 minutes!!!



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**Exercise: Innovative Dance Company STL**  
**Project Team Reports...**



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# Questions?