2020

Strategies Leaders in Nonprofit Organizations Use to Expand Capacity

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This is to certify that the doctoral study by

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has been found to be complete and satisfactory in all respects,
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Abstract

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MBA, Strayer University, 2014

MS, Bellevue University, 2009

MS, Troy State University, 2004

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Consulting Capstone Study Submitted in Partial Fulfillment

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Abstract

Nonprofit organizations impact the community and make substantial contributions to organizations, individuals, communities, and the environment, but many struggle to continue to grow. Supporting growing demands to provide support to communities with a reduction in available resources threatens nonprofit organizations' survivability and effectiveness. Grounded in general system theory, the purpose of this qualitative single case study was to explore strategies leaders of a small nonprofit organization in southern California used to grow their organization to serve a larger population. The participants comprised 3 nonprofit leaders with documented success at developing and growing their business. Data were collected from semistructured interviews and organizational documentation. Thematic analysis was used to analyze the data; 4 themes emerged: effective fundraising cycles, leader development, strategic planning, and long-term growth. A key recommendation is nonprofit leaders looking to create standard operating procedures and to focus on short and long-term goals such as growth, hiring and recruitment to support growth, and development planning for future leaders. The implications for positive social change include the possibility of nonprofit organization leaders to offer expansion and growth strategies to increase their organizations’ capacity, enabling them to positively transform their communities by improving and maintaining available services and adding additional services.

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Dedication

I unequivocally dedicate this study to the four best friends a person could ever ask for, my daughters, Sasha, Briana, and Jordyn, and my girlfriend, Yotosma, for their tireless listening, love, and support as they took this doctoral journey with me. No one person can complete this daunting task independently, and without their support and understanding, I can unequivocally say, I would not have completed this journey. Lastly, to my grandchildren as encouragement to show how perseverance, discipline, and arduous work pay off and empower success.

Acknowledgments

First and foremost, I would like to personally thank my research committee chairman, Dr. Peter “Pete” Anthony, for the unwavering support, feedback, encouragement, and most of all his mentorship throughout this journey. I also wish to thank committee members Dr. Rocky Dwyer, my second committee member, and Dr. Karin Mae, my university research reviewer, for their guidance. To my cousin Ronald Pollock, your never-quit attitude when you met with adversity was truly encouraging. When I was ready to quit, you helped me to understand that no matter how challenging this journey was, I needed to just push through it. To my cousin Kevin Culberson, for helping me to see that although you may be down you are never out of the fight. Watching you helped me see that anything is possible as long as you never give up and keep hope alive. To Medley Thompson for the inspiring Facebook post at those times when I needed it most. When I started this journey, I almost quit, and I listened to your inspiring speech on Facebook about being free after 23 years. This gave me the uplift I needed to press on. Again, when I was over halfway through, I almost gave up, and once again, you came through with another inspiring speech. That alone was the encouragement I needed to complete my journey. I would like to thank Ms. Dawn Joines for all the support you provided me during this journey.

Table of Contents

List of Tables

List of Figures

Section 1: Foundation of the Study

For this study, I used the 2017–2018 Baldrige Performance Excellence Framework to explore strategies leaders in nonprofit organizations use to expand capacity to serve a larger population. As a requirement of Walden University's consulting capstone, I served as the researcher and consultant for this study.

Background of the Problem

The nonprofit segment has shown stable and dependable growth over the past decade in size and monetary gain, exceeding the growth of for-profit and government counterparts (Kang, 2016). The nonprofit sector has enticed the attention of researchers at the international level over the past 2 decades (Mourão, Pereira, & Moreira, 2017). This attention involves the nonprofit segment's responsibility in providing social services, a noteworthy economic strength for job establishment and gross added value in national economies (Mourão et al., 2017).

Although there has been an overall increase in the nonprofit segment over the past decade (Kang, 2016), over the past 2 years, one in four top nonprofit leaders have resigned, and nearly that same number are planning to leave in the next 2 years (Landles-Cobb, Kramer, & Milway, 2016). This break resulted from a ubiquitous leadership development shortage in the nonprofit sector (Landles-Cobb et al., 2016). Nonprofit organizations tend to function in a progressively competitive environment; scholars, policy-makers, and experts agree in recognizing that balancing money and mission becomes a primary management issue (Sanzo-Perez, Rey-García, & Álvarez-González, 2017). Understanding how to develop strategies to expand capacity will assist nonprofit organization leaders when engaging a larger population.

Problem Statement

Supporting growing demands to provide support to communities with a reduction in available resources threatens the survivability and effectiveness of nonprofit organizations (Maurer, 2016). Stimulated by a thriving economy, charitable contributions by individuals of $390 billion in 2016 reflected an increase of 3.9% more than the previous year (Nickerson, 2018). However, those high-net-worth contributors' contributions declined from 98.2% in 2007 to 91% in 2015 (Nickerson, 2018). The general business problem is some leaders lack strategies to expand capacity. The specific business problem is some leaders in nonprofit organizations lack strategies to expand their organizations' capacity to serve a larger population.

Purpose Statement

The purpose of this qualitative single-case study was to explore strategies nonprofit leaders use to expand their organizational capacity to serve a larger population. The target population included senior leaders of a single nonprofit organization who effectively executed strategies to expand capacity of a nonprofit organization in southern California. The findings from this study may contribute to positive social change by increasing nonprofit organization leaders' ability to improve their knowledge on expanding their organizations' capacity to support a larger population.

Nature of the Study

I used the qualitative method for this study. Qualitative research involves ordinary circumstances in which individuals or organizations function, as its purpose is to offer a detailed understanding of social complications and society needs (Korstjens & Moser, 2017). In qualitative studies, researchers explore, discover, or clarify phenomena in real-world contexts (Korstjens & Moser, 2017). Quantitative research is linked to statistics; statisticians are regularly gathering and evaluating data to examine the differences among variables and test hypotheses about variables' differences and groups' differences (Tominc, Krajnc, Vivod, Lynn, & Frešer, 2018). The mixed method is used to combine in a single study both qualitative and quantitative attributes related to the research problem (Yin, 2018). I did not use surveys or statistical analysis, so the quantitative and mixed methods were not appropriate for this study.

I used a qualitative single-case study design for this study. I conducted interviews and analysis of organizational documentation provided by the organization to explore strategies used by nonprofit leaders who successfully increased organizational capacity. Kruth (2015) and Yin (2018) asserted scholars use phenomenology to understand the meanings of lived experiences of participants. I was not exploring the meanings of participants' lived experiences, and the phenomenology design did not fit the intent of this study. According to Ross, Rogers, and Duff (2016) ethnography focuses on cultural or social groups in which researchers observe the groups' conduct. The ethnographic design was not appropriate as I did not desire to understand a group's culture dynamic.

Scholars use the case study design to collect in-depth information within its real-world context and gather data objectively from actual situations asking questions associated with how, why, and what (Yin, 2018). I concluded that the case study design was most suitable for exploring strategies used by nonprofit leaders to effectively expand organizational capacity.

Research Question

What strategies do nonprofit leaders use to expand organizational capacity to serve a larger population?

Interview Questions

1. How did you determine which strategy or strategies to consider for expanding the capacity for your organization?
2. How did you assess the effectiveness of the strategies you implemented to achieve the desired outcomes?
3. What key challenges did you encounter when implementing business expansion strategies for your organization?
4. How did you address potential solutions to the key roadblocks you encountered?
5. Based on your experiences, what contributed to the success of your expansion strategy?
6. What were the key processes your organization developed and/or used to implement the capacity-expansion strategies?
7. How did you communicate and address the strategies for expanding your organization's capacity with your staff?

8. What other information, not discussed in this interview, is pertinent to the understanding of the expansion strategies for your organization?

Conceptual Framework

The conceptual framework I used for this study was general systems theory (GST). Von Bertalanffy (1972) first formulated the concept of GST in the 1930s and in various publications after World War II. According to Rousseau (2015), it is necessary to concentrate on von Bertalanffy's original work as a foundational theory of comprehensive principles affecting systems in general. Paucar-Caceres, Hart, Roma-Verges, and Sierra-Lozano (2016) contended that systemic approaches engrained in the knowledge paradigm and in soft systems methodology are complementary to deal with the difficulties of integrating different systems in business. Beitelspacher and Rodgers (2018) asserted that systems thinking necessitates an analysis of several components of a system to evaluate a larger organizational issue. Rather than viewing independent associations and characteristics of an issue, systems thinking aligns with several associations by dealing with each relationship and problem as part of an integrated system (Beitelspacher & Rodgers, 2018). Furthermore, using GST enabled me to explore the findings from my study and evaluate systems and strategies used by other nonprofit senior leaders that effectively expanded their organizational capacity, thus addressing my research question.

Operational Definitions

Baldrige Excellence Framework: A holistic management and leadership tool used by senior leaders to address a dynamic environment, focus on strategy-driven performance, achieve customer and workforce engagement, and improve governance and ethics, societal responsibilities, competitiveness, and long-term organizational sustainability (Baldrige Performance Excellence Framework, 2018).

Expanding capacity: The process of adding service over time to meet a rising demand for currently provided services (Jiang & Holburn, 2018).

Nonprofit organization (NPO): Organizations where the leaders depend on volunteers and donations (Shehu, Becker, Langmaack, & Clement, 2016) and have the organizational profits reinvested into the organization (Bishow & Monaco, 2016).

Small business: As defined by the U.S. Small Business Administration, Office of Advocacy (2016), a small business is an enterprise with 500 employees or less.

Assumptions, Limitations, and Delimitations

Assumptions

Assumptions are precise opinions linked to the study that a scholar trusts to be factual or valid (Akaeze, 2016). In this study, there were three assumptions. The first assumption of this study was that participants would be honest, transparent, and upfront with their responses to the interview questions. Second, I assumed a qualitative single-case study design was best for this study. Finally, I assumed using the 2017–2018 Baldrige Excellence Framework and criteria to assess my client organization offered the best system viewpoint for evaluating the research question.

Limitations

Limitations are those characteristics of a study that scholars do not have control over (Akaeze, 2016). The first limitation in this study was that the participants may choose to withdraw at any time. Should the participants choose to withdraw, the study may not be illustrative of the population. Additionally, access to the participants was limited due to geographic location. Interviews were primarily conducted over the phone. Finally, the viewpoints of the participants may not be a true representation of other nonprofit organizations in the same region.

Delimitations

Delimitations denote the scope and restrictions of a study, as set by a scholar (Akaeze, 2016). One delimitation of the study was the location of the client; all participants were from a single nonprofit organization located in California. Other delimitations that might have existed are location, number of participants, and understanding the process and time allotted to conduct interviews.

Significance of the Study

Contribution to Business Practice

This study is of value to business practice because I provided the leadership perspective gained by senior leaders in expanding the capacity of nonprofit organizations. Additionally, the research results potentially point out a foundation for nonprofit organizations to adjust their business practices in certain areas operationally. Leaders must remain up to date on competitive business practices to modify and revolutionize for enduring relevance (Choi, 2016). Furthermore, leaders from nonprofit organizations might gain a better understanding from this study’s findings to increase support to communities, secure necessary funding, and improve effectiveness.

Implications for Social Change

The implications for positive social change from this study include the potential to contribute to nonprofit leaders' effective strategies to successfully increase their organizational capacity. When nonprofit senior leaders effectively expand their capacity, it enables them to provide the support needed to serve additional members of communities.

A Review of the Professional and Academic Literature

The purpose of this qualitative study was to explore strategies that nonprofit leaders use to expand their organizations' capacity to support a larger population. I used a qualitative single-case study with emphasis on one nonprofit organization in southern California. Mastery of the literature is vital in doctoral research with auditors dedicating substantial consideration to this assessable area (Pretto & Curro, 2017). The literature review is used to identify and recapitulate both the expert and academic literature linked to this study (Dimitriou, Katsourakis, Nikolaidou, & Noussios, 2018).

I used Walden's University Library database and Google Scholar's search engine to identify pertinent articles for this literature review. Databases used included ABI/INFORM, Academic Search Complete, Business Source Complete, EBSCOHost, Emerald Management, ProQuest, PsycARTICLES, SAGE, SAGE Journals, and ScienceDirect. Key search terms included *increase capacity for nonprofit organizations, nonprofit organizations, nonprofit challenges with increasing capacity, profit funding, nonprofit organization capacity, nonprofit improvement, building capacity, nonprofit organizations funding for building capacity,* and *capacity building in nonprofit* *organizations*. The literature-assembling procedure included books, peer-reviewed articles, and websites. I completed an exhaustive review of all available peer-reviewed journal articles. This literature review includes 81% peer-reviewed sources published within a 5-year timeframe between 2016 and 2020.

Table 1

Literature Review Source Content

Literature review content	Total #	# Within 5-year range (2016–2020)	% Total peer-reviewed within 5-year range
Books	5	4	80
Peer-reviewed articles	138	115	83
Dissertations	1	1	100
Online resources	34	30	88
Total	178	151	84

The population for this study was senior leaders of a single nonprofit organization in southern California who have used successful strategies to increase capacity for their nonprofit organization to support a larger population. The implications for positive social change included the potential to contribute to nonprofit leaders' effective strategies to increase capacity to support a larger population.

General Systems Theory

A concentrated attempt to create a general theory of systems came into being in the 1950s with the formation of the Society for the Advancement of General Systems Theory, later incorporated as the Society for General Systems Research, and later renamed the International Society for the Systems Sciences (Rousseau, 2017). The society was created to pursue the implications of an influential idea suggested by Ludwig von Bertalanffy (Rousseau, 2017). Von Bertalanffy noted that in nature there are structural patterns and practical processes that persist with the same form despite variations in scale and composition (Rousseau, 2017).

Von Bertalanffy (1950) defined GST as a theory used to determine the association between two entities, or a system, in 1928 (Caws, 2015; von Bertalanffy, 1950, 1953). Von Bertalanffy introduced GST in 1928 and is considered the founder of GST, which he identified as a tool used for many problems (Caws, 2015; von Bertalanffy, 1950, 1953). To advance the theory, the theorist presented GST in a German language periodical in 1937, with the original document remaining unpublished until 1945 (von Bertalanffy, 1968). Von Bertalanffy originally based GST on the connection among biological systems and the symbiosis that takes place between plant and animal communities (von Bertalanffy, 1950, 1953). A system must continue to be open for vigor to move and to exchange facts among two or more parties (von Bertalanffy, 1968). I used GST as the conceptual framework to explore strategies nonprofit leaders use to expand their organizational capacity to support a larger population.

Von Bertalanffy (1953, 1968) extended systems theory by exploring connections among relationships, goals, problems, and perspectives with emphasis on understanding procedures both internal and external to discovered systems. With this growth, von Bertalanffy (1953, 1968) netted sets of objects as the system and diverted attention to expounding and understanding difficult relationships and phenomena among components. Additionally, while examining associations between organizational wholes, von Bertalanffy (1968) concentrated on individualities within systems as a contributor to the common elements of the group. Caws (2015) solidified these findings and advances in GST from the viewpoint of comprehensive systems in the science crusade of pulling together structures and affiliations. Added advances for GST encompassed improvement in both theory and science as identifying and reporting on collaborations between systems (Caws, 2015).

The framework of GST extended into the business management arena with the documenting of a business enterprise functioning as a social structure of cultural interrelationships. Human organizations and societies bear a resemblance to open systems inside a biological structure identified by von Bertalanffy (Rousseau, 2015). Human organizations and cultures contribute to nonstop development by working together within their environments and creating various procedures and properties (Valentinov & Chatalova, 2014). As an alternative to considering organizations established exclusively on their separate components, scholars look through the lens of GST organizational structures (Caws, 2015). Through this lens, scholars explore the numerous elements within organizations and the collaboration of these components as an entire unit.

Hitt, Xu, and Carnes (2016) pronounced that the use of theories, such as GST, aids scholars with understanding the phenomenon associated with operations management. The use of theories in operations management increases the researcher's capacity to offer profounder understanding about an organization's exploration questions (Hitt et al., 2016). Ceric (2015) explored how GST added value, by examining it from the aspect of information communication technology. The value generated for a business stemmed from the difficult exchanges among the organizational divisions and information communication technology (Ceric, 2015). Fantazy, Tipu, and Kumar (2016) used GST to hypothesize the characteristics and comparative directness of supply chains and concluded the effect on organizational performance. Fantazy et al. (2016) used GST lens because organizational supply chains reflect the open system viewpoint established within GST.

Objects, characteristics, inner associations, and system environments are all critical elements of GST (von Bertalanffy, 1968). According to Broks (2016), a system is a series of items that intertwine to achieve a specific goal and possibly alter information to attain a specified outcome. Proponents of GST continue to solidify both values and assumptions of the theory. Even though newer theories shorten the title to *systems theory*, pivotal points revolve around world phenomena as collected systems, interrelated parts, and continuous change between systems and the interconnected parts that encompass the entire structure (Broks, 2016).

Von Bertalanffy (1950, 1953) frequently encouraged his goal of assisting others to grow into experts of the technological forces of the world, rather than victims. Von Bertalanffy (1968, 1972) concentrated on the individual as a vital element of social organizations, while instituting efforts concerning entrenching a grassroots involvement in global, participative democracy with the objective of a progressively worldwide and comprehensive perspective in others. Von Bertalanffy (1950, 1953, 1968) also highlighted enlarging the system through assessing the process of probing goals or problems from the worldwide viewpoint and a variety of lenses by concentrating on developing innovative ways to establish connections and attain sustainability. Von

Bertalanffy’s effort to move GST from the biological realm to the social realm was met with opposition for 16 years, but many scholars exhibited curiosity in the GST as a viable social theory (Caws, 2015).

Rousseau (2015) advanced the systems theory in the area of behavioral science and recognized that this theory could bring together conversations in many academic fields. Specifically, systems focused on both objective and subjective properties, along with relational approaches to an organization as a whole can benefit from a systems theory approach (Rousseau, 2015). Although advances have been made, the growth of a general theory of systems has been hampered by the absence of progress with classifying and refining scientific general systems principles that could support the methodical discovery of systems laws and development of prognostic systems theories (Rousseau, 2017).

The general systems theory has been projected as a basis for the amalgamation of science. The open systems model has enthused many new conceptualizations in organization theory and management practice (Kast & Rosenzweit, 1972). However, experience in applying these concepts suggests numerous unresolved quandaries (Kast & Rosenzweit, 1972). Contingency opinions characterize steps toward less thought, more obvious patterns of relationships, and more applicable theory (Kast & Rosenzweit, 1972). Biological and social scientists commonly embrace systems concepts (Kast & Rosenzweit, 1972). Several organization and management theorists seem anxious to identify with this crusade and to contribute to the development of a methodology which offer the ultimate—the merger of all science into one impressive conceptual model (Kast

& Rosenzweit, 1972). The general systems theory appears to deliver a relief from the limitations of more mechanical methods and a justification for declining ideologies based on moderately closed-system thinking (Kast & Rosenzweit, 1972). This theory provides the model for organization and management theorists to crank into their systems model all of the varied knowledge from pertinent underlying disciplines (Kast & Rosenzweit, 1972).

Undoubtedly, the complete range of thought about systems cannot be covered by one article (Drake & Schwarz, 2010). According to Drake and Schwarz (2010) they concentrated on peer-reviewed articles that were associated with scientific world. To explore present philosophies of GST, its presence in those articles aids as an instrument and gauge for discerning how GST has been advanced (Drake & Schwarz, 2010). Drake and Schwarz relate our more detailed investigation of articles to GST references relevant to science and philosophy out of 161 articles appearing from 1995 to 2006. Several articles deal with the applications of GST in areas such as engineering and management, which we do not discuss (Drake & Schwarz, 2010). Instead, the particular article focuses on contributions in the areas of science and philosophy in terms of critiques, additional developments, possible limitations of GST and related world views (Drake & Schwarz, 2010). From the beginning of GST, the purpose was to institute a formal methodology to be used in several scientific disciplines, just as probability theory is a mathematical method that can be used in numerous fields (Drake & Schwarz, 2010).

Scholars have advanced the theory as a study of patterns of relationships amongst numerous systems, fields, areas of knowledge, or subsystems (Caws, 2015; von

Bertalanffy, 1968). Progress in this area has been slow, despite significant progress in other areas of systems science. Developments in this area has been slow, in spite of noteworthy progress in other areas of systems science (Rousseau, 2017). Today we have several systems thinking methodologies in management science and systems engineering, and about a dozen specialized systems theories, but so far, no wide-ranging systems principles that are methodical in the sense of being accurate and measurable have been established (Rousseau, 2017). The general systems principles we do have are signified by a lesser variety of ideas and schemes, but the concepts are questionable, and the propositions are experiential and articulated in qualitative terms (Rousseau, 2017). These ideologies offer valuable guiding alignments for making decisions or acting in a systemic context, but being flexible and explanatory rather than precise and descriptive they do not allow the growth of predictive systems theories.

The footsteps noticeable as phenomena and scientific disciplines (Malecic, 2017). Diverse scientific disciplines frequently use unlike methodologies and terminologies for the similar characteristics of reality (Malecic, 2017). Systemness in nature can for example be discovered in major mechanics, science of life and consciousness, and chaos. More specifically, a solid contender for GST should disclose whether the standards of systemness in reference to the prior sentence are pertinent and if they should be enhanced or substituted by some additional systems (Malecic, 2017). General systems theory has grown in its acceptance over the previous 25 years due to its capability to serve as a worldwide theoretical model of existing systems, including diverse biological, social, and behavioral phenomena (Perry, 1972).

An analysis of some of the standards and expectations of general systems theory might help to disclose likely restrictions involved in its acceptance as the main paradigm for probing into the phenomena. Perry (1972) studied some of the principles and expectations of GST that: countless ideas confined in GST establishes a nonrefutable hypotheses which aids social philosophy to include those of science; the rudimentary dogma of GST are held in shared with mechanical functionalism making GST the topic of conversation to the comparable criticisms frequently connected with the functionalist method within sociology; and the premises of consensus, evolution, and hierarchy are rudimentary to GST designs created within the administrative theory (Perry, 1972).

These principles and beliefs cause theories created within the model of GST to be ideologically prejudiced toward an order standpoint which highlights steadiness and system preservation rather than change (Perry, 1972). General systems theory is not to be disparaged because it appears to have a specific value alignment; it has this in common with nearly every framework used for social inquiry (Perry, 1972).

Researchers reduced the name of the GST to systems theory, as researchers advanced the system into a structure to assess and categorize the world (von Bertalanffy, 1968). I selected the GST because of the legitimacy the theory brings to this study. I believe, as a foundational theory, GST is a good fit not only to gain an understanding on sustainable strategies, but also how systems and subsystems inside an organization relationship or rely on each other. Future scholars might gain an understanding when using the GST as a influential theory for studies about capacity; however, a 21st-century theory may produce dissimilar results. Additionally, using a 21st-century theory could provide prospective scholars with a more recent and appropriate worldview to explore sustainability.

Alternatives to GST. Additional alternatives to GST, the government failure theory, resources dependency theory, and the plan, do, study, and act quality improvement model. The government failure theory arose from inquiries into the association between government decentralization and magnitude of the nonprofit segment (Liu, 2017). Government failure theory postulates that nonprofits are most lively in regions where the biggest gap exists between the same source of community service and mixed citizen demands (Liu, 2017). Given the increasing spread of partnerships among nonprofit organizations, the significance of understanding the influences that may cause organizations to partake in certain methods of collaboration rather than others cannot be exaggerated (Guo & Acar, 2005). Nonprofit organization and senior leaders are dependent on resource from various donors. Collaborations helps acquire critical resources and reduces the uncertainty of available funding needed to provide support to the larger community (Guo & Acar, 2005).

The plan, do, study, and act (PDSA) quality improvement model is well accepted in many for profit service environments however many have moved into six sigma and lean processes (Prybutok, 2018). Although focused on improving health care, it is not as common in the nonprofit health environment (Prybutok, 2018). Donnelly and Kirk (2015) noted PDSA as a quality enhancement model directly associated with organizational change management. As a viable option to GST those integrating the PDSA model can thoroughly review the independent sections, or tasks, of this model and track the steps consecutively. Likewise looking for better-quality patient care, Wolf, Doane, and Thompson (2015) acknowledged PDSA as a quality improvement model that might possibly improve recovery following a medical procedure. According to Wolf et al. (2015) by linking PDSA processes with a quality improvement checklist, doctors noted progress across the gamut of patient care. The need to modify how healthcare is delivered in the United States has been the effort of several recent publications. Quality improvement ideas originally used in industry have been useful to healthcare to decrease mistakes and disparity in outcomes. The Plan-Do-Study Act methodology is one of the most frequently used tools in quality improvement (Christoff, 2018).

Managers and Expansion Strategy

When considering expansion; transferring organization vision to strategy actions is the leader's obligation, whereas business strategy employment is the duty of managers and leaders' subordinates (Saini & Sengupta, 2016). Strategy implementation includes competent managers with effective performances that activate procedures and methods for leaders desired visionary achievement (Joyce & Slocum, 2012). Therefore, effective strategy implementation is an element of the management capacities and leadership style effectiveness.

Capacity expansion commonly necessitates large capital expenditure on liquid assets (Momani, Al-Hawari, & Mousa, 2016). Consequently, decisions to increase capacity must support the organization's strategic objectives and offer valued input for the planning process (Momani et al., 2016). Enduring growths of functioning capacity require irrevocable, uneven, and prolonged investments (Momani et al., 2016). Expansion is frequently the authority of managers of multinational companies (Ghorbal-Blal, 2011). Growth strategies, through the surge of the number of business elements, are some of the most shadowed strategies of multinational corporations as they are often presumed to be equal to performance (Ghorbal-Blal, 2011). Evaluating a broader variety of strategies can decrease risk and sponsor choices that make the most of the company's worth (Ghorbal-Blal, 2011).

Location expansion. Leaders frequently pursue relocating from their present location to a more attractive location to appeal to new clients (Lee, 2018). In advance of making the choice to expand, leaders must evaluate the numerous factors that suggest business growth. A good example would be readiness, which is a key factor in financial development. Financial development and performance of the business are two of the most significant gauges of advancement and expansion (Sharma & Bardhan, 2017). Business managers must ensure a thorough analysis is done when expanding to a new location. Selection of a location is a very critical issue in operating a business and selecting the incorrect location could impact the success of an organization (Siriruk & Kanaprom, 2017). Choosing the exact location will significantly benefit a company in terms of costs, visibility, accessibility, quality of service, and competition. Business leaders and owners should consider the distance to the location, buying power of the community, brand loyalty, size, and population when determining the best location for expansion as a strategy growth plan (Wooten, 2018). Mangers should consider how substantial weakening of sales impact the company when it comes to a fixed structure versus online sales (Snipes & Pitts, 2015).

According to Vanroose (2016) vigilant deliberation is essential when considering a brick-and-mortar location for expanding a business. Locality and access to the product as well as customer access are vital influences in the expansion strategy (Vanroose, 2016). Vanroose (2016) endorses moving to a heavily populated area to increase the opportunity of garnering new clients and new markets. Having a product that is not readily available is very attractive to new customers and leads to greater sales. There is a growing trend where businesses are collaborating; more and more competitors are beginning to work together to improve their abilities, generate and seize value, and garner the benefits of leveraging resources (Pinasti & Adawiyah, 2016). Leaders might be inclined to choose a location solely based on their organization's past sales data for that particular area, the accessibility to prospective employees, domicile, school rankings, and customer safety (Wooten, 2018). It is vital to ensure you have an availability of a fully qualified workforce in the area of relocation. A good example of this is when a large organization wants to ensure they are in an area where they can leverage academia and industry in the information technology business. Relocating in an area where they manufacture heavy equipment would not be conducive to an information technology firm.

Considering factors such as resident concentration and experienced labor markets, organizations are likely to relocate to a location with a highly graded higher education system and a vastly skilled and diverse work force (Groner, 2016). Diversity and strong pool of applicants becomes very attractive to leadership as it gives them more option when seeking the highly skilled employees. According to Peric and Vitec (2016) the manufacturing segment where an organization functions plays a huge role in determining growth. Additionally, the support of the general community may also increase the company's odds of survival and sustaining the organization (Peric & Vitec, 2016). It is common practice for companies to expand their brand and relocate to their business is search of a better long-term solution to maintaining longevity of their business (Jardón, 2018).

Managers influence. When it comes to the business of the company, managers have a profound influence on the day-to-day operations of the business. According to de Sousa, Nunes, and Monteiro (2019) innovation can permit an organization to continue to enhance the introduction of unique products at the most opportune time, in the right location, and with the right supply network. Additionally, what distances the organization from its competitors are the ideas, commitment, knowledge, and the innovative skills of managers and employees (de Sousa, Nunes, & Monteiro, 20198). To that end innovation being the common rule in companies, creativeness becomes not only chosen but sought after, with organizations motivated to integrate it into their ethos (de Sousa, Nunes, & Monteiro, 2019).

Present professional organizations function in an economic atmosphere which is vibrant, shifting, and largely not in their favor (Masaldzhiyska, 2019). The strategic objective of making sure the competitiveness and growth of industrial companies in the country is profoundly grounded on mechanisms for attaining a competitive advantage in human resources (Masaldzhiyska, 2019). The capability of employees, and precisely managers, to identify and comprehend the emotional state of their employees, as well as to answer to these emotions in a suitable way, necessitates a certain level of emotional teaching (Masaldzhiyska, 2019). Managers with a higher level of emotional intelligence pontificate very well, share their goals, thoughts, intentions, and are more confident, all of which are very significant to the results that are achieved by their employees in the workplace (Masaldzhiyska, 2019). Emotional intelligence can have a substantial influence on the business and group management in business organizations (Masaldzhiyska, 2019).

Small Business

A small business is one that typically has less than 500 employees. In 2016 small businesses accounted for 56.8 million workers, 99.7% of all businesses, and 50% of those employed in the United States (U.S. Small Business Administration, Office of Advocacy, 2016). The U.S. Small Business Administration, Office of Advocacy (2016) further defines small businesses as those organizations organized for-profit or not-for-profit; are functioned and owned independently; and, are known and can vary by industry. Normally, owners run small businesses as partnerships, s-corporations, or sole proprietorships, and their management follow very specific tax guidelines (Pugna, Miclea, Negrea, & Potra, 2016; U.S. Small Business Administration, Office of Advocacy, 2016).

Small business owners play an important part in the United States economy by producing jobs and driving modernization. The principal motive behind starting a new business is for the income the small business owner imagines he will earn from the operation of the business (Yusuf & Schindehutte, 2000). Income is likely if the business can make a profit by earning more resources than it takes to operate the business. To achieve this, the business owner must center more on the strong points of the business and put less emphasis on the rest (Lan, Bo, & Baozhen, 2014). Factors that are a part of small business performance include, but are not limited to owner and manager characteristics, business strategy, and business characteristics (Blackburn, Hart, & Wainwright, 2013).

The business owner's choices about where and what to concentrate on produces the business strategy of the organization. The business strategy is how the organizations' leaders align the business with its surroundings to establish and sustain a competitive advantage by making the most of its assets, resources, and competencies in a complete manner (Gumusluoglu & Acur, 2016; Palmer, Wright, & Powers, 2001). Small business owners should align their limited capital to those activities that improve their business strategies (Blackburn et al., 2013; Lan et al., 2014). Some small business activities that improve small business strategies may be financial, commercial, and in some cases may be ethical (Garza, 2013).

Small businesses leaders within an organization take control of the resources when it comes to human and physical capital (Campbell & Park, 2017). No matter how you define a business, and the difference amongst employee level and total assets, these companies both increase and make stable the national economies (Leonidou, Christodoulides, Kyrgidou, & Palihawadana, 2017). Celec and Globocnik (2017) postulated that smaller organizations contribute to nationwide economies and are causes of economic growth. The income generation is a major reason to get involved with small business operations and as business revenue surpasses operating expenditures, revenues surge, which ultimately drives accomplishment (Baumol, 2015).

Nonprofit Organization

While nonprofit organizations support the community in noteworthy ways, they depend heavily on philanthropic and government resourcing it is becoming more difficult to sustain, specifically in the wake of economic declines (Stecker, 2014). The presentation of social entrepreneurial ideologies including social enterprise activities can increase the sustainability of the business model of nonprofits, while strengthening management capacity and enhancing mission (Stecker, 2014). There are more than 1.4 million active nonprofits organizations in the United States, vying for scarcer and scarcer dollars, nonprofits must pursue new funding sources (Stecker, 2014).

Organizational culture. It has been advocated that leaders can help mature, form, and preserve a desired organizational culture (Jaskyte, 2004). The culture of a nonprofit organizations can be unique. This may be because founders created the organizations based on their insights of the unmet requirements in the community, which is intimately tied to their personal involvements and observations, instead of official studies or market research (Carman & Nesbit, 2013). Today, the operational environments of nonprofit organizations are more difficult than ever. Decreases in philanthropic donations, slashes in government spending, greater than before competition, and an extended need for human services have confronted nonprofits and pushed them to search for newer methods to answer to shifting environmental demands (Langer & LeRoux, 2017).

Hayek, Williams, Taneja, and Salem (2015) addressed how critical the change between founders and non-founders of an organization necessitates balance, in order maintain organization cultures. Founders who identify with their organizations and concurrently endorses a culture that inspires other associates to closely identify with the organization, will support the growth of an organizational culture that supports the mission and vision and also matures a culture that is more maintainable by empowering others (Hayek et al., 2015). There is, however a gap in the literature linked to how the inspiration of founders, specifically their necessity for power and influence can affect the organizational culture, and more specifically, impact the outcomes when the founder is succeeded (Hayek et al., 2015).

Sustainability. Sustainability as it relates to business has several meanings; in one aspect it can be associated with corporate social responsibility, whereas in other aspects, it links to sustaining business procedures long-term (Amir, 2017; Warren & Szostek, 2017). Member and stakeholder buy-in is vital when you are considering a transition. Buy-in is imperative during the management succession processes, if the organizational culture is to be sustained (Gothard & Austin, 2013). Sustaining business operations also covers various factors such as performance and finances; technology and communications; innovation; and, management practices (Alonso-Almeida, Bagur-Femenias, Llach, & Perramon, 2018; Francis & Willard, 2016; Johnson, Faught, & Long, 2017). While exploring sustainability, Alonso-Almedia et al. (2018) related success characteristics to areas of financial performance and excellent services.

Nonprofit organizations have numerous unique portions. Leaders of nonprofit organizations are accountable for pulling several dissimilar areas of the organization together to produce organizational sustainability. The majority of all businesses globally are small to medium, it is vital for business owners and leaders to understand the long-term sustainability aspects. Major business functions are designed to grow the organization and sustain long-term success, which is an important test for managers (Johnson et al., 2017). The nonprofit founder who is most committed to the mission and vision, threats to organizational identity can affect the success of the leadership transition process and the sustainability of the organization (Hayek, Williams, Taneja, & Salem, 2015).

Additional areas of strategic sustainment comprise leader personality, decision-making style, knowledge of the industry marketing and advertising, as well as leadership attitude to utilize innovative ways to encourage sustainability (Taneja & Toombs, 2014; Taneja, Priyer, & Hayek, 2016). A major area of significance for business sustainment include social media marketing to encourage present business operations and disparity initiative to survive long-term (Taneja & Toombs, 2014). Burch et al. (2016) demonstrated that small to medium business should direct their attention on both sustainable governance and personnel knowledge. Devoting time toward personnel, and human capital talent retention is a pathway worth investing in to sustain business operations (Burch et al., 2016).

Personnel pay is one of the largest expenses an organization has from a human capital perspective and should be given serious consideration when looking at sustainability. According to Hanim Rusly, Yakimin Abdul Talib, and Salleh (2017), increased salary payout drastically impacts organizational operations and long-term business sustainability. When considering salary increases, business leaders should change emphasis from day-to-day operations toward long-term influences including potential impacts on increased salaries. Sustaining daily business operations and growth must include leadership's participation in risk reduction, knowledge of policies and procedures, and complete financial management (Warren & Szostek, 2017). Having this information, the odds are stacked against survival of small business past the first 5-years (U. S. Small Business Administration, Office of Advocacy, 2016).

Success. A serious problem facing organizations is the development of strategic competencies, which allow an organization to survive and flourish in its environment (Black, Hinrichs, & Fabian, 2007). Success must first be defined in the context of this research. In their study of business success in small to medium enterprises Pletnev and Barkhatov (2016) noted accountable management and the capacity to produce profit as contributing factors of success. Pertaining to family-owned companies, social well-being can impact success factors, yet domestic factors tend to be easier to influence (Pletnev & Barkhatov, 2016). Setting aside internal family facets, economic factors, fiscal and governmental resources contribute generally to success of the business. Although these items are success factors or potential indicators of accomplishment, goal measurement and attainment also influences small business leader's actions in positive manners.

There are various establishment possibilities and federal tax exemption selections offered to start-up NPOs (Malkus, 2011). While it is vital to comprehend these options and choices, the scope is not easy to explain all available options and choices in one article (Malkus, 2011). This particular article is intended to provide information and guidance regarding the legal needs of both start-up and established NPOs (Malkus, 2011). In their enthusiasm to take steps in bringing the thought of a passion or new idea, individuals eager to start NPOs occasionally turn to an attorney for assistance prior to doing adequate thinking and planning relative to a new NPO (Malkus, 2011). Customers, unquestionably, do not split their thoughts, issues, and needs into well-ordered *legal* and *non-legal* groupings (Malkus, 2011).

Innovation and strategic planning are significant aspects that allow businesses to be successful (Strang, 2018). These two components are critical success factors (CSF's) for businesses particularly given the ongoing global economic unpredictability and mounting terrorism risk (Strang, 2018). The NPO success factors are those mechanisms which allow the organization to attain the standards of association accreditation and government (Strang, 2018). Innovative and strategic planning factors also denote key success factors or capabilities that we assume an effective NPO would have to have to remain in business (Strang, 2018). These factors would comprise intuitive rudiments such as good management but a methodical exploration method necessitates that the scholarly literature be reviewed to create contemporary NPO success factors not older than six years (Strang, 2018).

Branding. Branding is another important element for NPO success. While there are some studies into the variables necessary to effectively shape brands, the primary focus on branding has been from a commercial branding perspective (Chapleo, 2015).

The uniqueness of this work is both philosophy and practice of branding in NPOs will be well-versed so that buildings to support branding can be better managed (Chapleo, 2015). There is a general acceptance that businesses need to mature sturdy brands as a portion of their strategic plan and an organization's accomplishment is contingent heavily on its brands success (Chapleo, 2015). If brands are crucial to all organizations, then brand management is vital to incorporate branding in both nonprofit and commercial sectors (Chapleo, 2015).

The logical foundation sees brand direction as entrenched in the organization's values and beliefs, whereas the behavioral foundation comprehends it in terms of implemented behaviors and activities (Chapleo, 2015). Interior influences that permit brands to be created, communicated, and managed reasonably comprise variables such as vision, support, leadership, available budgets, and experience (Chapleo, 2015). According to Chapleo (2015) these influences are labeled the 'brand infrastructure', even though it is not an all conclusive list and the study stimulated some additions. Chapleo (2015) hypothesized that the practice of branding in NPS is to be well informed so that the structures is there to support branding and therefore one can better manage the platform, so that additional experimental work can be constructed.

Successful branding. A branding strategy and basic principles are a necessity and must be well-defined so that it will create a strategic pathway for the use of brands and the organizational attributes that contribute to the branding are a significant part of organizational branding success (Chapleo, 2015). During the branding process leaders should also consider the employees. Getting employees' buy in becomes important to the branding process. According to Liu, Ko, and Chapleo (2017) branding within the organization is to promote building of the brand within an organization to encourage the employees to cultivate the brand promise into fruition (Liu et al., 2017). Within the organization having some type of a branding process will have a positive impact on the employee brand-building behaviors (Liu et al., 2017). Effective communication is vital on every level, team and leadership, within the organization (Chapleo, 2015). Organizations need to develop creative ways to elevate their employees' attention level (Liu et al., 2017). This merely means that it is inadequate for organizations simply to disseminate regular messages relative to their brand promise to only their employees (Liu et al., 2017).

Branding is vital for NPOs as there is a strong connection to its competitive advantage and efficiently using its resources (Chapleo, 2017). NPOs have ample to gain by implementing some practices of commercial branding however several of important differences make branding challenging (Chapleo, 2017). NPOs normally have a greater number of client groups and require an amenably identifiable and steady position to benefactors, groups, stakeholders, and regulators (Chapleo, 2017). When it comes to branding, standards are crucial and an NPO's standards should be valued; although it can problematic to mature a single intelligible philosophical stance throughout the complete organization (Chapleo, 2017). Branding has a role to play in dealing with these precise challenges and refining NPO performance (Chapleo, 2017). However, at an artificial level, the notion of branding is now far more advanced then in NPOs current branding agendas and perhaps does not permit for the particulars of the NPO framework and connected brand management therefore; implementation may be insufficient or problematic for NPOs (Chapleo, 2017).

Failure. There are numerous theories or arguments why nonprofit organizations, known as the third sector, was created (Siddiqui, 2018). What we call this sector (voluntary, philanthropic, non-governmental, and nonprofit) fluctuations depending upon the viewpoint. Unfortunately, a vital component of this segment has been lost in our journey for superior legitimacy through lawful and managerial classification (Siddiqui, 2018). Several nonprofit organizations obtain grants, gifts, or donations that come with a restriction (Gilbert, 2017). Nonprofit organizational leaders receive donations, but have the obligation to prove these grants or donations followed legal and ethical guidelines (Gilbert, 2017). When funding or gifts are received; this is the best time to create a process that tracks these restricted gifts or grants that demonstrates the money was applied on the intended item (Gilbert, 2017). No nonprofit leader wants to deal with an audit and not have documents to support their donations and how they were used (Gilbert, 2017). Unfortunately, nonprofit organizations leadership do not discuss these issues until it is too late (Gilbert, 2017). This often leads to the failure of nonprofit organizations. Just like nonprofit organizations not all small businesses succeed after 5 years as approximately 50% fail, and 30% remain in business at the 10-year mark (Hibbler-Britt & Sussan, 2015). The ability to remain in business may increase over time if businesses can continue beyond the 5 years and, and if the national economy impact organizational efforts (U. S. Small Business Administration, Office of Advocacy, 2016). Possible failure issues during the beginning phase of small business start-ups comprise limited funding, minimal management skills, failure to have a proper strategic plan in place, and the failure of management to retain the right mix of employees (Bennett, 2016). According to Bennett (2016) there are certain requirements and competencies are vital for long-term business success and its essential that they are in place from the inception of operations. According to Manso (2017) concentrating on innovation, points out risk-taking as a share of small business processes and with the way technology is expanding, comprehending technological innovation risk tolerance will assist with long-term success and performance. Maintaining the proper human capital, longer contracts, also aids long-term success as opposed to business failure (Manso, 2017).

If strategic planning is not accomplished, to include thoroughly focusing on detailed business strategies, diminished company fiscal performance follows (Bennett, 2016; Mellat-Parast, Golmohammadi, McFadden, & Miller, 2015). Reduced financial performance, connected to unstable economies coupled with augmented unemployment, is an additional business failure sign (Sassen, 2016). Monelos, Sanchez, and Lopez (2014) while gathering information for small to medium business failure prediction models, attested fiscal performance as a prime business failure indicator. Additional failure measures include overdue financial payments, approval of diminished employee qualifications, and an absence of quality values (Monelos et al., 2014). In addition to the monetary side of small business failure, lapses in understanding growth; functioning processes; management processes; accepting market space and market share; and, customer buying behaviors also contribute to small business failures (Cavan, 2016; Choi, Rupasingha, Robertson, & Green Leigh, 2017; Luo & Stark, 2015).

Success in business is not a guarantee or programmed, probable causes for failure could offer an opportunity for success. The more the competition, the more sales are decreased, as well as location and poor technology, all contribute to business failures (Choi et al., 2017; Franca, de Aragao Gomes, Machado, & Russo, 2014). Integrating transformational business processes, employing ground-breaking technology, and reducing tangible asset acquisitions, smaller organization leaders may thrust small business existence beyond 5 years (Franca et al., 2014). Additionally, understanding business failure drawbacks, before beginning the process of closing the business is also vital (Coad, 2014). Precise variables describe failure in the business segment; these variables can be restrained, and provide fundamentals for accomplishment versus failure (Scherger, Vigier, & Barbera-Marine, 2014; Wang, Gopal, Shankar, & Pancras, 2015). By understanding the details for failure, organization leaders may fend off business closure and thrust the company into long-term successful.

Transition

The current body of literature on strategies to grow a single nonprofit organization varied. Scholars who explored nonprofit strategies to grow a single nonprofit organization offered nonprofit leaders minimal evidence on procedures to grow a single nonprofit organization. My analysis of literature review results revealed the need for nonprofit organization leaders to investigate strategies to expand capacity. The analysis of professional and academic literature review included peer-reviewed journal articles, influential works, and government reports associated to the subject of strategies for expanding capacity to support a larger population in nonprofit community, within the past 5 years.

In Section 2, I provide the research purpose, the role of the researcher, research method and design, population and sampling, ethical principles, data collection techniques data collection instruments, and data analysis. In addition, I include a detailed data analysis relative to ethical research, reliability, and validity, used in the study. Lastly, I describe measures to protect the study participants and data storage requirements noted.

In Section 3, I used the 2017-2018 Baldrige Excellence Framework to conduct a thorough review of client organization. I will concentrate on following topics organizational profile; leadership; customer relationships; measurement, analysis, and knowledge management; workforce; operations; and results. I will finalize Section 3 by summarizing vital findings, project summary, and recommendations.

Section 2: The Project

In Section 2, I include a review of the research methodology and design, the role of the researcher, population and sampling, and data collection methods and techniques. I conducted semistructured interviews via telephone, Skype, Zoom, and e-mail as the primary means to gather data from each contributor. I reviewed organizational documents and websites to gather further data and information applicable to how nonprofit organization leaders explore strategies to increase capacity.

Purpose Statement

The purpose of this qualitative single-case study was to explore strategies nonprofit leaders use to expand their organizational capacity to serve a larger population. The target population included senior leaders of a single nonprofit organization who have executed effective strategies to expand capacity of a nonprofit organization in southern California. The findings from this study may contribute to positive social change by increasing nonprofit organization leaders’ ability to improve their knowledge on expanding their organizations’ capacity to support a larger population.

Role of the Researcher

The researcher is often the primary mechanism for data collection, which often includes steering interviews in qualitative case studies (van den Berg & Struwig, 2017). In the research process for this qualitative single case study, I operated as the main data collection mechanism. To attain pertinent outcomes, case study researchers should seek to support the phenomenon through feedback from management (Hietanen, Sihvonen, Tikkanen, & Mattila, 2014). I have no direct knowledge in the field of consulting and researching organizational expansion strategies for small nonprofit organizations. Kenno, McCracken, and Salterio (2017) postulated that researchers set the conditions for the study process while constructing and preserving positive relationships. To start the data collection process, I developed research questions affiliated with my topic on increasing the capacity of a small nonprofit organization.

It is vital to incorporate the Belmont Report into research studies to guarantee ethical behavior (Barton, Thominet, Boeder, & Primeau, 2018); therefore, I followed the Belmont Report's guidance to ensure ethical behavior and determine my role and obligation while gathering the informed consent and data. To confirm that my actions support the principles of U.S. federal regulations and Walden University IRB requirements, I required each contributor to read and sign a consent form and service order agreement defining the voluntary contribution in the case study. According to the Belmont Report, researchers respect three basic principles: respect for persons, beneficence, and justice (Adashi, Walters, & Menikoff, 2018). Respect of an individual necessitates researchers to consider the needs of the interviewee beyond the rewards of finalizing the study (Jordan & Gray, 2018). Researchers apply benevolence when they conduct risk assessments to scrutinize whether the suggested research is appropriately designed to decrease harm (Boddy, 2016). Likewise, scholars conform with the justice principle when they review the ethical requirements to ensure the study is absent of economic, racial, and social discrimination (Miracle, 2016). I treated every contributor ethically and abided by the guidance identified in the manual for the doctor of business administration (DBA) Baldrige Consulting Capstone.

Walden University (2017) administrators require DBA consulting capstone students to acquire IRB approval before conducting research to guard the interests of all contributors. Upon receiving IRB approval, I reviewed the study organization’s website to acquaint myself with their vision, organizational staff, and mission. Reviewing documents open to the public enables scholars to gain an understanding of how the organization is structured and their processes and procedures (Yin, 2018). Researchers seek to gain the trust of interviewees and establish a comfortable environment that allows participants to speak freely (Varpio & Meyer, 2017). Researchers also use an interview etiquette to direct the interview process (Ross, Iguchi, & Panicker, 2018). I used an interview protocol (see Appendix A) to outline themes, gather data, and guarantee clients understood their right to cancel the interview process when they saw fit during the interview session.

I ensured integrity as it relates to morality, transparency, and impartiality by staying on track with the research questions and avoiding bias in data clarification (Shaw & Satalkar, 2018). With case studies, scholars are particularly susceptible to prejudiced behavior and should be sensitive to conflicting evidence (Miracle, 2016). To minimize research bias, the first step is to acknowledge that researchers have biases and tool measurements to regulate them (Ganapathy, 2016). Understanding the need to govern my personal bias, I remained open to new information and audio-recorded each interview session. I transcribed notes from the interviews and performed member-checking of my analyses of interview response transcripts to pinpoint potential biases in interpretation.

Participants

Researchers in the Walden DBA consulting program hand-pick contributors based on their experience on the subject and capability to implement transformation in the organization (Walden University, 2018). The contributors in this study included a supervisor and three co-owners who demonstrated the ability to produce and apply growth strategies for a nonprofit business operating in the southern California, which I identified in the study by the alias *ABC*. The primary qualification for this study required the members to be currently working in a leadership role and be part of the decision-making process within the organization: (a) contributors must be managers within the company with the skill to make and apply business change; (b) managers must have the ability to apply the mission, vision, and values of the organization; (c) managers must be able to interact with stakeholders and shareholders; and (d) managers must have the ability to deliver data and information pertinent to the development and improvement of the company.

Qualitative researchers study contributors' meaning and the association between significant participants using an assortment of data-gathering techniques to create trust, participation, access to meanings, and an in-depth understanding (Saunders, Lewis, & Thornhill, 2015; Yin, 2018). The leader contributors in this study interacted with me and were willing to follow the guidelines and rules of both Walden University and the Baldrige Performance Excellence Framework (2018). I created a working relationship with ABC by visiting the business and the business's website and social media pages. I provided ABC with flexible times to review and discuss the 40-week service order agreement. Creating trust and flexibility with participants creates a willingness to participate and is vital for data gathering and analysis (see Jordan & Gray, 2018; Ross et al., 2018; Shaw & Satalkar, 2018). To establish a positive working relationship with ABC, I conducted weekly telephone conferences and frequently communicated via e-mail correspondence. In the telephone consultation with the leaders, I expressed my wish to collaborate, protect their privacy, follow the rules and guidelines found in the Belmont Report, and pinpoint key work processes using the Baldrige Performance Excellence Framework (2018). I attained consent and identified the risks related to human subject research.

Research Method and Design

Research Method

I used the qualitative research method to explore organizational expansion strategies for a developed small nonprofit organization conducting business in southern California. Scholars use qualitative research methods to collect information and explore the phenomenon of individuals and groups (Park & Park, 2016). The qualitative study method is unlike the quantitative research method because of the study of science, answering the *what*, and testing of hypotheses for arithmetic measurements (Lincoln & Guba, 1985; Park & Park, 2016). Qualitative research entails an in-depth analysis of the structural processes and people without a predetermined bias. Scholars using the qualitative research method can attain information from contributors when using numerous data-gathering instruments. Qualitative data are narrative in nature and help discover individuals' lived experiences (Ross et al., 2018).

Understanding the difference between qualitative and quantitative research is vital when selecting the proper research method to address a research question. Qualitative studies can include discovering delicate issues using semistructured interviews to garner vital information from contributors (Yazan, 2015). Quantitative methods are appropriate for the examination of hypotheses or comparing variables (Yin, 2018). Researchers frequently conduct mixed-methods research as part of an interdisciplinary team (Starr, 2014), merging quantitative and qualitative research to address complicated matters and attain a complete finding (Fusch & Ness, 2015; Saunders et al., 2015). I did not test hypotheses or try to find an association among variables. Hence, the qualitative research method is suitable because it represents the research question in this study and could provide detailed information on growth strategies for a small nonprofit organization beyond current capacity.

Research Design

I selected a single case study design for this study. Researchers choosing the case study method seek to examine and address the how, what, and why of contributors' understandings and insights within their usual context (Ridder, 2017). According to Yin (2018), there are four types of case study design: (a) embedded multiple units of analysis design, (b) holistic single unit, (c) multiple case design, and (d) single-case design. Saunders et al. (2015) stated that a single case study enables a scholar to gain a detailed understanding of the contributors. The single case study is a set of procedures and processes used to gather, examine, and measure variables being discovered or observed in the research problem (Alavi, Archibald, McMaster, Lopez, & Cleary, 2018). According to Guetterman and Fetters (2018), the objective of the research design is to address the research question and advance a particular idea.

Other research designs, including ethnography and phenomenology, were not appropriate for this study. The phenomenological research design is used to reach a better understanding of a phenomenon and focuses on contributors’ memories and clarification of their experiences (Ferreira & dos Santos, 2016; Saunders et al., 2015), which did not align with the purpose of this study. Using an ethnographic design enables researchers to observe participants in a real-life environment through casual interviews (Draper, 2015), but my plans were not intended to explore leaders through direct observation.

Single case studies involve researchers using questions without restraints to help motivate contributors to provide widespread answers to well-established questions (Windsong, 2018), which aids in reaching data saturation. Data saturation is the point where the same scholar or other scholars can reproduce the outcomes when they duplicate a study with different contributors (Marshall & Rossman, 2016). Data saturation aids in ensuring the validity of a study. Failure to reach data saturation has an undesirable effect on the validity and quality of a study (Fusch & Ness, 2015). In this study, I interviewed until I confirmed data saturation when no additional information or topics arose.

Population and Sampling

The populace I selected from for my first sample of contributors was from a small nonprofit organization operating in the southern California. I used a purposeful sampling method consisting of three to five participants for this study. The sample size depends on the purpose of a study and the number of contributors required to sufficiently answer the research question (Saunders et al., 2015). Duan, Bhaumik, Palinkas, and Hoagwood (2014) stated that purposeful sampling finds mutual patterns to articulate and assess assumptions. Researchers should choose the sample size with the highest chance of reaching data saturation (Marshall & Rossman, 2016). I confirmed that I reached data saturation by interviewing several contributors until no new information emerged.

Walden University educators created the DBA consulting capstone with detailed requirements and protocols for the specialized doctorate. I selected three to five contributors as determined by the requirements detailed in the *Consulting Capstone Manual* (Walden University, 2017). The requirements included being leaders of a mature small IT business with historical knowledge of the business and the ability to implement change within the organization. Additionally, qualitative researchers must select leaders with a general knowledge of the problem focus and experience in creating and implementing growth strategies (Benoot, Hannes, & Bilsen, 2016).

I used purposeful sampling for this study as it aligned with the direction and intent of the study. Purposeful sampling frequently befalls before gathering data, while theoretical sampling happens in combination with data collection (Yazan, 2015). Using purposeful sampling is a justified method when the sample populace was visible and well-defined (Fusch & Ness, 2015). I established weekly communication with the senior leader via phone conference throughout the service agreement. Telephone interviews and document reviews were the principal methods for gathering data for qualitative case studies (Ridder, 2017). In qualitative studies, numerous contacts with contributors are essential to guarantee data saturation, as scholars regulate recommendations and new themes (Saunders et al., 2015). I associated the interview questions (Appendix B) with the 2018 Baldrige Excellence Performance Framework. I studied the data to ensure that saturation had indeed befallen with the contributors. Once data and information were collected from semistructured conferences, and evaluation of company material revealed no new information, data saturation occurred.

Ethical Research

Qualitative researchers have lesser moral dilemmas when study procedures go through an institutional review board or oversight board (Oye, Sorenson, & Glasdam, 2016). To guarantee this study meets the terms of federal regulations to include Walden University’s requirements for informed consent, I presented the research request to Walden University IRB. Upon receiving IRB approval through Walden University, I began the research process. The IRB approval number for this study is 03-13-18-0729417. Ethical behavior is vital in academic research; it safeguards the participants (Chiumento et al., 2017). According to Phillips, Borry, and Shabani (2017), scholars should be conscious of the threats to personal privacy and independence, where delicate research results could associate groups or individuals.

A good example would be, research truthfulness is a significant issue in medical research (Shaw & Satalkar, 2018). Therefore, protecting the privacy of contributors is an essential practice of ethical research (Saunders et al., 2015). A way to standardize this process is through an ethical review procedure that involves both a verbal and written agreement (Hetzel-Riggin, 2017). Informed consent that is transparent, adequately monitored, and appropriately structured, can offer added protection for contributors' privacy. Informed consent does not guarantee the conduct of ethical behavior in research (Chiumento et al., 2017).

Perrault and Keating (2018) suggest that contributors fail to read consent forms provided via e-mail for online studies. I reviewed the contents of the consent form verbally with all contributors at the start of the interviews. Furthermore, to guarantee the ethical safeguard of contributors and ensured they fully understood the interview process, I included an interview protocol (Appendix A), which includes an overview that reminded them of their right to withdraw from this study at any time. Scholars should create ethical guidelines to preserve confidentiality and safeguard the rights of the contributors (Hiriscau, Stingelin-Giles, Stadler, Schmeck, & Reiter-Theil, 2014; Morse & Coulehan, 2015). To safeguard the contributors' privacy, I gave each contributor pseudonyms and a fictional name to the nonprofit organization. The participants of the nonprofit organization did not receive any compensation for contributing to the study. Largent and Fernandez Lynch (2017) stated IRBs do not support payments to contributors as it might increase coercion or unwarranted influence. A secured electronic storage device will maintain the data. It will be secured on a laptop protected by password and will be maintained for 5 years after completion of the study. After 5-years, I will destroy all redacted documents, transcripts, electronic storage devices, and results.

Informed Consent

As a requirement of Walden University and ethical responsibility, I obtained informed consent from the participants of the study before conducting research. Informed consent promotes volunteerism, eliminates integrity risks, and enhances transparency in research (Atz, Sade, & Williams, 2014). Ethical behavior is critical in academic research to safeguard the protection of participants (Chiumento, Rahman, Frith, Snider, & Tol, 2017). However, informed consent does not ensure the conduct of ethical behavior in research (Nakkash et al., 2017). Nakkash et al. (2017) also assumed to ensure ethical behavior that includes human contributors the institutional review boards (IRBs) set guidelines for researchers to follow.

Jedynak (2014) suggested that the observation of rules of professional conduct and ethical considerations would produce greater professional standards, minimize conflicts, and reduce allegations of dishonesty and impartiality. Jedynak (2014) observed the effects of informed consent with sociologists in Poland, from the viewpoint of ethical responsibility and moral conduct. The evidence specified that public assurance is vital in research studies and trust professions (Adena, 2016; Jedynak, 2014). Adena (2016) stated that observing professional behavior rules may yield greater standards, unbiased results, and participants unharmed.

Examining informed consent processes, Hetzel-Riggin (2017) asserted and recognized uninformed procedures may impact data collection. Conversely, integrating threat mitigation adjustments into the informed consent procedure minimizes overall poor data quality. A way to help mitigate poor data quality would be to have a comprehensive informed consent process (Hetzel-Riggin, 2017). Additionally, informed consent is a moral and ethical process that should take place prior to research contributor interaction, has some risks, and necessitates participant knowledge at the start (Adams et al., 2017).

To maintain an ethical process, data collection must not take precedence over those contributing to the study, and contributors need to be given the opportunity to withdraw from the study at any time without repercussion. Scholars should not obscure the line between participants' rights and personal research studies and, most importantly, ethical decisions. A way to formalize this process is through an ethical examination procedure that consists of both verbal and written standards (Adams et al., 2017). Walden University's research ethics and compliance office manages the institutional review board (IRB) whose members ensure ethical research compliance. I obtained IRB approval (#03-13-18-0729417) for this study so I could gather and examine data from senior leader interviews, public data and literature, and organizational documents and data (see Walden University, 2017). Possible findings from this study may increase the mindfulness in for-profit leaders concerning the informed consent process.

Data Collection Instruments

In qualitative research, the scholar, in many cases, is the principal instrument for collecting data (Ridder, 2017; Van den Berg & Struwig, 2017). I served as the primary data collection, data storage, and data analysis instrument for this qualitative single case study. Researchers gather data utilizing different methods in qualitative research, including but not limited to interviews, transcripts, or focus group discussions (Ridder, 2017). I gathered data from flexible interview questions (Appendix B), records, and notes from the interviews, organizational documents, and the organization's website. The research questions and objectives decided methods to collect data and how to creatively use the data (Gummer & Mandinach, 2015).

I used the 2017-2018 Baldrige Performance Excellence Framework to attain a well-rounded understanding of the company's processes, and their performance that impacted its growth strategy. Scholars use the Baldrige Performance Excellence Framework to collect data in the following areas: (a) customers; (b) workforce; (c) operations; (d) knowledge management, analysis and; (e) leadership; (f) customer; and (g) results (Walden University, 2017). I conducted open-ended interviews with all contributors. The average time for each interview was 30 minutes in length, and I added additional time if needed. Scholars were leading interviews to put in place an interviewing protocol before the interviews to guarantee consistency with the interviewing process (Windsong, 2018). The interview protocol outline comprised of multiple stages, which included (a) utilizing an associate tracking system for accuracy, (b) obtain and examine discussions amongst researcher and contributor, (c) thorough outline of the interview protocol with all contributors, and (d) ensure the interview questions (Appendix B) aligned with the research question. I maintained the integrity of this qualitative single case study by following the member checking and the interview protocol (see Appendix A).

Data Collection Technique

Once I received IRB approval, I began the process of collecting data to search for strategies that nonprofit leaders use to increase capacity. The data collection method chosen for this qualitative single case study was semistructured telephonic interviews, transcript reviews, notes, e-mails, the organization's website, and additional supporting documentation. Scholars use interviews to discover workplace complexities in more considerable depth than reviewing documents that have been archived (Boddy, 2016). Scholars' record in-person and telephone interviews to get a greater understanding of the contributor views and to ensure the accurateness when organizing records for analysis (Phillips et al., 2017). Before the interview sessions, I sent e-mails to ensure the date and time were correct. Interviews were conducted by telephone as the principal method of gathering information from each contributor. I ensured the alignment of the semistructured interview questions (Appendix B) with the topic and the 2017-2018 Baldrige Excellence Framework.

Scholars must recognize that utilizing interviews as the primary data collection technique has both advantages and disadvantages. For example, conducting contributor interviews is a critical task, and scholars must allot sufficient time and training to gain proficiency. Some of the best scholars have an issue with being personally bias and preserving the interview protocol (Windsong, 2018). Robinson (2014) posited semistructured interview is an asset in conducting qualitative case study research. Scholars and contributors might participate in noteworthy pontification throughout semistructured interviews (Miracle, 2016). A review of company documents offers added information through the methodological triangulation process (Yin, 2018). Additionally, I reviewed internal and external documents to include the company's financial report, website, and notes from interviews to gain a better understanding of the organization and its potential for increasing capacity.

Yin (2018) conveyed that document reviews can offer added support to improve interview accurateness. Conversely, Windsong (2018) contended that countless scholars lack the experience of reviewing many documents because of the time it takes and the cost. Varpio and Meyer (2017) conducted research and suggested members check to ensure the validity of the research results to the contributor’s experience. The member checking process I used allowed contributors the chance to authenticate my interpretation of their answers from the semistructured interviews.

Data Organization Techniques

I developed a data tracking and filing system that enabled me to categorize and evaluate information, graph important notes, and keep track of vital information. Familiarizing myself with the information collected allowed me to remain immersed entirely, and it continued during the research process. Researchers should keep and maintain a journal of thoughts to offer added data to explore for the duration of the qualitative analysis process and minimize the amount of time spent trying to locate much-needed information (Ganapathy, 2016; Shaw & Satalkar, 2018). I kept information utilizing a computer and organization files and folder by date and topic.

Scholars safeguard the identity of their clients by utilizing pseudonyms and a coding system for the data (Saldana, 2015). I disguised the names of the contributors by utilizing code names; for example, the alias for the business is ABC, and for the interview contributors’ I used the following code Participant 1, Participant 2, and Participant 3. I preserved the rules of the IRB as well as participant confidentiality and only furnished redacted and pertinent information in the study. Care is vital when leading qualitative research by limiting access to sensitive information and appropriately disposing of information and remaining in compliance with proper procedures (Fusch &

Ness, 2015). Data must be password protected on a trusted device and adequately disposed of when it is no longer required (Hammad, 2016). Information is stored with password protection to guarantee I am the only person that can view the raw data. All information will continue to be password protected for 5 years after the conclusion of this study. After the 5 years have been reached, all information related to the study will be appropriately destroyed.

Data Analysis

Ganapathy (2016) posited scholars use a qualitative data analysis process to gain knowledge of new ideas and improve their understanding of the phenomenon. Fusch and Ness (2015) stated that to gain data saturation, researchers use methodological triangulation. Methodological triangulation boosts reliability using numerous data sources to pinpoint new themes (Ganapathy, 2016). Researchers can use several data sources to reference data and guarantee correctness from semistructured interviews and historical documents (Windsong, 2018). Scholars frequently triangulate data as part of their data collection strategy, where outcomes are detailed in the case description (Ridder, 2017).

For this study, I used methodological triangulation to explore the data from semistructured interviews, historical data, financial reports, social media, and company websites. I translated the interview recordings at the end of each session and did associate checking to ensure I received the proper message conveyed by each participant. After studying the internal and external data and translating the interview questions, I recorded the raw data utilizing excel and a color-coding process. Scholars choose a coding process to categorize and develop themes from transcripts and to shape and highlight qualitative data (Kroll, 2017; Vaughn & Turner, 2016). Using color-coding, helped to create a narrative and the most important themes of the study. Coding is a simple but adaptable and respectable instrument that enables scholars to reorganize the raw data into groups for the phase of the analysis (Saunders et al., 2015). I studied the data sources, and methodological triangulation enabled me to explore leaders' ability to increase their capacity in a small nonprofit organization.

I maintained the awareness of my personal biases, kept an open mind, and was receptive to new information because of my knowledge of and working with other nonprofit organizations. Member checking was used during the data analysis phase to ensure the correctness of the information. Irvine and Irvine (2018) posited that scholars conduct data analysis to contribute to the field of study by incorporating scholarly literature and new themes from case studies. Scholars show a relationship between the findings with the literature and conceptual framework to validate, invalidate, and extend the existing literature (Marshall & Rossman, 2016). I used the 2017–2018 Baldrige Excellence Framework to gather and recognize new themes and arrange the results with the conceptual framework and literature that contribute to increasing the capacity of a small nonprofit organization.

Reliability and Validity

Reliability

Abdalla, Oliveira, Azevedo, and Gonzalez, (2018) suggested to have value in qualitative research; scholars implement procedures to guarantee credibility, transferability, confirmability, and reliability in the research study. Biases surge when a scholar discovers how challenging it is to measure the quality of the study (East, 2016). Establishing trustworthiness in qualitative research helps scholars to improve reliability in the research methods and results as well as lessens bias and errors (Yin, 2018). Integrating procedural strategies in qualitative research improves the reliability of the study (Noble & Smith, 2015). Reliability dictates precisely how to address dependability (Windsong, 2018). Reliability is a vital characteristic of research superiority, and it is not adequate alone to ensure good quality research (Saunders et al., 2015). Case study scholars must confirm reliability by observing the case study databases and protocols (Yazan, 2015). Following an interview protocol aids in improving the reliability of the case study research by managing the data collection process (Yin, 2018). The reliability of this study started with a determined sampling method to acquire useful data related to the phenomenon.

I enhanced the dependability of this study by utilizing methodological triangulation and member checking. Member checking verifies the correctness of data gathered, improves validity, and establishes trust in the research process (Chen, 2016; Debono, Greenfield, Testa, Mumford, Hogden, Pawsey, & Braithwaite, 2017; Thomas, 2017; Varpio & Meyer, 2017). Member checking in this study enabled contributors to guarantee explanations made sense in the way they aligned with their lived experience. Dependability is an equivalent condition to the reliability to track developing changes to a phenomenon and account for the changes the way that others can comprehend and assess the data (Lewis, 2015). Scholars can triangulate semistructured coded data, notes, documents, and interviews to improve the consistency of qualitative research (Saldana, 2015). Additionally, member authentication and collaboration are vital in qualitative research (Levy, 2015). Data saturation includes interviewing sufficient contributors to a point in which no new information or themes appear (Fusch & Ness, 2015). I reached data saturation upon completing the interviews of three contributors. I gathered data from the interview questions (Appendix B) and reviewed transcripts to effect reliability through the interview protocol process, ensuring reliability, and questions that were asked were unrestricted for all participants. Member checking enabled the participants to guarantee their responses made sense. If scholars are encouraging participants to take part in member checking, the researcher must present the analyzed data in a rewarding way (Birt, Scott, Cavers, Campbell & Walter, 2016). Reaching data saturation will help assure the dependability of the findings.

Validity

The goal of this study was to explore dependable and valid processes and data that reduce the chance of bias and misinterpretation. Noble and Smith (2015) posited bias in research diminutions the validity and reliability of the study. Scholars that gather data from several sources increase the validity and reduce bias (Chiniara & Bentein, 2016; Starr, 2014). Likewise, scholars utilize internal and external validity methods to establish the accuracy of data (Ridder, 2017). Scholars can improve credibility by member reviewing contributors' transcripts, through triangulation, interview protocol, and data interpretation (Marshall & Rossman, 2016). I established qualitative credibility by way of member checking of data interpretation, triangulation. I tracked the interview protocol to ensure my summary represented to the phenomenon from the standpoint of the participants and documents analysis.

Prolonged research includes building relationships, trustworthiness, and gathering adequate data (Park & Park, 2016). Researchers can improve confirmability by adequately verifying outcomes (Mihaela, 2017). I ensured confirmability by asking meaningful questions throughout the interview process and succeeding with member checking of the questioning, data interpretation, and triangulation. Adjusting external validity to qualitative research is challenging because the small sample size reduces the transferring of studies (Saunders et al., 2015). Collecting information from several sources, transcribing notes from the interview, using an interview protocol, and having ABC evaluate my findings enabled me to reduce bias.

Kroll (2017) suggested that researchers attain the dependability of a qualitative study once other readers have the chance to determine the transferability of the study. Yin (2018) concluded that thoroughness is a vital element of qualitative research because it necessitates scholars to apply current philosophies, use existing literature, and add data that reinforces the qualitative research and propose better awareness for future scholars. A review of the GST to decide on feasible ways to quantify company accomplishment. General System Theory maintained the value that nonprofit organization leaders placed on increasing the capacity of their nonprofit organization more significant than the present capacity and understanding the problematic structures essential to withstand long-term development and profitability.

Transition and Summary

In Section 2, I included the research methodology and design, the role of the researcher, data collection instruments and techniques, purpose of the study topic, population, and sampling. I outlined details on the conduct of ethical research of the study, ensuring reliability, confirmability, credibility, transferability, and validity of the study. Three leaders of a nonprofit organization in the western part of the United States contributed to the semistructured telephone interviews to explore strategies that nonprofit leaders use to increase capacity. I interviewed each contributor until I attained data saturation and evaluated organizational documents using methodological triangulation.

In Section 3, I used the 2017–2018 Baldrige Excellence Framework to conduct a thorough review of ABC. My focus will be on the organizational profile, leadership, knowledge management, customer relationships, measurement, analysis, workforce, operations, and outcomes of procedures and products. I concluded Section 3 by summarizing crucial findings, contributions, recommendations, and project summary.

Section 3: Organizational Profile

ABC is a small nonprofit organization located in the southern California. Nonprofit leaders use organizational profiles as the main way of describing their organization (Baldrige Performance Excellence Framework, 2018). The Baldrige Performance Excellence Framework (2018) is made up of six components that assimilate into a structured system anchored by an organization's vision, values, and mission. Nonprofit business leaders can use these components to refine their processes and achieve desirable outcomes (Baldrige Performance Excellence Framework, 2018). Leaders who choose to use the Baldrige performance worksheet can increase their knowledge on their organizational process and performance (Baldrige Performance Excellence Framework, 2018).

Key Factors Worksheet

Organizational Description

ABC is a 501(c)(3) nonprofit organization located in southern California that seeks to change lives. They offer assistance to families in predicaments, helping to ensure children have the opportunity to learn and grow up in nurturing homes. The services of ABC are concentrated on the families they encounter, and the organization offers a structure for building success while ensuring families have an opportunity to grow. ABC offers multiple programs with various types of funding to support each program (see Figure 1).

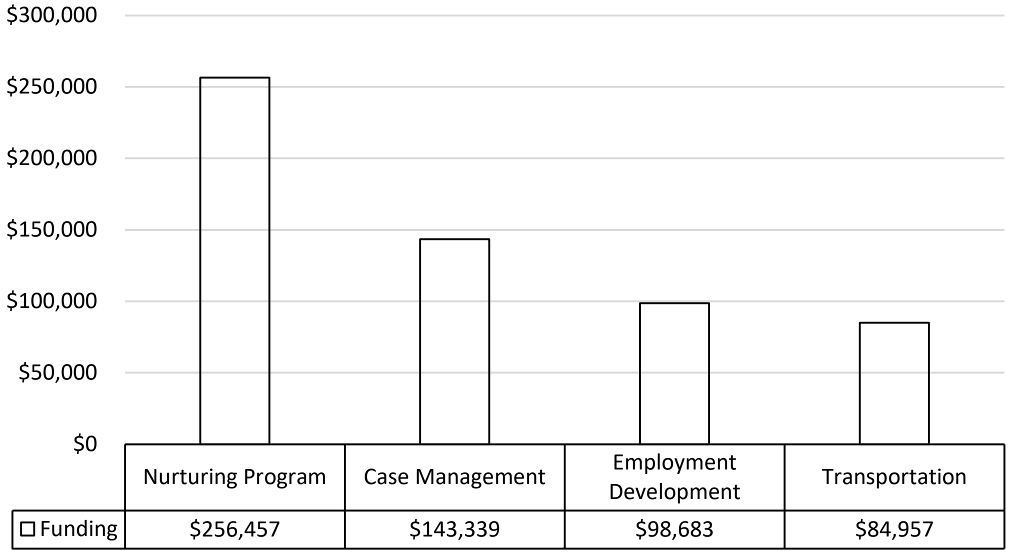

Figure 1. Funding by program.

Organizational Environment

Product offerings. ABC is a small nonprofit organization located in southern California's High Desert Region. ABC offers programs that assist with the continued development of children. The programs ABC offers include:

***Nurturing parenting program*.** This program directly impacts ABC's mission and vision in the community. The nurturing parenting program (NPP) is made up of at least 16 weekly group sessions covering five key competencies within parenting. When these competencies have been grasped, parental risk-factors for abuse and/or neglect are reduced. The program uses 4.5 full-time equivalent (FTE) employees conducting five-seven weekly groups, creating positive outcomes for approximately 130 families per year.

Case management. At ABC, case management (CM) is often the first program clients enroll in and often the last they exit. The CM program uses a tool called the family development matrix, developed by Matrix Outcomes Models, to identify up to 19 indicators of stress and/or issues within the family and housing environment. CM officially ends when families have achieved a level of stable or self-sufficient in all 19 indicators. Two FTE case workers conduct regular meetings with clients for up to 6 months, creating positive outcomes for approximately 150 families per year.

Employment development program. The employment development program (EDP) at ABC provides participants with 200 hours of on-the-job training in the retail industry across five different competencies. One FTE employment development specialist provides training and job-seeking skills to approximately 40 individuals per year.

Transportation services. Transportation is a supportive program for NPP and the CM program, providing door-to-door van service or monthly bus passes, based on client need. One FTE split between two part-time employee van drivers provide more than 25,000 miles of free client transportation per year. The breakdown of ABC's budget by program is shown in Figure 2.

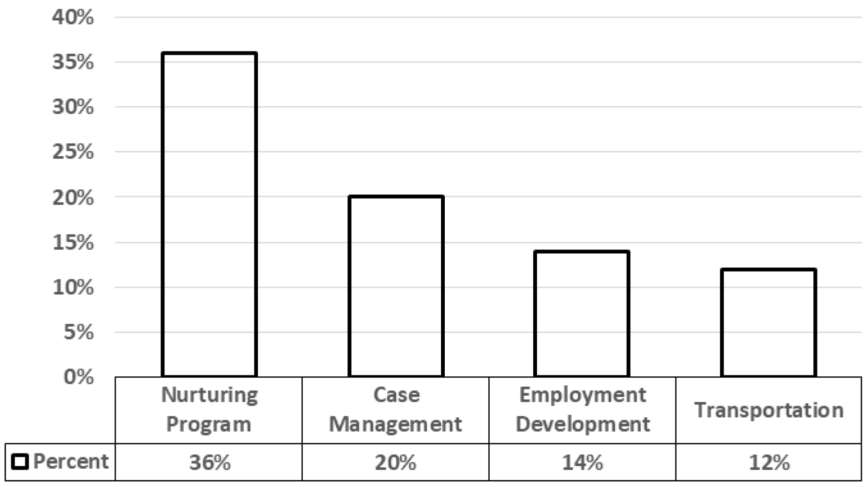

Figure 2. Percent of the budget for ABC's four major programs.

Mission, vision, and values. ABC's mission is to provide help and offer hope to families with young children living in southern California. ABC works with the community and serves as a social change agent for nonprofit organizations in southern California. ABC's team works in unity with other organizations to bring the support necessary to the families it serves. ABC's vision is to work toward a goal in which all families served are hopeful about their future, passionate about their purpose, and actively engaged in their community. The have sought to develop an expansion strategy to enable them to serve more families and increase the services they provide.

Workforce profile. ABC has four major programs and their paid workforce comprises 4.5 FTE, conducting five-seven weekly groups, creating positive outcomes for approximately 130 families per year for the NPP program. Two FTE case workers conduct regular meetings with clients for up to 6 months, creating positive outcomes for approximately 150 families per year for the CM program. One FTE employment development specialist provides training and job-seeking skills to approximately 40 individuals per year for the EDP program. One FTE position split between two part-time employee van drivers provides more than 25,000 miles of free client transportation per year for transportation. Table 2 reflects the service provided to the community in 2017.

Table 2

Service to the Community

Individuals served	1,516
Families served	373
Parents graduated NPP	118
Parents enrolled CM	151
Miles driven	20,000

Assets. The main asset of ABC is their thrift store, which is open to the public and provides work experience for many of their clients. In addition, ABC has assets in the form of education materials, laptops, desk computers, televisions, office furniture, and a vehicle. ABC's assets in 2017 totaled $343,507.

Regulatory requirements. ABC is a nonprofit 501(c)(3) organization operating in southern California. Although there are no specific regulations under which ABC must operate, the leaders of the organization ensure they maintain and follow all California state labor standards and Occupational Safety and Health Administration standards. ABC founders and employees also comply with Internal Revenue Service rules, regulations, and tax codes. There are no accreditation or certification requirements, trade, environmental, or product licensing standards outside the product use required for ABC. However, the state of California does require a state tax identification number for ABC.

ABC is also registered as a Publication 78 organization with the Internal Revenue Service. A complete list of ABC regulatory requirements appears in Table 3.

Table 3

ABC Regulatory Requirements

Workforce	Occupational Safety and Health Administration standards
State requirement	California State Labor Standards
Charitable Contributions	501(c)(3)
Organization	900 or 900EZ form

Organizational Relationships

Organizational structure. ABC is a service provider that presently functions as a nonprofit organization in the southern California. ABC's organizational structure consists of two cofounders and an executive director for each of their organizations operating in the high desert of southern California. ABC organization does not have a local governing board, but the parent organization does; all financial, hiring, and operations decisions are made at the local level.

Customers and stakeholders. ABC key customers (see Table 4) include over 1,500 people and 373 families in the high desert in southern California. ABC key stakeholders include suppliers, donors, and the workforce.

Table 4

ABC Key Customers and Stakeholders

Key customer	Key requirements
Kids	Receive nurturing support
Parents	Learn skills to support their families
Key stakeholders	**Key requirements**
Partners	Transparent, communicates vision, mission, and values
Workforce	Friendly, open to change, and trusting collaborative relationship
Suppliers	Provide books, meals, parts, and supplies

Suppliers and partners. ABC continues to remain viable due to their key collaborators, partners, and suppliers (Table 5). Each serves a vital role in serving the organization's external and internal customers. ABC suppliers include all major department stores and community donors. ABC key partners include community leaders, businesses, and local newspapers. The associations among partners and suppliers are vital in providing services to the public (Greenspan & Wooldridge, 2018). ABC leadership maintains constant contact with their suppliers, often in search of industry best practices and creative input. Their collaboration is more formalized and structured, and consistent communication is maintained.

ABC leadership uses a mixture of networking tools to improve awareness and relationships. For example, ABC leadership conducts fundraising activities via social media, email, regular mail, and electronic newsletters to promote their services.

Table 5

ABC Key Collaborators, Partners, and Suppliers

	Influence on organizational system	Influence on innovation and competitiveness
Collaborators: Best Buy (Geek Squad), Walmart, McDonald's	Provides funding and specialized support	Provides networking opportunities
Partners Colleges, high schools, clubs	Provides books and support to the community	Communicates ABC's vision, values, and mission to the community
Suppliers: Walmart, Best Buy, and Amazon	Provides computer support, parts, and supplies	Knowledge of current trends and best practices in the IT industry
Advertising media	Provides advertising, printing, and online services	

Organizational Situation

Competitive environment. It is necessary for small business leaders to recognize the competitive environment to meet their enduring strategic goals. The company's strategic position includes competitive data, competitive context, comparative position, strategic changes, and performance improvement systems (Baldrige Performance Excellence Framework, 2018).

Competitive position. ABC's biggest competitor is a church within the high desert in southern California. ABC's competitor offers similar services and is well-known within the community.

Competitiveness changes. ABC business leaders have had good success in contrast to their competitor, but at this location they are losing their ability to serve more clients in the community due to the size of the building and location. The competition and ABC collaborated to ensure alignment of service to ensure they were not providing the services to the public. Changes in the services their competitors provide pushed ABC to concentrate on potential openings to expand the services they provide to the community.

Comparative data. The challenge for ABC relative to comparative data is the lack of, or accessibility, information are not readily accessible or published. Gathering comparative and competitive data demonstrated a challenge for ABC leaders due to the size of this particular location. However, data on other locations is available to the public on a well know brand's webpage. According to Ellis and Fender (2016), continued shifts in the market continues to impact the innovation and affordability of various types of technology equipment. According to Participant 1, there is minimal comparative data on its competitor, and the lack of understanding of the impact that the data has on ABCs expansion.

Strategic context. The strategic advantages strengthen ABC's support of the mission of the organization and their sustainability. The key critical strategic challenges for ABC future success include their ability to reach more families, expansion, strategic planning process, training, and funding. The strategic advantages include client satisfaction, dedicated core staff, nurturing families, and loyal donors. Another strategic advantage is their child-focused care; ensuring children have the necessary skills to live healthy lives. Leaders of ABC strive to improve advantages and reduce challenges through volunteer engagement, relationships, fund raising opportunities, and removing all operational obstacles that impact their sustainability (see Figure 3).

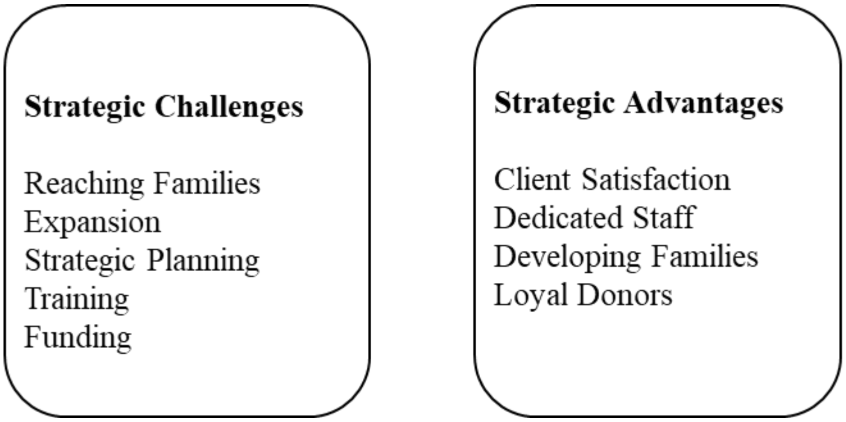

Figure 3. ABC’s key strategic challenges and advantages.

Performance improvement system. At the business location the executive directors conducts meetings to assess the morale of the employees at every level of the organization on a periodic basis. There are monthly one-on-one meetings between the executive director and department leaders and bi-weekly meetings with department leaders and their team members. There is also an annual performance review session. ABC leaders use available training improvement processes and systems to evaluate productivity and services. In addition, ABC leaders and staff members complete job-related training when required.

Leadership Triad: Leadership, Strategy, and Customers

Small business leaders accomplish company goals by providing operational guidance and direction. An effective organization recognizes that some risks exist, and leaders inside the organization control and manage those risks (Baldrige Performance Excellence Framework, 2018). An effective organization can address current business needs and, with dexterity and tactical management, can plan for its future development, and operating environment (Keasey, Martinez, & Pindado, 2015).

Leadership

Senior leadership. The senior leadership at ABC include an executive director, a bookkeeper, two caseworkers, two parenting and childcare facilitators, and employment development specialist. These nine leaders perform all day-to-day responsibilities, provide operational leadership, and help maintain the organization. The executive director is the primary leader but all nine members work as a close-knit family in this small nonprofit organization to accomplish the organization's goals and support the ABC mission, vision, and values.

Communication. ABC a small nonprofit organization communication to the ABC workforce is informal and takes place on an as needed basis. However, this business location; due to on-going requirements, the executive director carries out constant communication with the other leaders within the organization. The remaining members of the organization, along with leadership, communicate via scheduled in-person weekly meetings. Informal meetings are conducted over the phone or email exchange. In most businesses, the range and depth of continuous work processes dictate the communication method. Additional methods of communication include but not limited to ABC's website, advertising handouts, letters, and social media (see Table 6).

ABC emphasizes a working environment of two-way communication to determine gaps in processes and help with resolving their challenges with supporting the community. Leaders communicate with their customers daily via phone, in person, and email where appropriate.

Table 6

Workforce and Stakeholder Communication Methods

	Emails	Social media	Website	Meetings
Partners	O	AR	AR	O
Workforce	O	AR	AR	O
Suppliers	AR	AR	AR	M
Customer	O	O	O	D
Community	O	O	O	AR
Collaborators	O	AR	AR	O, AR

Note. M = Monthly; AR = As required; O = Ongoing; and D = Daily.

Governance and Societal responsibilities. ABC does not have a governance board assigned to this business location that evaluates the performance of the leadership**.** ABC leaders are accountable to their stakeholders and make organizational decisions centered on evidence and input from the stakeholders. In addition, ABC leaders are responsible for upholding company values. Regarding strategic plans, accountability for strategic planning happens at the executive director level, and ABC leaders (bookkeeper, caseworkers, parenting and childcare facilitators, and employment development specialist) align their activities with strategic plans, goals, and objectives, to the corporate organizational values.

The executive director prepares the taxes, while the bookkeeper performs accounting functions, and tracks all billing costs for this business location. The leadership of ABC meet weekly to discuss personnel and the organization's finances and support to the community. The safety and health risk for the company is low; common injuries related to services provided to the community are common colds, strain on eyes, and sprains (Sugarindra, Suryoputro, & Novitasari, 2017).

The leaders of ABC have the foresight to anticipate possible community worries by conversing about current and future policies for this business location. The leadership of ABC exhibit good ethics and citizenship by providing service to the community morally and professionally. To ensure continued ethical behavior, ABC leaders may put in place a grievance policy reporting procedures. ABC leaders show their commitment to social and environmental morals by conducting various events advertising their services and by providing information to customers about their business location.

ABC is a Christian-based business, and the leader's support their community and business by partnering with a local church to ensure the service provided are in the best interest of the community. The leaders of ABC actively support and strengthen the community by participating in events, such as social media fundraising event, advertising in the newspaper, and displaying flyers of their services. The ABC organization might benefit from contracting with an outside audit agency to review their processes, practices, and operations every 5 years.

Performance evaluation. ABC leaders at this business location self-evaluate regarding strategic objectives and the organization's values, mission, and vision. Organization leaders accept formal and informal contributions from members of the community and other stakeholders, including end of program ending satisfaction surveys. In most cases, ABC leaders are normally proactive in assessing the needs of their clients and do not wait for responses but anticipate their stakeholders' requirements, expectations, and needs by soliciting and asking for advice and inputs. Organization leaders not only use social and print media to advertise but they also monitor social and print media to evaluate stakeholders' responses and inputs to ABC services as well as their general engagement in the community. Relative to performance evaluation usage to improve their growth and advance their effectiveness, ABC leaders seek personal and professional improvement daily. ABC leaders have a loyalty to each other and their stakeholders, they self-monitor and self-evaluate on a continuous a basis.

Strategy

Leaders must garner the knowledge and understanding of strategic implementation and development (Baldrige Performance Excellence Framework, 2018). The primary strategic objective for ABC was to develop long-term growth beyond current capacity capability. While strategic development invigorates and inspires innovation by studying pertinent data to meet long-term goals, strategic execution addresses the way leaders execute action plans to attain longer-term planning possibilities (Baldrige Performance Excellence Framework, 2018).

Strategy development. There is currently no formal strategic planning document at this business location. However, the leaders at this business location discuss and review their goals during weekly and monthly planning sessions. These monthly meetings include discussions on expanding their programs to support more families in the community. A short-term goal was to increase walk-in traffic by five per week and add two new programs in 2020. ABC leaders planned to place extra articles in the paper, more collaboration to improve visibility of their programs in 2020. The leaders of ABC planned to review all feedback from their clients and follow up with those clients within a month to assess their program effectiveness.

Innovation. At this business location, the leaders of ABC sought opportunities for innovation using feedback from various customer surveys. The feedback received from customer reviews provided an understanding for ABC leaders to discuss during staff meetings. ABC leaders recognize that innovation is important as they move forward with their expansion goals and failure to innovate could adversely impact their ability to expand. ABC functions in a non-technology environment, and they use social media and newspaper advertising to network and remain current on new trends and ways to improve their expansion opportunities.

Strategy implementation. The leaders of ABC transform the feedback discussed in their weekly staff meetings into actionable items. At this business location, the executive director meets with the leaders of ABC and brainstorm during their monthly leader meeting to discuss the outcomes from the staff meeting and strategies on the way ahead. The executive director and other leaders at this business location develops timelines, assign duties, and monitors progress. Leaders share progress reports, jointly solve problems, and observe the execution of all outcomes and initiatives. The long-term action plan for ABC includes expanding to a larger location to provide additional service to the community, improve their professional footprint in the community, and collaborating with other organizations that provide similar services. At this business location, the executive director continues to monitor their progress using billing statements and outcome or output metrics.

Strategic objective considerations. Knowledge garnered from participating in weekly meetings with ABC and collaborating with peers in class provided the researcher and leadership of ABC with the basic knowledge needed to operate, sustain, and grow their nonprofit organization. The leaders of ABC understood their financial and human capital limitation operating at this business location. In 2019, ABC owners' long-term goals included expansion and collaborating with other businesses. The executive director continues to pursue and introduce new ideas to overcome the challenges faced at this business location. ABC leaders at the business location fulfilled one of their long-term goals in 2020 by successfully collaborating and receiving a grant from a major organization in southern California. The initiative was a direct result of the continued desire to grow and their ability to provide and implement new programs to support the community.

Action planning. The executive director along with other leaders at this business location implemented and developed action planning during their monthly leadership meeting. The short-term action plan was to increase their human capital by adding additional personnel positions. The plan to accomplish this goal was a two-step process. The first step was to secure a grant for the necessary positions. The second step was to add the necessary administrative positions and find the most qualified people to fill the positions. The plan to accomplish this long-term goal was to improve foot traffic, secure the appropriate grant and expand their capacity. ABC might achieve this business locations long-term goal by securing a grant and continuing collaboration with other businesses that will enable them to add additional workforce capabilities and capacity.

Customers

Voice of the customer. The senior leaders of ABC ensure continued exchanges and collaboration of their customers. The mentors listen and interact with their clients through the services they provide, customer feedback, end of program interviews, and the weekly and monthly meetings. They conduct surveys and end-of-program assessments on the single and dual parent families respectively. They use in-person and web-based technologies as two methods when interacting with their customers. ABC leaders at this business location study client’s home lifestyle to determine how they communicate with their customers and knowing their lifestyle helps with relationship building and matching them to the best program for them and their family. These listening methods do vary as the client’s lifestyle dictates the conversation flow. The leaders ensure that these methods are effective and efficient.

Customer engagement. The objective of customer service is to shape brand loyalty and answer to customers’ expectations (Dragnic, 2014). Leaders engage clients to improve profit and provide support and answers to customers’ issues. Additionally, customer engagement strengthens the customer’s relationships between the organization and client (Ajiboye, Harvey, & Resnick, 2019). The staff of ABC shape customer relationships through the quality service provided, mentoring, engaging families and aligning them with the appropriate program. Additionally, the staff establishes relationships with customers by conducting surveys, during life skills classes, and exit interviews. The staff of ABC reach new customers and build relationships through word-of-mouth, social media, walk in customers, partnerships, and research. The executive director and leaders of ABC at this business location also engage organizations, potential funders, and their website is used to reach potential clients and funders. Clients solicit information and support through the submission of emails, walk-ins into the office, and by telephones.

Customer support. Customers' critical support requirements are determined during in-processing counseling sessions and this data is documented in their case workers' notes. ABC leadership has developed an effective way to deal with customer complaints by developing a policy, a safety plan, and having deliberate processes that must be strictly followed from the customers to those in leadership positions. Complaints are dealt with instantly, once they have been lodged. Meetings are held to gather appropriate information so the issue can be resolved in a timely manner. Customer confidence, in ABC, once a complaint has been filed is established by taking the time to listen to their complaint, adhering to the policy, and developing a sense of urgency to resolve the issue. Customer dissatisfaction, satisfaction, and engagement are determined during counseling sessions and conducting surveys; and the outcome is used to impact social change.

Results Triad: Workforce, Operations, and Results

Workforce

Workforce environment. Human capital is essential to any organization. Leaders of ABC embolden a productive and positive work environment established on faith-based philosophies and standards. ABC leadership have created a sound, efficient, and supportive atmosphere for their workforce. ABC leadership has put in place standards by which to communicate, structure for conducting meetings at all levels, continued cross-training and professional development opportunities, and executive directors and human resources department ensures proper alignment of skills in support of this business locations strategic objectives. At this business location, the leadership of ABC continuously evaluates the current workforce's ability and their location capacity needs through periodic reporting, continuous evaluations, and comparison with other nonprofit organizations to assist with direction and future of the organization. Additionally, the business location's leadership evaluates the staff competencies and skills by knowing the talents or expectations required in the organization to garner the appropriate skills and ensure the staff has the necessary skills.

ABC's leaders recruit potential employees through help-wanted postings in local newspapers and social media outlets. The leaders at this business location require potential candidates to submit an application including their education, work experience, and skill level required for the job for which they are applying. ABC's leadership manages the staff by setting the example for professional and moral conduct while working with clients and when in the community. At this business location, the workforce is expected to conduct themselves with morality, honesty, and professionalism while working throughout the community and representing the organization. ABC leadership provides the staff with feedback on the job they are doing during their weekly meetings and during these meetings the leadership reinforces this business locations expectations. During their monthly meeting the leadership discuss and review their strategic goals and core competencies to ensure alignment with short and long-term growth strategies.

Workforce engagement. A high-performing work environment is significant in understanding and building a focused workforce (Jardón, 2018). Workforce engagement encompasses work attributes, organizational best practices, and support of the leadership which improves the overall organizational performance (Schneider, Yost, Kropp, Kind, & Lam, 2017). ABC leadership ensures they maintain a communicable, collaborative, and supportive working environment to improve productivity and growth. ABC has a focused and proficiently skilled workforce. The leadership at this business location use weekly and monthly meetings to engage the workforce and discuss performance results with the staff. The leadership of ABC empowered their staff with the ability to meet with clients, establish appointments and to make decisions on the services they provide. ABC leadership recognize the work performance and engagement efforts of the staff during their daily contact, weekly, and monthly staff meetings.

Operations

Leaders must assess how they and their staff ascertain, evaluate, develop, and manage work procedures to improve operational efficiency to deliver value of service to the customer and to attain long-term success (Baldrige Performance Excellence Framework, 2018).

Work processes. Work processes are critical within businesses. In each organization, processes are intended for daily activities to be professionally and successfully performed. At this business location, requirements for important services and work processes are acknowledged during the strategic planning process. Process employment begins with ABC's leadership recognizing challenges and solving problems immediately. ABC leadership institutes processes built on industry changes and feedback from customers to guarantee processes align with their long-term growth strategy. At this business location, the leadership designs their work processes built on outcomes from research, feedback, analysis, and regulatory guidelines.

Integration of new technologies and changes impact various processes at this business location. The leadership make certain that continued work process improvement is defined by obtaining feedback, reviewing performance against industry standards, researching best practices, and quantitative and qualitative performance metrics. The critical support processes in ABC are endlessly defined founded on assessments, desired goals, needs analysis, and industry best standards and practices. These critical support processes are human resources, finance team, information technology, innovation, drivers, administrative team, and bookkeeping team. These processes are evaluated for their effectiveness on a continuous basis.

Operational effectiveness. It is important that leaders ensure effective operations to have a safe work environment to provide high-quality service to customers. It is critical for leaders to have firsthand knowledge of operations management and it's critical to understand the elements of business operations to improve efficiency and daily activities (see Baldrige Performance Excellence Framework, 2018). At this business location ABC leadership capitalizes on the performance of each employee by merging employee training and development with investing in technology.

Measurement, Analysis, and Improvement of Organizational Performance

This business location has an effective system for managing measurement, analysis, and knowledge. There are databases that are preserved within the organization that are used to collect data and store data collected on daily basis. Additionally, at this business location they use financial reports and information discussed in their monthly meetings to insure the information gathered is preserved. The leadership of ABC have put in place a performance tracking systems too effectively and efficiently review work progress on a quarterly basis, meeting with supervisors on bi-weekly basis, the executive officer holds leadership meetings, and continuous review of progress reports for managing challenges and making decisions. The performance measures at this business location are measured using defined organizational values and these performance measures are monitored on bi-weekly, monthly, quarterly, and annual basis.

At this business location ABC focus is on continued development and personnel improvement opportunities. ABC leaders used results to help drive decision making at every level of management, strategic goals, and process improvement opportunities. Comparative data is used by the leadership at this business location to analyze performance and conduct benchmarking. ABC leadership and staff review and use email, surveys, and customer feedback to develop a customer-oriented culture and to support strategic decisions on processes and performance. The staff at this business location receive weekly and monthly training to bring into line with the company’s mission and provide first-class customer support.

Successful business leaders analyze and gauge responses from previous performance associated with projected performance (Baldrige Performance Excellence Framework, 2018). This business location does not have a governing board and does not need authorization from a higher organization to line up its performance with its short and long-term goals and objectives. To discuss performance improvement plans to the staff, the leadership communicate face-to-face, by email, and weekly staff meetings. The leadership at this location prioritizes their resources to meet their long-term strategic goals grounded on past performance and industry standards. This business location determines their future support to the community and to meet their growth strategies by carefully analyzing number of walk-in clients, phone calls for support, and their financial records.

Collection, Analysis, and Preparation of Results

The purpose of this qualitative single case study was to explore effective strategies leaders of a nonprofit organization use to expand their capacity. Data was collected through interviews, organizational documentation, and documents available to the general public. Thematic analysis was used in exploring the process strengths of this business location. Four themes

Product and Process Results

ABC is a nonprofit organization that operates in the southern California for over 20 years. This business location was established to support the immediate needs of the community and assist families in need. This business location is looking to expand its capacity to serve more families and provide more services to the community.

ABC strives to create change in the community through persistent advocacy and outstanding customer service. The leaders of ABC always remain active in the community by ensuring those in need are well informed. ABC leaders remain relevant in the community by providing single mothers and fathers who have the appropriate skills they require to become self-sufficient and their children exposed to proper nutrition and healthy living. At this business location, ABC established work processes are operating efficiently and effectively because of the disciplined staff are ensuring they are utilizing best practices, understand the needs of their clients, and ensure they are following the applicable safety measures when dealing with clients.

Customer Results

ABC leadership has established an effective and efficient system for excellent customer services and listening to customer's needs. These systems were established with ABC mission and vision in mind. The leaders of ABC screen feedback from customers and follow industry trends to improve their future growth strategies. The most important growth step at this business location is opening a store where clients can purchase clothes and other items at a reduced cost. This has helped ABC to expand their brand and increase its customer base. ABC continues to impact the local community by helping to reduce unemployment and improve family's quality of life with the service they provide. To ensure this business location, to ensure they hear the voice of their clients, they use various platforms such as Facebook, Instagram, and the organization website.

Workforce Results

Leadership at this business location reviewed results related to workforce safety, hiring, and recruiting efforts. Workforce result indicators for capacity and capability might include staffing across the organization and employee qualifications to meet professional development requirements (Baldrige Excellence Performance Framework, 2018). At this business location, the leadership built a culture of trust by openly sharing workforce performance data and a vision for future growth strategies of their employees. The leaders of ABC at the location are heavily involved in developing and engaging with their workforce. The leadership is genuine about their organizational culture and well-being. The administration at this business location continuously considered the capacity and capabilities of their workforce.

Leadership and Governance Results

This business location does not have a governing board of directors. The executive director is responsible for the oversight and functions of ABC, and he develops policies for running the organization. The leadership is thoroughly involved with the day-to-day operations of the organization. The Executive Director involves the other leaders in the organization with strategic planning and communicating the outcomes to the workforce and other stakeholders. Amenability with rules and regulations, tax laws, child development, social workers, employees, and their working conditions, and the terms and conditions of the SLAs are adhered to within the organization.

Ethically, the leaders of ABC have established processes and procedures in place for business operations and interacting with the stakeholders. There are gauges in place for assessing leadership communication, ethically engaging with clients, interactions with the staff, compliance with laws, rules, and regulations are clearly defined. Best practices are put in place, along with business processes within the organization. This business location has a semi operational Facebook sight; they perform collaborative community services for families and conduct resident meetings within the communities of the high desert in Southern California.

Financial and Market Results

Business leaders at this location are attentive to the financial and market results of their organization. ABC leadership have put in place measures to track marketplace financial performance as well as their performance in the market. These indicators or measures are evident in ABC for measuring economic performance, market performance, and strategic execution. Just like with any organization, the financial goals of ABC have met some challenges. These goals include the purposes of the company and its programs. Every year the goals for cost efficiency, grants, partnerships, and increasing the number of donors are met.

Leadership endlessly monitors the execution of the strategic initiatives scheduled every financial year, and have always accomplished their implementation goals. ABC had a revenue budget of USD 595 thousand in 2018, which they achieved except for the 2017 financial year. In ABC, every USD invested in a family produces a return of three USD to the society reducing the requirement for public assistance, increases taxable earning, and cost savings from crime reduction. Every USD invested in early childhood nurturing and education saves 10 USD in social costs.

Key Themes

A vital component of this study is an understanding of what essential processes the leaders of ABC are using and how efficient these processes are. The key themes include the process strengths and process opportunities for process improvement utilizing the four factors for assessing processes, which are integration, learning, approach, and deployment. These themes for process improvement were attained after using categories one through six of the 2017-2018 Baldrige Excellence Framework and Criteria. The key themes from the results opportunities and strengths for results improvement result from using four evaluation elements, which are integration, comparisons, trends, and levels.

Deployment is the approach that can be used across processes, and learning includes using intuition for impacting endless changes while being united among various components within an organization (Baldrige Performance Excellence Framework, 2018). An approach is made up of methods that are used for satisfying a process and must be repeatable, appropriate, and effective with the proper information (Baldrige Performance Excellence Framework, 2018). Comparison across organizations and the degree to which the result measures and spread over various actions, customers, processes, and products are comparison and integration, respectively (Baldrige Performance Excellence Framework, 2018). Levels and trends are the measurable performance and rate of performance enhancement, respectively (Baldrige Performance Excellence Framework, 2018). The alignment of a method with company needs and the degree to which processes, plans, measures, and other elements are synchronized within the organizations is assimilation (Baldrige Performance Excellence Framework, 2018).

Process strengths. Process strengths are a vital aspect for ABC to expand beyond its current capacity. Their processes are supported by their mission, vision, and values; supporting their workforce, customers, collaborators, and stakeholders. Leadership supports the workforce, partners, suppliers, and stakeholders. ABC Leadership promotes widespread legal and ethical, responsibility amongst all members within the organization. Leaders within ABC provide a full spectrum of support to strengthen their communities.

ABC processes are intended to support the achievement of the strategic objectives, pinpoint, and exploit strategic opportunities. ABC processes support and assist the workforce in capitalizing on its strategic advantages against a set of goals. The procedures are appropriately developed to help the leaders in the practical usage and distribution of the organization's resources. The performance metrics or measures are well-defined for the workforce, communities, customers, leadership, strategic partners, service and support programs, operations, knowledge management, and results; and these measures and metrics are effective.

At this business location, the leaders understand that the voice of the customer's needs an identity and assessment. At this business location, meeting the needs of the customers is to be expected because the processes are developed to run effectively and efficiently. The methods around identifying, designing, evaluating, and providing quality programs to customers are accurately defined in ABC. They are determined to be useful as well as aligning with the organization's objectives. Also, at this business location, there are thorough processes for constant learning and performance enhancement throughout the organization. The employees at this business location are engaged, satisfied, and motivated because of the process efficiency and effectiveness that have been put in place. The procedures are identified for workforce accomplishment, accessing benefits, and safety working efficiently and effectively.

Process opportunities. Processes are appropriately defined to support the accomplishment of the organizational goals at this business location. Through extensive analysis, it was determined a need to create standard operating procedures and to focus on short and long-term goals such as growth, hiring and recruitment to support growth, and development planning for future leaders. At this business location, the executive director makes the final decisions. The lack of a board of directors or governing body at this business location, the growth of the business is determined by one person. Leaders at this business location could address a plan to sustain future growth by developing a succession plan and standard operating process.

A strategic management tool should be implemented for an all-inclusive view of this business location’s performance. Additionally, at this business location, learning and development system should be developed to look at the impending needs of the organization. This concern of impending needs will reinforce the current capacity and capability development initiatives. Also, the development and learning process at this business location is sufficient; however, thought should be given to modifications of the knowledge, skills, and attitudes of the employees to prepare them for the rapidly adjusting business culture and to meet the future needs of this business.

Results strengths. At this business location, the leadership’s business strengths included (a) strong leadership, (b) mentorship, and (c) over 20 years of program performance. ABCs flexibility enables them to change courses when needed, adjust as the industry changes, and make sound decisions without a governing body's approval. At this business location, ABC leadership's energetic involvement within the community contributes to business familiarity, visibility across the community, and product advertising. This business location has a thrift store where donations from the store helped offset costs to families through store credit.

Results accomplishment is emerged in and across ABC and connected from customers and products to organizational processes, strategic plans, and goals. Based on the results from semistructured interviews, business plan, and the Baldrige Performance Excellence Framework (2018), I determined that ABC leadership provided sound leadership in the areas of professional conduct and personal readiness. Building on the GST as the conceptual framework of this study, I learned that there is significant and robust communication amongst staff and leaders, which has contributed to the resounding success of the organization. Another critical finding identified at the business location should include training for the next generation to take over and sustain the business. I also concluded that one person is making all the decisions on long-term growth strategy execution, which is hugely limiting.

Results opportunities. ABC leaders at this business location have effective and efficient systems in place within the organization. The leadership must improve the measurement and execution of employees' chances for engagement and leadership development, and eliminating one person from making all the decisions. The leaders at this business location have measures for measuring customer satisfaction internally, but it is essential to define external customer satisfaction. Additionally, leadership must outline future capacity and capability needs for the workforce. Learning and growth system, an outline for identifying changes in the workforce's knowledge, skills, and abilities, needs to be developed by the leadership. These objectives will energize leaders in the right direction in achieving these elements of survival and growth.

Project Summary

Nonprofit organizations contribute considerably to the growth of communities and the welfare of the community. These contributions to society are through their favorable social change policies and programs they operate (Stephan, Patterson, Kelly, & Mair, 2016). The majority of small-and medium-sized enterprises tend to go out of business within 5 years after being established (Ifekwem & Adedamola, 2016). At this business location, the leadership wants to grow and expand the capacity of the organization. In this study, I explored strategies that nonprofit business leaders use to grow and develop their organizational capacity. Four themes emerged: effective fundraising cycles, leader development, strategic planning, and long-term growth. Nonprofit business leaders can use the information from this single-case study to explore effective strategies leaders of a nonprofit organization use to expand their capacity. The growth of small mature nonprofit organization is vital to the development and growth of the local community (Greenspan & Wooldridge, 2018). To increase capacity, nonprofit leaders need to build and implement strategies for sustainability and long-term growth.

Growth is the most vital characteristic of small business sustainability, productivity, and profitability (Bello & Ivanov, 2014). Each contributor in this study provided valued vision into short- and long-term growth strategies. The results of the data collected from three contributors supported characteristics of the 2018 Baldrige Excellence Framework that are vital to organizational performance enhancement which is: (a) leadership; (b) strategy; (c) customer; (d) measurement, analysis, and knowledge management; (e) operations; and (f) results. Business leaders reviewing the data in this case study may increase their knowledge on the strategies they can use to develop and expand a nonprofit business. Small business leaders may also garner an understanding of staff engagement methods and succession planning. Business leaders using the outcomes of this study to implement growth strategies might improve their organization's performance, capacity, sustainability, profitability, increase local tax revenue, and reduce unemployment. Using survival strategies recommended in this study, leaders can continue to impact social change strategies that benefit communities, the environment, families, and society.

Implication for Social Change

An implication for social change consists of offering leaders of small nonprofit businesses with growth strategies to increase capacity above their current size. ABC contributes to improved families' ability to care for their families and reduce unemployment in the community. The growth of small businesses beyond year one is vital for the sustainment of an organization (Morgan & Sisak, 2016). In 2015, small businesses accounted for 97.6% of organizations that exported goods, and 32.9% of the identified export value (SBA, 2017). Most new businesses do not survive past the first 5 years; thus, reducing the tax revenue (Decker, Haltiwanger, Jarmin, & Miranda, 2014).

The growth strategies outlined in this study could assist leaders of small nonprofit organizations in the development and implementation of short- and long-term goals to grow their organization beyond its capacity. The results of this qualitative single case study might also inspire leaders of small businesses to look for growth opportunities outside their comfort level, thus providing job growth, stability, and more contributions to local tax revenue.

Contribution and Recommendations

The outcomes of this study might contribute to positive social change by informing leaders of nonprofit organizations of the strategies for growth and expansion of their organization, which are necessary for long-term sustainability. Nonprofit organizations are a civil society with considerable influences on communities by making policies, innovation, cost-effectiveness, and participating in local communities' and public events (Appe, 2019).

Expansion and growth strategies secure long-term sustainability for nonprofit organizations. The leaders of nonprofit organizations in this study posited that nonprofit leaders are looking for growth and expansion needed to employ effective strategic succession planning. Effective strategic succession planning is made up of defining long-term objectives, the definition of an implementation strategy, focused determination, environmental scanning, short-term goals, and evaluation and control of subsequent changes (Roth, 2015). Fundraising and strategic planning are parts of the strategies noted for the growth and expansion of a nonprofit business. A fundraising plan helps nonprofit organizations to accomplish its mission and is made up of three elements, which are (1) where we are? (2) Where do we want to be?, and (3) How are we going to get there? (Sargeant & Shang, 2017). Additionally, Sargeant and Shang (2017) pointed out that the components of a fundraising strategy as the overall direction, segmentation, and positioning.

Also, fundraising strategies chart a path of how a fundraising plan can be accomplished. Any nonprofit organization looking to achieve its goal of making a beneficial impact on society must have an effective fundraising strategy and plan. Tangible resources and financial valuation are additional strategy leaders use to expand the capacity of a nonprofit business. Human capital is one of the corporeal resources that systematizes other classes of resources to provide products. Assessments are desirable aspects of quality enhancement in any company (Gökalp & Demirörs, 2017). The leadership of nonprofit organizations must assess their tangible and monetary resources repeatedly to continue to impact quality improvements inside their organization.

Leadership in nonprofit organizations use positive work environments and team development as strategies to expand and grow their organization. Team effectiveness has two significant components, which are team development and team performance. Team effectiveness leads to efficient use of resources, improved productivity, increased innovation, improves problem-solving, improves decision making, and better quality products and services (Northouse, 2016). Leaders of nonprofit organizations pursuing growth and expansion, even sustainability, need to make team development a priority in their organization. Effective team development leads to effective communication, better collaboration, and efficient teamwork (Suprapto, 2017). According to researcher’s organizational performance advances when team effectiveness is joined with communication and cooperation in the workplace (Suprapto, 2017).

Strategies for growth and expansion of a nonprofit organization can help sustain a company into the likely future and impact positive social change in organizations, communities, individuals, the environment, and society. The implications for positive social change include providing growth and expansion strategies leaders of nonprofit organizations can use to increase their capacity for positively altering communities by increasing accessible opportunities and services to individuals and organizations.

The right working environment has a profound impact and influences employee morale. Böckerman and Ilmakunnas (2019) postulated positive working situations are the basis for employee job satisfaction and employee loyalty. Blanaru and Medeleanu (2017) asserted that employee loyalty leads to exceptional organizational performance. Scholars have recognized an association between employee loyalty and organizational performance.

I recommend that ABC leaders use the data gathered from the Baldrige Performance Excellence Framework (2018) to develop their strengths, strengthen their weaknesses, benefit from opportunities presented to them, and limit external and internal threats. Qualitative researchers conducting parallel consulting case studies may benefit from completing a multiple case study of mature nonprofit organizations. I recommend scholars looking to understand the lack of growth strategies among nonprofit business leaders use various conceptual frameworks. I also recommend researchers contemplate using a multiple case study design to affirm the strategies that nonprofit leaders use to expand and grow their organization. The use of a multiple case study design will assist researchers in gaining a broader knowledge of the strategies to expand and develop a nonprofit business in the western region of the United States, which will help in positively converting individuals, organizations, communities, the environment, and societies.

The recommendation given to ABC may help create a succession and growth strategic plan. The executive director at this business location might seek to engage younger employees to determine their aspirations to learn management and leadership skills to sustain the business. The executive director at this business location might also consider training one of the current managers or hiring an additional manager to assist with running the day-to-day operations, freeing time for him to focus on succession and growth planning.

The results from this qualitative, single case study might contribute to the betterment of the organization and community practices of a small nonprofit organization. The influence on business practice contains the data and information garnered from using the Malcolm Baldrige Performance Excellence Framework on a small nonprofit business operating in the southern California. The contributions to social change include increased tax revenue, lower unemployment, personal development, the betterment of families, and promoting business growth in the community.

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Appendix A: Interview Protocol

Interview Protocol

Introduction: I thank you for this opportunity to ask you questions and for your time. Based on the various conversation we had over the telephone and though numerous emails, I am a Doctor of Business Administration student in the Consulting Capstone at Walden University. The purpose of this interview is to seek organizational strategies to expand the capacity of your small nonprofit organization. Your participation is vital to this study and to help understand growth strategies for a small nonprofit organization. Please keep in mind your participation is voluntary so if you are asked a question you are not conformable with answering, if you wish to stop the interview, or want to withdraw at any time from the study please let me know. I will be taking notes during this interview and utilizing an audio tape recorder to ensure I capture accurately what you say. I will be transcribing the audio tapes and notes; once complete I will schedule where we can review them to ensure accuracy.

1. I will turn on the audio recording device and make note of the date and time.

2. I will introduce each contributor utilizing their pseudo name (i.e., Contributor 1, Contributor 2).

3. I will start the interview process.

4. I will begin with the first question until I get to the final question (see Appendix B).

5. I will complete the interview process and thank each contributor for their time.

6. I will restate the member checking process and confirm the contact information for the contributor.

7. I will convey my contact information for any follow-up questions and concerns from each contributor.

8. The interview protocol ends.

Appendix B: Interview Questions

The semistructured interviews consist of the following open-ended questions**:**

1. How do you determine which strategy or strategies to consider for expanding the capacity for your organization?
2. How do you assess the effectiveness of the strategies you implemented to achieve the desired outcomes?
3. What key challenges have you encounter when implementing business expansion strategies for your organization?
4. How did you address potential solutions to the key roadblocks you encountered?
5. Based on your experiences, what has contributed to the success of your expansion strategy?
6. What were the key processes your organization developed and/or used to implement the capacity-expansion strategies?
7. How did you communicate and address the strategies for expanding your organization's capacity with your staff?
8. What other information, not discussed in this interview, is pertinent to the understanding of the expansion strategies for your organization?