2019

Building Workforce Capability in Nonprofit Organizations

Catherine Byrnes Smoyer
Walden University

Walden University

College of Management and Technology

This is to certify that the doctoral study by

Catherine Byrnes Smoyer

has been found to be complete and satisfactory in all respects,
and that any and all revisions required by
the review committee have been made.

Review Committee
Dr. Rocky Dwyer, Committee Chairperson, Doctor of Business Administration Faculty

Dr. Janice Garfield, Committee Member, Doctor of Business Administration Faculty

Dr. Brandon Simmons, University Reviewer, Doctor of Business Administration Faculty

Chief Academic Officer
Eric Riedel, Ph.D.

Walden University
2019

Abstract

Building Workforce Capability in Nonprofit Organizations

by

Catherine Byrnes Smoyer

MBA, University of Phoenix, 2005

BS, University of Phoenix, 2000

Consulting Capstone Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

Walden University

March 2019

Abstract

Leaders of nonprofit organizations in the United States must build workforce capabilities to meet increasing demands for services. This single-case study explored strategies nonprofit leaders used to build workforce capability to address increasing service demands. The conceptual lens for this study was the full-range leadership theory. Data were collected through semistructured interviews from a purposeful sample of 3 senior executives of a single nonprofit organization located in the midwestern region of the United States. Information from internal and external documents and publicly available documents also provided data. Information and data sources included internal organizational and workforce performance data, strategy plans and analysis, internal and external financial documents, organizational website, and nonprofit data and information websites. Data and information from internal and external documents, interviews, and publicly available information were manually coded. Findings were validated through data triangulation and member checking. Using thematic analysis, 4 themes emerged related to building workforce capability: an emphasis on employee development, the expansion of technology systems, a concentration on developing a culture of autonomy and trust, and the introduction of processes and measurements. The findings from this study might contribute to positive social change by providing nonprofit leaders with strategies and data to support a deeper understanding of how to effectively build workforce capability to address increasing service demands.

Building Workforce Capability in Nonprofit Organizations

by

Catherine Byrnes Smoyer

MBA, University of Phoenix, 2005

BS, University of Phoenix, 2000

Consulting Capstone Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

Walden University

March 2019

Dedication

I dedicate this doctoral study to my family. I am thankful for my loving husband who had confidence in me, sacrificed for me, and gave me the courage to take on this amazing journey. I am proud and blessed to be your wife. To my daughters, their husbands, and my grandchildren who gave me endless support and love as they encouraged me through each step. I am thankful for my other family members and friends who listened patiently and supported me while I talked about and worked on my study. Finally, to my parents in heaven who loved me unconditionally, believed in me, and taught me I could do anything I set my mind to.

Table of Contents

i

iv

List of Tables

List of Figures

Section 1: Foundation of the Study

The focus of my study was the strategies nonprofit leaders use to build workforce capabilities to address increasing service demands. I used the Baldrige Excellence Framework (2017-2018) as the analysis tool. I acted as the researcher and scholar consultant for this consulting capstone study.

Background of the Problem

The nonprofit sector is an important component of the social safety net in the United States (Despard, 2017). There is increasing reliance on nonprofit partners for the delivery of social services (Willems, Jegers, & Faulk, 2015). The influence of the nonprofit sector has a significant impact on economies and individual lives (Charles & Kim, 2016). The positive effect of the nonprofit sector is felt in most communities. Charles and Kim (2016) extended their conclusion stating that the loss of services provided through the nonprofit sector could have a dampening impact on local economies as individuals turn to public assistance for aid. Sanzo-Perez, Rey-Garcia, and Alvarez-Gonzales (2017) proposed that as nonprofit service demands increase, nonprofit leaders need to increase workforce capabilities through internal resource development. Lee and Nowell (2015) submitted that nonprofit leaders are under pressure to ensure performance measures are met.

As pressure for increased performance and increased services collide, nonprofit leaders are called upon to deliver both in a proactive manner. Leadership skills and capabilities are crucial for effective performance (Bish & Becker, 2016). Despard (2016a) found that between 44% and 71% of nonprofit leaders were unable to improve

performance, leadership, and service delivery capabilities. The lack of capabilities can have a significant negative impact on economies and individuals reliant on nonprofit services. In the nonprofit sector, performance measures are typically tightly tied the organizational mission. When nonprofit leaders lack strategic capabilities to address organizational performance and increasing service demands, the organizational mission may go unfulfilled, leaving at-need individuals without services.

Problem Statement

Demands for nonprofit services have increased, challenging nonprofit leaders to build workforce capability through the development of internal resources (Sanzo-Perez, et al., 2017). Forty-four percent to 71% of nonprofit leaders fail to improve capabilities in key areas of performance, including leader skills and service delivery (Despard, 2016a). The general business problem is that without adequate strategies for building workforce capabilities, nonprofit leaders are unable to meet increasing service demands. The specific business problem is that some nonprofit leaders lack strategies to build the workforce capability needed to meet increasing service demands.

Purpose Statement

The purpose of this qualitative single-case study was to explore the strategies nonprofit leaders use to build workforce capability to address increasing service demands. The targeted population for this study consisted of three leaders of a nonprofit organization based in the midwestern region of the United States who have experience building workforce capability successfully. The implications for positive social change may include the potential for nonprofit executive leaders to build workforce capability

and fulfill the organizational mission and purpose, thereby enabling at-risk individuals to obtain needed services.

Nature of the Study

For this study, I used the qualitative method. Qualitative researchers seek to find out *why* through interrogative strategies and achieve a deep understanding of the phenomena under study (Barnham, 2015). A qualitative method was appropriate for this study because the purpose of this study was to gain an in-depth and comprehensive understanding of the strategies used by nonprofit leaders to address increasing service demands through building workforce capability. Researchers use the quantitative method to test hypotheses through the numerical measurement of the relationships among variables (Saunders, Lewis, & Thornhill, 2016). The quantitative method was not appropriate for this study because I sought to explore the phenomena through participants' experiences of a phenomenon rather than through the testing of hypotheses. Researchers use the mixed method to combine quantitative and qualitative data collection techniques and analytical processes to address a research question (Yin, 2018). I did not need to use the quantitative method to address the research question; therefore, the use of a mixed method was not appropriate for this study.

I choose the case study design to explore the strategies used by nonprofit leaders to address increasing service demands through building workforce capability. Researchers use a case study design to explore contemporary phenomenon when boundaries between phenomena are unclear (Ridder, 2017). I selected a case study design for this study because I was conducting an in-depth exploration of people, processes, and

strategies. Researchers use ethnography to study group cultures or social situations through sustained first-hand observation (Cappellaro, 2017). The use of an ethnographic design was not suitable for this study because I did not seek to understand the group culture of participants through direct observation. Researchers use a phenomenological design to describe the lived experiences of individuals and to examine the individual's interpreted meaning of those experiences (Stainton, 2018). A phenomenological design was not suitable for this study because I sought to explore a phenomenon, not to describe the individual's experiences.

Research Question

What strategies do nonprofit leaders use to build workforce capability to address increasing service demands?

Interview Questions

1. What are the challenges related to building workforce capability?

2. What strategies do you use to build workforce capability?

3. How do you determine the effectiveness of these strategies in building workforce capability and meeting increasing demands for services?

4. How do you measure the effectiveness of the strategies for building workforce capability?

5. What have you found are the key leadership strategies or skills needed to build workforce capability?

6. What additional information would you like to share regarding building workforce capability?

Conceptual Framework

The conceptual framework I used in this study was the full-range leadership theory (FRLT), which is an extension of the transformational leadership theory developed by Burns (1978). Bass and Avolio (1994) studied transformational leadership and developed a model of full-range leadership. Avolio (1999) classified leadership attributes into three categories: transformational leadership, transactional leadership, and laissez-faire leadership. Transformational leaders inspire followers to perform beyond expectations and transactional leaders reward followers for high performance (Katou, 2015). Laissez-faire leaders take a detached approach to interacting with followers that can empower followers to autonomously make decisions and effectively manage their own processes (Yang, 2015) or can result in lowered follower performance (Arnold, Connelly, Walsh, & Martin Ginnis, 2015). Using the FRLT, Avolio (1999) argued the importance of transactional leadership as a foundational support of transformational leadership efforts.

Avolio (1999) posited that leaders who engage the concepts developed in the FRLT optimize individual leader potential and enhance the collective performance of entire organizations. Understanding how nonprofit leaders implement workforce capability strategies may assist other nonprofit organizational leaders in the process of building workforce capability to address increasing demand for services. Leaders' use of transformational leadership and transactional leadership styles can influence the development and effectiveness of workforce capability. I used the FRLT as the lens to

explore the strategies nonprofit leaders use to build workforce capability to address increasing service demands.

Operational Definitions

Baldrige Excellence Framework: A framework developed to assist organizational leaders to achieve performance excellence, which results in improved delivery of services to customers and improved organizational effectiveness and capabilities (Terouhid & Ries, 2016).

Capability: The ability of organizational leaders to develop, increase, and change internal resources to meet fluctuating and increasing demands (McAdam, Humphreys, Galbraith, & Miller, 2017).

Full-range leadership theory: A leadership theory encompassing the aspects of transformational leadership, transactional leadership, and laissez-fair leadership behaviors and characteristics (Al-Yami, Galdas, & Watson, 2018).

Laisse-faire leadership: Leadership that is associated with a lack of strategic focus and ineffective leadership resulting in lowered follower and organizational performance (Yang, 2015).

Transactional leadership: Leading through a relationship of mutual benefit exchange with followers (Tung, 2016).

Transformational leadership: Leading through engaging, motivating, and influencing followers to achieve objectives through shared vision and the development of trusted follower relationships (Hawkes, Biggs, & Hegerty, 2017).

Assumptions, Limitations, and Delimitations

Assumptions, limitations, and delimitations are considerations for researchers as they plan and administer their study. Researchers identify assumptions, limitations, and delimitations to gain perspective on what the researcher considered in the development and analysis of data and results. Without this perspective, readers may not understand the boundaries recognized by the researcher.

Assumptions

It is crucial for a researcher to identify assumptions so others do not apply their own assumptions (Leedy & Ormrod, 2016). Assumptions are facts and information that are presumed as true (Gardner & Johnson, 2015). The first assumption with this study was that participants would answer interview questions honestly and have the skills and knowledge to answer the interview questions. The second assumption was that the open-ended interview questions were appropriately designed to capture the knowledge and experiences of the participants. The third assumption was that the data collection methods of interviews and document review were adequate to obtain relevant information leading to data saturation.

Limitations

Limitations are derived from a qualitative researcher's selection of a conceptual framework and research design (Marshall & Rossman, 2016). Leedy and Ormrod (2016) defined limitations as weaknesses that may reduce confidence in a researcher's results and conclusions. Open communication of research limitations provides improved understanding and a foundation for future research (Dowling, Brown, Legg, & Beacom,

2017). Researchers' use of triangulation lessens the potential limitations of qualitative single case study research (Cronin, 2014). I used triangulation of data from interviews, documentary evidence, and a comprehensive analysis to address potential limitations regarding the selection of a single case design and a small sample size. Qualitative researchers acknowledge all research designs have limitations and that sweeping statements regarding generalizability and conclusions are not possible (Marshall & Rossman, 2016).

The first limitation of this study was the single case study design. A researcher's use of a single case study design may reduce the potential to obtain deep and varied data. The second limitation was the small participant sample size for this single case study. The use of a three-participant sample size from a single entity limits the amount of data available for review and analysis. The third limitation was the singular geographic location of the study. Data obtained by a researcher from a singular geographic location may not be representative of diverse locations. The fourth limitation was the nonprofit status of the organization. The results from a qualitative researcher's study within the nonprofit sector may not be transferable to other for-profit organizations.

Delimitations

Delimitations are defined by the researcher and describe the boundaries and limits of the population (Locke, Spirduso, & Silverman, 2014). Marshall and Rossman (2016) stated that researchers must understand and document the boundaries of the research work in their studies. I identified the boundaries of my research to assist with perspective and understanding and to identify what is included and excluded in the research process.

The selected research question, research design and method, data collection and organization techniques, and data analysis drove the identification of the delimitations.

The first delimitation was the use of a single case study to explore strategies nonprofit leaders use to build workforce capability to address increasing service demands. Researchers performing single case study research should be prepared to defend their selection of a single case design against credibility and reliability challenges because of the singular data source (Yin, 2018). The selection of a single case study design produces deep rich data. The second delimitation was that nonprofit leaders from a single nonprofit organization located in the Midwest Region of the United States participated in this study. The third delimitation was the nonprofit status of the participant organization. The selection of a specific small geographic location and a nonprofit organization as the single case study participant organization was purposeful as to deeply explore the phenomenon and address the research question.

Significance of the Study

The findings from this study may provide additional insight into the strategies nonprofit leaders use to build workforce capability. Leaders of nonprofit organizations are challenged to increase performance and meet increasing service demands. Gaining additional knowledge may assist nonprofit leaders to understand strategies that positively impact workforce capability and performance.

Contribution to Business Practice

Leaders of nonprofit organizations provide valuable services to communities and individuals. Nonprofit leaders face the challenge to meet increasing service demands

through building workforce capability with minimal resources (Sanzo-Perez et al, 2017). Gaining insight into the strategies required to build workforce capability may assist nonprofit leaders to fulfill their missions. The contributions to professional or practitioner application are that nonprofit leaders could use the data from this study to identify and deploy strategies to maximize workforce capability-building efforts and assist in addressing the increased demand for services.

Implications for Social Change

The implications for positive social change include the potential for nonprofit leaders to build workforce capability to address increasing service demands through the development of effective strategies. By meeting increased service demands, nonprofit leaders may create additional workforce capability further benefiting the community through the potential for increased offerings provided to individuals in need of social services through nonprofit organizations. The implications for positive social change include the potential for leaders to improve efficiency and effectiveness, thereby increasing the positive impact on the community through an increase in services provided to at-risk individuals.

A Review of the Professional and Academic Literature

The purpose of this qualitative single-case study is to explore the strategies nonprofit leaders use to build workforce capability to address increasing service demands. My intent in this literature review is to provide a summary of the applicable literature relative to my study topic. I reviewed leadership in relation to the FRLT, nonprofit organizations, nonprofit leadership, workforce capability, nonprofit

organizational performance, and emotional intelligence. Situational leadership theory, authentic leadership theory, and servant leadership theory were included as complimentary theories. I use the Baldrige Excellence Framework as the supporting framework for the analysis of my client organization.

The review of literature included the following topics of (a) leadership; (b) FRLT; (c) transformational leadership; (d) transactional leadership; (e) transformational leadership and workforce capability; (f) transformational leadership and organizational performance; (g) transactional leadership; (h) transactional leadership and workforce capability; (i) transactional leadership and organizational performance; (j) laissez-faire leadership; (k) challenges to the FRLT; (l) complimentary leadership styles of situational leadership, authentic leadership, and servant leadership; (m) emotional intelligence; (n) nonprofit organizations; (o) nonprofit leaders; (p) workforce capability; and (q) the Baldrige Excellence Framework. Laissez-faire leadership is discussed in relation to the lack of guidance and leadership provided by leaders demonstrating this style. Zhang, Cao, and Wang (2017) identified laissez-fair leaders as leaders who avoid interaction with followers and leaders who do not address follower performance issues. Due to the lack of effective leadership guidance and positive follower and organizational impact, laissez-fair leadership is not discussed in relation to workforce capability or organizational performance.

I used the Walden University database and Google Scholar as the primary research sources to locate peer-reviewed articles. Specific databases utilized included Business Source Complete, Sage Journals, and ProQuest. The professional and academic

review for this study encompasses peer-reviewed journals, seminal sources, and other academic sources. I used the following search terms and key words to find relevant articles: *workforce capability, FRLT, leadership, nonprofit leadership, nonprofit organizational performance, transformational leadership, transactional leadership, laissez-faire leadership, authentic leadership, situational leadership, servant leadership, emotional intelligence,* and *Baldrige Excellence Framework*. Of the 146 reference sources used in the review of professional and academic literature, 95% were peered reviewed and 91% were within 5 years of the anticipated date of approval by Walden's chief academic officer (see Table 1).

Table 1

Professional and Academic Literature Review Breakdown

Review sources	Total # of sources	# Within 5 years 2014-2018	Percent within 5 years	# Peer reviewed	Percent peer reviewed
Peer reviewed articles	139	130	93%	139	100%
2014	9				
2015	26				
2016	39				
2017	48				
2018	17				
Seminal works/ books	6	2	30%	0	0%
Government websites	1	1	100%	0	0%
Total	146	133	91%	139	95%

Leadership

The conceptual role and impact of leadership is a decades-long topic of discussion, debate, and research (Yahaya & Ebrahim, 2016). The leader's role in the

business environment is crucial for organizational success, employee satisfaction, and employee sustainability. Ceri-Booms, Curseu, and Oerlemans (2017) observed that leadership is one of the most highly researched topics due to the importance and effect leaders have on individuals, groups, and organizational performance. The topic of leadership is heavily researched because leaders have a direct and lasting impact on organizational success and employee performance.

Leaders influence aspects of organizational behavior and individual behaviors that directly impact organizational success. Effective leaders motivate followers to accomplish organizational goals (Prati & Karriker, 2018). Schwarz, Newman, Cooper, and Eva (2016) posited that leaders develop an influential relationship with followers creating an environment of mutual purpose and a desire to meet shared objectives. Leaders influence followers, individually or collectively, to achieve specific goals (Bosse, Duell, Memon, Treur, & van der Wal, 2017). Manning and Robertson (2016) emphasized the inter-reliance of leaders and followers to perform duties and meet organizational objectives. Ineffective leaders have as much influence as effective leaders, which is why ensuring organizational leaders have the skills and experience to appropriately lead is crucial to organizational success.

The satisfactory performance of both leader and follower roles are needed for optimal individual and organizational success (Manning & Robertson, 2016). Leadership is a key factor in worker and organizational success. Leaders take on various levels of leadership and followership roles within a team to guide followers and drive objectives to completion. El Toufaili (2018) indicated that effective leadership is required for

organizational sustainability and growth. Uzonwanne (2015) communicated the criticality of effective leadership in meeting organizational demands and objectives. Leader and follower rolls are complex and need to be clearly defined, understood, and acted upon to achieve optimum effectiveness.

Antonakis and House (2014), Schwarz et al. (2016), Uzonwanne (2105), and van Vugt and Ronay (2104) supported the statement that managing increasing service demands through building workforce capability is dependent on strong, effective leaders with the capability to strategically lead a nonprofit organization. Leaders have the responsibility to encourage and develop followers, so followers gain the skills and expertise to perform their job functions and positively effect organizational outcomes. Effective leaders and followers are required to collectively achieve nonprofit organizational goals. The satisfactory performance of both leader and follower roles are needed for optimal individual and organizational success (Manning & Robertson, 2016). Global organizational performance is dependent on the ability of leaders and followers to independently and collaboratively perform their job functions.

Full-Range Leadership Theory

The FRLT consists of three general leadership styles; (a) transformational leadership, (b) transactional leadership, and (c) laissez-faire leadership (Avolio, 1999). There are additional factors associated with transformational and transactional leadership (see Table 2). The foundational concepts of the FRLT support the conceptual framework of this study. Burns (1978) was the first to introduce the theories of transformational and transactional leadership. Seyal and Rahman (2014) contended that Bass (1985) used the

work of Burns (1978) to conceptualize and deliberate on the characteristics of

transformational and transactional leadership traits and behaviors. Bass and Avolio

(2004) revised the concepts of the full-range theory (Burns, 1978) to include an

additional transformational behavior of inspirational motivation and transactional

behavior of active management by exception.

Table 2

Full-Range Leadership Theory General Leadership Styles and Factors

General leadership styles	Leadership style factors
Transformational leadership	Idealized influence–attributed
	Idealized influence–behavior
	Inspirational motivation
	Intellectual stimulation
	Individual consideration
Transactional leadership	Contingent reward
	Active management by exception
	Passive management by exception
Laissez-faire leadership	None

Anderson and Sun (2017) denoted that the FRLT behavior distinctions are part of

contemporary research and integrate ideals and concepts from previous research. The

leadership attributes defined within the boundaries of the FRLT are an important part of

current research due to the many facets of the theory. Transformational leadership is

considered to be a highly effective leadership style and is the basis for organizational

behavior and leadership research. Transformational leadership is one of the most researched leadership behavior styles in contemporary literature (Curtis, 2018). Baskarada, Watson, and Cromarty (2017) stated transformational leadership is researched 5 times more than transactional leadership. Baskarada et al. (2017) further offered additional research is needed to appropriately address how transformational leadership behaviors are relevant to follower and organizational success. Due to the importance of leader style and behavioral influences on followers, researchers extensively explore leadership using the FRLT (Dabke, 2016). The impacts of transformational leaders continued to be a topic of research and debate due to the level of impact leaders have on organizational and follower success and effectiveness.

A variety of leadership styles are effective depending on the organizational and follower needs. Effective leadership qualities are critical to organizational success, assist to mitigate failure, and increase the opportunity for organizational growth (Maamari, & Majdalani, 2017). The effectiveness of a specific leadership style is dependent on a variety of factors and may change as organizational circumstances change. Bass and Avolio (1994) argued that one leadership style alone is not sufficient for effective leadership. Asrar-ul-Haq and Kuchinke (2016) supported Bass and Avolio (1994), affirming there is abundant research supporting the position that effective leaders use transformational and transactional leadership behaviors.

Transformational leaders are considered to be highly effective leaders (Gozukara, 2016). The traits associated with successful transformational leaders alone may not be sufficient to achieve the higher order benefits associated with the transformational

leaders. Transformational leaders need first to establish transactional leadership objectives of goals and rewards before they can achieve the higher order benefits of transformational leadership behaviors (Caillier, 2016). Transformational leaders may not be effective if they lack the ability to drive processes and set clear direction when needed. Transactional leaders demonstrate the ability to achieve data driven results that may be a challenge for transformational leaders.

Yang (2015) postulated that transformational leader behaviors are most effective when transactional leadership behaviors are present to fully address follower needs. Effective leaders adapt their leadership to style to meet the current organizational environment and to support and guide follower needs. Supporting the positions of Bass and Avolio (1994) and Yang (2015), Breevaart and Bakker (2018) offered that no single leadership style is effective in all situations. Effective leaders work with followers to determine the level and type of leadership behaviors that are beneficial to provide the support and direction needed for the follower to succeed (Salehzadeh, 2017). Transformational and transactional leaders set exceptions and assist followers with skill and knowledge development. Followers take cues from leaders and act upon these cues to perform tasks. Campbell (2018) offered the concept that followers exhibit the capabilities of their leader instead of developing their own capabilities. A potential benefit of using the FRLT in research is that multiple leadership styles and factors are taken into consideration.

Researchers found that leaders using both transformational and transactional leadership styles meet follower needs, assist followers to reach objectives, and guide

followers to perform their duties. Transformational leadership is a complementary

leadership style to transactional leadership (Caillier, 2016). Oberfield (2014) claimed that

the FRLT leaders are effective because they display transformational and transactional

leadership attributes that meet a follower's lower-level and higher-level needs. Effective

leaders demonstrate transformational and transactional leadership behaviors

(Chaimongkonrojna & Steane, 2015; Curtis, 2018; Quintana, Park, & Cabrera, 2015;

Taylor, 2017). Chaimongkonrojna and Steane (2015) found that transformational

leadership behaviors are positively correlated to a follower's ability to attain objectives,

and transactional leadership behaviors are positively correlated to followers' ability to

perform tasks. Leaders deploying transformational and transactional leadership attributes

positively impact follower work quality.

Transformational leaders are commonly understood to be effective leaders.

Researchers challenged the concept that the attributes of transformational leaders are

effective in all situations. Transformational leader attributes are commonly understood as

superior of those possessed by transactional leaders. Baskarada et al. (2017) advocated

that differing circumstances require different behaviors. Buch, Thompson, and Kuvaas

(2016) stipulated that depending on the perspective and need of followers, attributes of

the transactional leadership style can be as effective as transformational leadership

behavior. Leaders should consider the work environment and follower needs when

developing and expressing specific leadership attributes.

In specific circumstances, transformational and transactional leaders are not

effective, and less desirable leadership styles, such as laissez-faire, may be an appropriate

style for a leader to use. Laissez-faire leaders are often understood to lack leadership (Wong & Giessner, 2018). In the right circumstances, laissez-faire leaders are effective (Yang, 2015). Laissez-faire leaders may be highly effective when followers need little support, interaction, or guidance. Zhang et al. (2017) noted that, in the absence of effective leadership, organizational objectives, goals, and performance suffer. Effective leaders are foundational to organizational success.

Transformational Leadership

The five factors of transformational leadership are idealized influence-attributed, idealized influence-behavior, inspirational motivation, intellectual stimulation, and individualized consideration (Oberfield, 2014). Leaders exhibiting transformational leadership attributes are generally effective in achieving organizational and individual results in a variety of settings. Transformational leadership is a globally understood effective form of leadership (Gozukara, 2016). Afsar, Badir, Saeed, and Hafeez (2017) proposed that transformational leaders are effective in a wide range of environments and circumstances due to their ability to think adaptively. Transformational leaders are typically defined as open, engaging, charismatic, and ethical.

Transformational leaders use their style to gain follower trust and create an environment where followers can thrive. Transformational leaders create value for followers and support the values, goals, and mission of the organization (Cetin & Kinik, 2015). Ma and Jiang (2018) suggested that the transformational ability of leaders creates a shared vision for followers, which can create increased productivity and growth. Leaders demonstrate transformational leader characteristics by engaging followers and

assisting followers to understand organizational vision and how their roles support that vision.

Transformational leaders develop relationships based on mutual trust and understanding (Katou, 2015). Transformational leaders are characteristically understood be have a positive influence over followers and improve organizational performance. Leaders within nonprofit organizations are typically trust and relationship driven, which are attributes of transformational leaders. Mataira, Morelli, Matsuoka, and Uehara-McDonald (2014) stated that more transformational leaders are needed in the nonprofit sector. Transformational leaders inspire followers to achieve goals and objectives through expressing a shared vison. Individuals working in the nonprofit sector are typically working to improve individual and societal conditions and have a shared vision.

Leaders demonstrating transformational leadership attributes are focused on follower needs that translates into increased follower satisfaction and performance. Transformational leaders are associated with high levels of follower job satisfaction, organizational commitment, and performance (Dabke, 2016); they tend to be drivers of an organizational culture of change, creativity, and innovation (Nguyen, Mia, Winata, & Chong, 2017; Pasha, Poister, Wright, & Thomas, 2017). Transformational leaders are considered proactive and influential. Hildenbrand, Sacramento, and Binnewies (2018) declared that generally transformational leaders protect followers from burnout and the level of protection is dependent on follower personality and perceptions. Followers' perspectives and experiences may influence how effective transformational leaders are at creating a low-stress work environment.

Researchers have challenged the global effectiveness of transformational leaders. Hoch, Bommer, Dulebohn, and Wu (2018) challenged the large body of research on transformational leadership stating transformational leaders may lack the moral and ethical dimensions of leaders demonstrating authentic and servant leadership behaviors. Leaders demonstrating directive leadership attributes such as those demonstrated by transactional leaders are effective when followers need specific guidance and feedback. Leaders who provide clear and honest feedback gain the trust of followers. Supporting the research of Hoch et al. (2018), Afsar and Masood (2018) proclaimed that transformational leader behaviors are not positive for all followers due to a follower's avoidance, uncertainty, and lack of trust for the leader. Through their research focused on the impact of follower perception of transformational leader's behaviors, Niessen, Mader, Stride, and Jimmieson (2017) conveyed the importance of follower perception on the positive influences of transformational leaders. Follower perception and trust is a key factor in a leader's success.

Idealized influence attributed. The attributed behaviors of transformational leader's idealized influence are commonly referred to as charisma. Followers are influenced through the perceived attributes of the transformational leader. Transformational leaders engender trust and respect from followers through the perceptions of followers (Gilbert, Horsman, & Kelloway, 2016). Followers adopt the values, beliefs, and standards of transformational leaders when they accept the ideals of the leader (Deichmann & Stam, 2015). Supporting the position of current researchers, Campbell (2018) expressed that the interpersonal social relationship developed by leaders

with followers positively and negatively influences followers' attitudes and behaviors. Developing a balanced relationship of trust may assist to increase a followers' level of performance through positive follower perceptions.

Idealized influence behavior. Transformational leaders influence followers through the observed behaviors of the transformational leaders by followers. Gilbert et al. (2016) theorized that followers evaluate the actions and behaviors of transformational leaders in relation to acting congruently and with integrity and beliefs. From the perspective of followers, the actions of leaders are as important as words and results. Transformational leaders are seen by followers as role models and are trusted to not abuse the power attributed to leadership (Zineldin, 2017). The violation of trust by a transformational leader can have a negative impact on followers. Transformational leaders are expected to act with consistent behaviors and motivate employees through their actions and reactions.

Inspirational motivation. Transformational leaders inspire and motivate followers to see the vision of the organization. Phaneuf, Boudrias, Rousseau, and Brunelle (2016) specified that transformational leaders motivate followers through an explicit ability to create a positive and inspiring vision of the future. Valero, Jung, and Andrew (2015) stated that transformational leaders generate an engaged environment in which the collaborative exchange of thoughts, solutions, and ideas build shared commitment and cohesion, which furthered the position of Phaneuf et al. (2016). Through the development of a trusted relationship, transformational leaders present a view of the vision to followers that inspires a desire to achieve the vison (Uzonwanne,

2015). Motivated and inspired followers have the potential to produce creative processes through a collaborative and positive environment that is commonly represented through the inspirational vision of a transformational leader.

Intellectual stimulation. Transformational leaders create an environment in which followers are inspired to think and solve problems creatively. Leaders demonstrating intellectual stimulation behaviors analyze complex problems, make sound decisions and infuse those skills in followers (Khan, Nawaz, & Khan, 2016). Transformational leaders typically demonstrate a high degree of emotional intelligence. Leaders with high emotional intelligence effectively manage their own emotions and the emotions of others (Boyatzis, Thiel, Rochford, & Black, 2017). Pekaar, van der Linden, Bakker, and Born (2017) maintained that traditional research does not reveal if an individual's emotions impact job performance in particular work circumstances. The effective management of emotions may decrease the influence of negative behaviors and actions.

Individualized consideration. Transformational leaders show a depth of respect and value for the skills and knowledge of followers. Transformational leaders challenge themselves and followers to take risks (Baesu & Bejinaru, 2015). Proving support and opportunities for followers to gain skills and knowledge, transformational leaders strengthen the bonds of trust and meet follower needs of autonomy (Niessen et al., 2017). Allowing followers to attain skills and knowledge to act independently and with confidence is a positive attribute of transformational leaders.

Transformational Leadership and Workforce Capability

Transformational leaders successfully build trusted relationships with followers that result in follower growth and increased performance. Transformational leaders develop trusted relationships with followers that instill confidence within followers regarding their capability to perform job functions (Quintana et al., 2015). Followers thrive and perform to optimum capability when transformational leaders satisfy follower needs, provide meaning and value to work, and provide a supportive working environment (Niessen et al., 2017). Transformational leaders develop followers through a focus on individual development and training opportunities (Allameh, Pool, Kazemi, & Mostafavi, 2015). Gathungu, Iravo, and Namusonge (2015) stipulated that transformational leader behaviors are positively correlated to follower job satisfaction and commitment. Sahu, Pathardikar, and Kumar (2018) proposed that transformational leaders influence follower job behaviors and inspire followers to greater achievements. Transformational leaders create an environment where followers thrive and have the opportunity to develop skills.

Nonprofit leaders are increasingly challenged to produce results, meet stakeholder expectations, and deliver societal good (Lefroy & Tsarenko, 2014). The traits and behaviors of transformational leaders focus on producing organizational success through meeting follower needs. Followers' engagement, dedication, self-efficacy, optimism, and resilience are positively impacted by empowering leader behaviors (Park, Kim, Yoon, & Joo, 2017). Leaders that demonstrate transformational leadership behaviors empower followers and encourage innovative work activities (Afsar & Masood, 2018).

Transformational leaders are empowering leaders that focus on developing followers and meeting their needs.

Transformational Leadership and Organizational Performance

Transformational leaders drive organizational success through interactions with followers and influence of follower behaviors and engagement. Allameh et al. (2015) denoted the role transformational leaders have in linking follower individual performance to organizational success. Transformational leaders impact organizational outcomes through influencing follower behaviors, commitment, and engagement resulting in increased performance (Gathungu et al., 2015; Popli & Rizvi, 2016; Sahu et al., 2018). Concurring with other researchers, Asrar-ul-Haq and Kuchinke (2016) suggested that transformational leaders encourage followers to take additional effort, which in turn adds to their productivity and ultimately to organizational performance. Transformational leaders deliver high organizational performance (Caillier & Sa, 2017). Caillier (2016) emphasized the influence transformational leaders have on inspiring followers to increase performance, embrace the organizational vision, and achieve organizational objectives. Transformational leaders encourage followers to strive for higher performance and increase follower alignment with organizational objectives.

A key attribute of a transformational leader is the ability to assist in supporting and facilitating organizational change (Kearns, Livingston, Scherer, & McShane, 2015). Leaders demonstrating transformational leadership behaviors build group unity, self-reliance, and employee commitment (Valero et al., 2015). Transformational leadership skills can be beneficial when leading a nonprofit organization or facilitating

organizational change. Banks, McCauley, Gardner, and Guler (2016) hypothesized that transformational leaders demonstrate behaviors attributed to authentic leaders that positively impact followers and organizational performance. Authentic leaders and transformational leaders are considered moral leaders by followers and charismatically interact with followers.

Transactional Leadership

Transformational leaders influence followers through rewards for performance. The three factors associated with transactional leadership are contingent reward, active management by exception, and passive management by exception (Gilbert & Kelloway, 2018; Gozukara, 2016). Anderson and Sun (2017) declared that transactional leaders use contingent reward to positively influence follower performance and creativity. Gozukara (2016) offered an opposing perspective stating transactional leaders limit the creativity of followers by allocating rewards for specific set goals, not for achieving results beyond set goals. The positive effects of supportive leadership behaviors, such as those demonstrated by transactional leaders, reduce follower anxiety, and stress, and increase a feeling of security (Sharma & Pearsall, 2016). The needs and perspective of followers can have an impact on the effectiveness of transactional leaders.

Transactional leaders are common among organizational leadership. The behaviors of transactional leaders encourage individual and organizational success through a process-oriented leadership style. Jabeen, Behery, and Elanain (2015) observed that transformational leaders are crucial for organizational effectiveness and is an active strategic leadership style. Through a rewards-based philosophy, leaders possessing

transformational leadership behaviors can motivate followers to perform actions and activities that produce results (Yahaya & Ebrahim, 2016). Afshari and Gibson (2016) claimed transactional leaders can be more effective than transformational leaders in creating positive follower experiences and performance. Sayadi (2016) examined the effects of transactional leadership on follower commitment and found transactional leaders positively influence follower organizational commitment through the accentuation of values and goal attainment. Transactional leaders have a positive impact on follower performance and organizational success through a focus on processes and goal realization.

Jacobsen and Andersen (2017) argued that the lack of transactional leader effectiveness within public organizations is due to follower behaviors of independent motivation, self-determination, and confidence of capability. Followers that do not require performance reward and punishment may find transactional leaders overly involved and micromanaging. Conversely, Zareen, Razzaq, and Mujtaba (2015) proposed transactional leader reward and punishment behaviors provide a deeper follower understanding of their organizational role and are more committed to achieving organizational goals. Transactional leaders are effective leaders, though the behaviors of transactional leaders are categorized as lower order behaviors, specifically when compared to transformational leader behaviors (Taylor, 2017). Gilbert and Kelloway (2018) noted that transactional leaders are inconsistently effective, and researchers specifically found management by exception to be ineffective and contingent reward to

be effective. The leadership style of transactional leaders can be effective when followers require an involved leader.

Contingent reward. The use of contingent rewards can be effective in motivating employees to perform. Leaders motivate through contingent reward when they develop an agreement with followers that assigns a specific reward for a completed action or result. Jacobsen and Andersen (2017) professed transactional leaders use contingent rewards to create shared value and self-interest to entice followers to achieve organizational objectives. Leaders using contingent reward are effective because they clearly communicate expectations and provide reward and recognition in return for accomplished tasks (Arnold et al., 2015). Transactional leaders reward followers for successful performance by providing the resources needed to perform duties and rewards that meet follower physical and psychological needs (Quintana et al., 2015). Effective transactional leaders communicate expectations and develop a reward system that is agreeable to followers.

Active management by exception. Transactional leaders that use active management by exception continually review work and provide immediate feedback with positive reinforcement and constructive criticism. Jabeen et al. (2015) postulated that leaders demonstrating active management by exception behaviors proactively monitor the work of followers providing feedback to ensure the effective completion of tasks. Sayadi (2016) furthered the position of Jabeen et al. (2015) stating leaders that use active management exception continuously monitor follower performance to eliminate

deviations to activities that inhibit achieving set goals. Consistent monitoring and feedback have the potential to increase follower productivity

Passive management by exception. Followers look to leaders for guidance and support. Leaders exhibiting passive management by exception behaviors leave followers to work without information regarding performance. The use of passive management by exception by leaders does not provide proactive and positive feedback (Jabeen et al., 2015). Leaders that use passive management by exception tactics intervene and communicate only when specific standards are not met (Gozukara, 2016; Yahaya & Ebrahim, 2016). Followers typically thrive and can effectively complete objectives when receiving timely feedback regarding performance and constructive criticism of areas to improve. Transactional leaders effectively reward followers in exchange for performance when providing positive and constructive feedback that is beneficial and encourages higher performance (Geier, 2016). Leaders support followers by providing proactive, positive, and constructive feedback.

Transactional Leadership and Workforce Capability

Transactional leaders focus on metrics, performance, and set clear expectations of the follower. The attributes of transactional leaders encourage high follower performance. Taylor (2017) posited that transactional leaders improve follower's general satisfaction which is positively linked to follower performance. Follower work performance, satisfaction, and teamwork are positive factors associated transactional leaders (Jacobsen & Andersen, 2017). Transactional leaders communicate clear expectations providing followers with a sense of security (Diebig, Bormann, & Rowold, 2016). Through a

leader's use of the transactional leadership, attributes of contingent reward and management by exception, followers develop work capabilities (Taylor, 2017). Transactional leaders set clear follower performance expectations and reward followers for meeting or exceeding objectives.

Megheirkouni (2017) espoused the positive effect of transactional leaders on individual follower performance and the use of both transformational and transactional leadership behaviors have an increased positive impact on follower performance. Followers receive timely and direct feedback from transactional leaders when expectations are not met. Followers are provided with positive and constructive feedback that assists them to grow and develop. Transactional leaders provide clear boundaries, consistent monitoring of activities, and reward followers for performance within the prescribed boundaries (Zohar & Polachek, 2017). Understanding boundaries and expectations can assist followers to perform to maximum capability. Engelbrecht, Heine, and Mahembe (2017) challenged Zohar and Polachek (2017) and proposed that excessive monitoring and reward or punishment negatively effects follower trust and engagement. Transactional leaders that demonstrate a balance between autonomy, monitoring, and reward can effectively lead followers without creating a negative relationship.

Transactional Leadership and Organizational Performance

Transactional leaders support organizational performance through a systematic approach of setting objectives and working with followers to achieve objectives. Organizational success is largely based on the quality of organizational leaders (Sayadi, 2016). Caillier and Sa (2017) provided a performance enhancing perspective of

transactional leadership, stating transactional leaders reward or reprimand followers in relevance to performance, clarify performance expectations, and like transformational leaders, transactional leaders provide an ethical environmental culture for followers to work within. Soysa, Jayamaha, and Grigg (2016) asserted the importance of measurements within nonprofit organizations to valid performance, which is specifically important to donors and potential donors. Supporting the position of Soysa et al. (2016), Lee and Clerkin (2017) posited the criticality of measurement within nonprofit organizations, further stating measurement improve nonprofit organizational performance. Developing a consistent and measurable set of standards positively influences individual and organizational performance.

Transactional leaders demonstrate a strong ability to measure performance, lead to that performance, and hold followers accountable for performance. The transactional behavior factors of contingent reward and active management by exception are performance related behaviors. Transactional leaders work with followers to determine which specific performance objectives are measured and rewarded (Yahaya & Ebrahim, 2016). Taylor (2017) professed that there is a positive relationship between the reward behaviors of transactional leaders and follower performance levels. Through the use of rewards, transactional leaders reinforce follower performance behaviors based on the followers personal and economic desires

Laissez-Faire Leadership

Laissez-faire leaders typically display less than desirable leadership behaviors. Avolio (1999) declared that laissez-faire leaders avoid interaction with followers and as a

result is an unproductive leadership style. Curtis (2018) expounded on the importance of researching less effective leadership styles, as data from such research provides valuable insight into less productive leadership attributes that can be identified and improved. The hands-off approach of a laissez-faire leader may create an environment of mistrust through a lack of leadership. Laissez-faire leaders do not provide followers with clear instructions resulting in increased follower stress levels (Diebig et al., 2016). A lack of direction and leadership reduces follower performance and decreases follower engagement.

Followers typically do not perform at ideal levels when working under laissez-faire leaders. Researchers found that most followers do not thrive, and organizational performance is not at optimal levels under laissez-faire leadership behaviors (Diebig et al., 2016). Geier (2016) expressed that laissez-faire leaders are often the foundational cause of follower role ambiguity and are found in contemporary business environments. Samanta and Lamprakis (2018) and Buch, Martinsen, and Kuvaas (2015) postulated that laissez-faire leader behaviors go beyond lack of leadership and are destructive to follower performance, well-being, and impact role ambiguity. Researchers reject laissez-faire leadership as a leadership style (Khan et al., 2016; Yahaya & Ebrahim, 2016). Laissez-faire leaders are understood to be ineffective and lacking leadership attributes that promote follower performance.

Contrary to conventional research, some researchers found that the behaviors associated with the laissez-faire leadership style may be beneficial in specific environments and circumstances. Wong and Giessner (2018) and Yang (2015), theorized

that the perceptions of followers define the effects of laissez-fair leadership behaviors. Followers requiring and perceiving they require little or no support or supervision may perform better under a lack of leadership (Zareen et al., 2015). Wong and Giessner (2018) questioned the negative stereotypical view of laissez-faire leadership and found that empowering leadership behaviors and laissez-faire leadership behaviors are more closely aligned than previously alleged. A more balanced view of laissez-faire leadership behaviors is essential to reduce the implicit negative view of the impact of the leadership actions taken by laissez-faire leaders (Yang, 2015). Under certain conditions, laissez-faire leaders may have a significant and productive place within organizational leadership roles.

Challenges to the Full-Range Leadership Theory

Researchers criticize the FRLT for several reasons. Gozukara (2016) challenged the value of the FRLT on the basis that the ambiguous use of concepts such as charisma, transformation, and vision are unclear. Researchers found there are challenges and undesirable effects of transformational leadership behaviors. Bass and Avolio (1994) found a lack of organizational performance focus as a deficient factor for transformational leaders. Gozukara (2016) supported the position of Bass and Avolio (1994) stating transformational leaders ignore the organizational environment, which is a critical factor in leadership. Anderson and Sun (2015) proposed that due to the significant social networks and networking abilities of transformational leaders, followers do not actively develop networking behaviors and seek to strengthen their network. Developing networks may encourage collaboration and support cross functional activities.

Transformational leadership behaviors may not positively influence followers. Lin, Huang, Chen, and Huang (2017) submitted that the perceptions of followers regarding the manipulative intentions of transformational leaders negatively impact follower's readiness to perform. Follower perception may impact the effectiveness of transformational leaders. Researchers performed extensive research on transformational leadership and transactional leadership and recommend additional FRLT discussion (Anderson & Sun, 2017). There is less research regarding how the full-range leadership behaviors of transformational leadership, transactional leadership, and laissez-fair leadership impact specific aspects of organizational and individual follower performance. Neil, Wagstaff, Weller, and Lewis (2016) noted that little research is conducted on the change agent and change management impacts of transformational leadership behaviors. Additional research on the impact of transformational leadership and change environments may provide a deeper insight into the influence of leadership styles on organizational and follower performance.

Complimentary Leadership Theories

A variety of leadership theories are relevant and applicable for use in this Study. The situational leadership theory, the authentic leadership theory, and the servant leadership theory are conceptual frameworks that could support this study. Through the review of the FRLT and other relevant theories, the suitability of the FRLT came to the forefront as the appropriate framework for this study. Analysis of the leadership theories considered for this study aided in confirming the appropriateness of the selection of the FRLT to answer the research question. Within the boundaries of situational, authentic,

and servant leadership theories, researchers explore single leadership styles. Researchers using the FRLT explore multiple leadership styles and the corresponding influence on followers.

Situational leadership theory. Hersey and Blanchard introduced the situational leadership theory in 1969. Situational leaders use different leadership styles and approached in different situations (Gozukara, 2016). The ability to adapt leadership style has a positive influence on follower behaviors and organizational performance. Fazzi and Zamaro (2016) extended the characterization of a situational leader as adapting their leadership to the level of motivation and competence of the follower. Blanchard (2010) further developed the theory defining four levels of follower development and the optimal leadership style for each level. The four leadership styles of the situational leaders are directing, coaching, supporting, and delegating, and the corresponding development levels associated with the situational leadership styles are enthusiastic beginner, disillusioned learner, capable but cautious performer, and self-reliant achiever (Blanchard, 2010). Situational leaders are adaptable and typically have a positive influence over followers.

Situational leaders focus on the needs of followers and consciously adjust their leadership styles to positively influence followers. Bosse et al. (2017) posed that situational leaders are trained to increase effectiveness as a leader and are not constrained by natural characteristics and behaviors. Glaser, Stam, and Takeuchi (2016) acknowledged that individual uniqueness and situational influences determine what behaviors and actions are taken to effectively achieve a desired outcome. Blanchard

(2010) revealed the importance of leading followers in a manner that is best suited for the situation and not relying on using the same leadership style for all situations. FRLT leaders typically rely on their own innate strengths and abilities to effectively lead. Situation leaders rely on a variety of leadership styles and behaviors to effective guide followers.

McCleskey (2014) challenged the effectiveness of FRLT leaders stating that situational leaders use logical thinking and do not rely on transformational leadership attributes, such as charisma, to ensure effectiveness. Taking follower experience and skills into account when determining the appropriate leadership attributes to use may positively influence the follower. Thompson and Glaso (2015) supported current research indicating the need for leaders and followers to collaborate to assess the follower's development level. Situational leaders value relationships and results (Blanchard, 2010). Leaders effectively using the three FRLT styles of transformation, transactional, and laissez-faire are focused on follower relationships and organizational performance.

Authentic leadership theory. Authentic leaders demonstrate behaviors and qualities that are morality and spiritually based. The authentic leadership theory is a relatively new area of research and is focused on a leader's self-awareness, development, and an ethical moral perspective (Cairns-Lee, 2015). Authentic leaders can have a positive impact on employee and stakeholder trust, and organizational performance. George (2003) introduced the authentic leadership approach in 2003. The 2003 authentic leadership theoretical work of Luthans and Avolio was precipitated by the recent political and security crisis and the widespread corporate corruption of the era (Otaghsara &

Hamzehzadeh, 2017; Northouse, 2016). Authentic leaders are identified with similar characteristics of transformational leaders, such as charisma, spirituality, and morality (Milic, Grubic-Nesic, Kuzmanovic, & Delic, 2017). Popli and Rizvi (2016) noted similar to transformational leaders, authentic leaders impact follower engagement increasing participation, employee satisfaction, and passion. Transformational and authentic leaders inspire followers to achieve objectives while meeting follower needs.

Authentic leaders inspire on environment of trust and morality. Researchers of the authentic leadership theory argued that transformational leaders must possess qualities beyond the previous charismatic qualities identified (Banks et al, 2016). An authentic leader demonstrates a moral strength, self-awareness, ethics, transparency, and balance (Northouse, 2016). Followers understand transformational leaders to be authentic and to possess the characteristics of transparency, honesty, attentiveness to follower needs, and optimism, which also define an authentic leader (Gilstrap, White, & Spradlin, 2015). Allameh et al. (2015) extended the concept of transformational leaders as ethical leaders indicating transformational leaders use group morals and ethics to achieve long term goals. There are consistent similarities between authentic leader and transformational leader behaviors.

There are benefits and potential challenges for authentic leaders. Lyubovnikova, Legood, Turner, and Mamakouka (2017) communicated that current researchers indicated that authentic leaders have a positive impact on an individual's contribution and followers replicate the leader's behavior. In a challenge to the traditional view of authentic leaders, Hanold (2017) advised that the narrow view of authentic leadership is

inconsistent with an increase in diverse work environments and complex global relationships. The concept of work ethics and performance may differ by country, culture, or individual. Ethics are influenced by national culture (de Waal & de Boer, 2017). Embracing, understanding, and managing a diverse workforce is a key responsibility of a leader.

Servant leadership theory. Servant leaders focus on the needs of others rather than on their own individual needs, acts in the greater good, and is perceived to be a positive leadership style (Kiersch & Peters, 2017). Servant leaders have a desire to help, serve, and lead with a lowkey style that focuses on the needs of others. Leaders demonstrating servant leadership behaviors allow followers to perform to their fullest potential through selfless and humble guidance (Peachey, Burton, Wells, & Chung, 2018). Sousa and van Dierendonck (2017) explored the influence of organizational power position on the impact of humble leaders, finding that the humility factor of servant leaders at all organizational levels have a significant positive impact on follower engagement and less powerful servant leaders balance the lack of hierarchical position through strong action focused leadership behaviors. Servant leaders offer direction, inspire, and empower followers, instill commitment, and deepen follower engagement (Harju, Schaufeli, & Hakanen, 2018). Servant leaders are outward focused and empowering.

Servant leaders consider varied stakeholders and are focused on follower development and growth. Schwarz et al. (2016) offered that while some leader styles are positive, not all leaders consider the broader needs of all stakeholders and do not provide

the unique value of servant leaders in encouraging followers to meet their full potential.

A challenge to the effectiveness of a servant leader is the potential for such leaders to not

challenge followers or hold them accountable. Palumbo (2016) found that servant leaders

may inhibit follower empowerment creating a lack of proactive follower behaviors

resulting in an over reliance on the leader. Conversely, Lacroix, and Verdorfer (2017)

expressed that servant leaders introduce an environment of quality service to others and

inspire followers to emulate leadership behaviors. Servant leaders develop an

organizational atmosphere of value and service that inspires followers to perform and

work collaboratively and collectively within a team to achieve a goal (Lacroix &

Verdorfer, 2017). Servant leaders are effective when they address follower needs and

actively hold followers accountable.

Emotional Intelligence

Salovey and Mayer promoted the concept of emotional intelligence in 1990,

introducing the beginning of academic dialog and debate (Santos, Wang, & Lewis, 2018).

Nafukho, Muyia, Farnia, Kacirek, and Lynham (2016) defined emotional intelligence as

the ability to perceive other's emotions and recognize and regulate your own emotions to

effectively motivate and manage. Effective leaders understand, evaluate, and regulate

their emotions. The role of a leader is laden with emotional factors and the effects of

emotional intelligence and leadership are strongly affiliated (Echevarria, Patterson, &

Krouse, 2017; Santos et al., 2018). Leadership is often challenging and can evoke

emotional reactions. Leaders are expected to successfully control their emotions and

develop self-awareness regarding their actions and reactions. There are four broad

dimensions of emotional intelligence defined within the emotional intelligence

framework and within each dimension there are specific leader behaviors. As depicted in

Figure 1, the four higher order quadrants that represent the dimensions within the

emotional intelligence framework are self-awareness, self-management, social awareness,

and team management (Zhang et al., 2017).

Self-Awareness	Social Awareness	Self-Management	Team Management
• Understands own emotions • Aware of how actions and emotions effect others	• Senses the emotions of others • Appropriately evaluates emotional situations	• Controls thoughts and behaviors • Avoids negative thoughts	• Nurtures strong trusted relationships • Developes team capabilities

Figure 1. The four dimensions of emotional intelligence. In this figure the four higher order dimensions of emotional intelligence are represented. Figure adapted with permission (Appendix A) from data and research performed by Zhang et al. (2017).

Emotional intelligence is a crucial factor in a leader's ability to interact and

develop relationships. The level of emotional intelligence possessed by an individual

influence's behaviors, attitudes, and ability to develop positive working relationships

(Allameh et al., 2015; Lan, Wong, Jiang, & Mao, 2017). Zhang et al. (2017) portrayed

emotionally intelligent individuals as demonstrating non-cognitive capabilities that assist

in managing environmental burdens and stresses. Researchers found that the presence of

emotional intelligence is a key indicator of leader success (Kim & Kim, 2017). A leader's

ability to manage their emotions during times of stress assists others to work through

stressful situations successfully.

Leaders are successful for a variety of reasons. A leader with high emotional intelligence is apt to be successful because they demonstrate the behaviors that positively influence followers and organizational success. Tognazzo, Gubitta, and Gerli (2017) confirmed the positive relationship between emotional intelligence and leader performance. Kim and Kim (2017) raised an important concept stating that leaders with high intelligence, skills, experience, and knowledge have the foundation for success, still may not be successful without a high degree of emotional intelligence. The depth of employee capability to develop and demonstrate emotional intelligence directly effects performance (Neil et al., 2016). Leaders that manage their feelings appropriately create a low stress work environment and enhance effectiveness and performance (Mahmood & Yadav, 2017). Effective leaders build trust through managing their emotions and by demonstrating the ability to encourage followers to perform to their maximum potential.

Transformational leaders typically exhibit the people centric behaviors that demonstrate a high level of emotional intelligence. The emotional connection focus of transformational leaders addresses the needs and personal considerations of followers (Allameh et al., 2015). The positive influences of transformational leader behaviors are directly linked to high emotional intelligence factors (Neil et al., 2016). Duncan, Green, Gergen, and Ecung (2017) explained the relationship between transformational leadership and authentic leadership in relation to emotional intelligence and submitted that authentic leadership and transformational leadership are significantly related, and transformational leadership is highly correlated with emotional intelligence. Additional research is needed to fully explore the relationship between emotional intelligence and authentic leadership

styles (Duncan et al., 2017). There are specific leader behaviors and attributes that demonstrate emotional intelligence and positively impact follower performance and satisfaction.

Nonprofit Organizations

The importance and impact of nonprofit organizations within society is well documented. There are significant differences between nonprofit organizations and for-profit organizations, primarily stemming from the philanthropic value, service, and mission driven motivation that exists within a nonprofit culture (Park, Kim, Park, & Lim, 2018). Boateng, Akamavi, and Ndoro (2016) found that there is an increasing demand for the delivery of public goods and services delivered through the nonprofit sector. The number of nonprofit organizations in the United States increased by 42% between 2005 and 2015, demonstrating the increased need for services and products (Kim, 2015). Leaders of nonprofit organizations are challenged to meet increasing service demands. The increase in need places additional pressure on nonprofit organizational leaders to perform well and improve organizational efficiency and effectiveness (Kellner, Townsend, & Wilkinson, 2017). Langer and LeRoux (2017) expressed that as the need for the delivery of products and services from nonprofit organizations increases, nonprofit leaders must identify new ways to respond to the changing environment and demands. Leaders of nonprofit entities are increasingly challenged to meet increasing performance expectations in a changing and competitive environment.

Nonprofit organizational mission, vision and values are a foundational force driving organizational strategic direction and motivating employees to perform.

Nonprofit organizational employees are typically attracted to their positions because of the social value they receive from the organizational mission and accept lower wages than their for-profit peers (DeVaro, Maxwell, & Morita, 2017). Keeping employees engaged and focused on the organizational mission, vision, and values is a primary responsibility of leaders. Nonprofit leaders are challenged to meet the needs of a unique set of stakeholders and effectively manage organizational performance. Organizational performance is reliant on the collective performance of individuals and leaders, and leaders have the responsibility to lead, challenge, and mentor followers to contribute to individual and organizational success (Wang & Zeng, 2017). Lee and Clerkin (2017) persisted that organizational performance measurement is an increasing factor within the nonprofit sector. Nonprofit organization leaders are challenged with similar accountability, growth, sustainability, human resource, and regulatory issues as their for-profit peers (Witmer & Mellinger, 2016). Nonprofit leaders are experiencing increasing pressure to perform and meet the expectations of various stakeholders.

Nonprofit Leaders

Nonprofit leaders are challenged with the same expectations of high organizational performance and employee engagement. Executive leaders have a significant impact on organizational outcomes (Sierra & Banzato, 2016). Bryan (2017) stated leadership is crucial to achieving the organizational mission and expounded on the importance of building leadership and resource capabilities within nonprofit organizations. The development of leaders within the nonprofit industry is increasingly recognized as a crucial organizational focus (Kiersch & Peters, 2017). Leaders manage

complex organizational circumstances and decisions through collaboration and the development of skills and experience (Moshtari, 2016). The rapid change and increased complexity within the nonprofit sector have increased the need for professional and effective leaders within the nonprofit sector.

Leaders of nonprofit organizations must build a connection between the organizational mission and the work performed. Kearns et al. (2015) performed research exploring the skills nonprofit organizational leaders use to perform leadership functions. Kearns et al. (2015) determined nonprofit leaders use a variety of skills including technical, relational, and abstract skills within the expanse of their position. Leaders within the nonprofit sector must develop and nurture the connection between work performed and the organizational mission. The effectiveness of the relationship between leaders and followers is a significant factor in the development of a positive work environment and to organizational success (Khan & Malik, 2017). Individuals elect to work within the nonprofit industry and for specific nonprofit organizations because they are drawn to the organizational mission and want to positively impact society (Townsend, McDonald, & Cathcart, 2017). Nonprofit leaders are expected to develop a positive work environment and tie performance expectations to the organizational mission.

Leaders of nonprofit organizations are attracted to the industry and role because of the type of the service focused work and the impact on the community. Gilstrap et al. (2015) professed that the struggle to obtain and retain effective nonprofit organizational leaders is amplified due to a retiring baby boomer generation and the attraction to move to government and for-profit organizations. Word and Park (2015) researched the

motivating factors of individuals in leadership roles to join the nonprofit workforce. Management level employees joined nonprofit organizational teams for the intrinsic value of the mission and to find work life balance, opportunity for advancement, and job security (Word & Park, 2015). Leaders of nonprofit organizations that are donation and volunteer based are motived more by the intrinsic values of service and community-based nonprofits (Word & Park, 2015). There are differences related to the type of value placed on motivating factors to join nonprofit organizational leadership.

Professional leaders may choose to take on a leadership role in the nonprofit sector after completing a for-profit sector career. Attracting leaders from other industry sectors into the nonprofit sector may positively impact organizational performance, employee engagement, and organizational culture (Thompson & Flynn, 2014). The experience and skills of a professional leader can assist to develop organizational savvy and change organizational culture. Dobrai and Farkas (2016) concluded that professional nonprofit leaders are able to develop and implement organizational strategies and effectively use tools and systems to assist in developing a market focused organization. The need for professional nonprofit leaders is crucial to the continued growth and sustainability of the nonprofit sector.

The transition to a nonprofit culture for professional leaders can be difficult for the new leader and current nonprofit employees. Stewart (2016) reported that in a 2011 survey of nonprofit executives 67% anticipated leaving their role within the next five years due to organizational and relationship challenges. Proactive identification of potential challenges may increase the success rate of nonprofit leaders as they transition

into a new industrial sector. Thompson and Flynn (2014) specified that the potential benefits of a leader transitioning from a for-profit sector into a nonprofit organization are lost if the leader leaves prior to completing activities that influence change in the organizational culture. Developing leadership transition strategies can assist a new leader to build trusted relationships within the organization and gain insight into organizational successes and opportunities for change.

Workforce Capability

Developing workforce capability is a crucial aspect of continued and improved leader, follower, and organizational performance. Leader capabilities include knowledge and skills that motivate employees, facilitation of internal communication, and ensuring workers have the ability and resources to achieve organizational objectives (Chung, Wang, Huang, and Yang, 2016). Wang and Zeng (2017) defined capability as an individual's physical and intellectual aptitude to perform a task. Alagaraja and Githens (2016) identified the assistance provided to individuals to increase skills and obtain job related education, and general workforce education as factors that promote building workforce capability. The role of the nonprofit organizational sector is becoming more crucial in providing resources to address an increasing need for social services, which requires nonprofit organizational leaders to improve their capabilities (Sanzo, Alvarez, Rey, & Garcia, 2015). Building capability within all levels of an organization creates an environment where individuals can act adaptively to changing and competitive environments (Guinot, Chiva, & Mallen, 2016). Nonprofit leaders are challenged with

building workforce capability to address increasing service demands in an environment

of constricting resources.

The need to obtain and maintain skilled individuals that possess the capabilities to

effectively perform their functions are crucial for organizational success. Within current

and progressive organizational cultures, followers and leaders are conscious of and

concerned with developing their knowledge and capabilities (Zareen et al., 2015). Bish

and Becker (2016) reported that due to increased organizational performance pressure

and service demands, nonprofit leaders must focus on increasing managerial capabilities

to meet expectations. Megheirkouni (2016) argued that building leadership capabilities

must be a priority as organizational leaders address increasing organizational challenges.

Workforce capabilities are important at all levels of the organization, while strategic

capabilities are crucial at the leadership level (Megheirkouni, 2016). Leadership

capabilities are crucial for relationship building, handling organizational complexity,

development of collaborative skills, and ultimately organizational success (Moshtari,

2016). Building workforce capabilities at all levels of the organization is needed to

develop individuals and meet service demands.

Volunteers routinely are a significant part of the organizational workforce within

the nonprofit sector. Volunteers have a positive impact on organizational success and

leaders must address volunteer needs as strongly as paid worker needs (McBey,

Karakowsky, & Ng, 2017). A well-trained employee base is central for nonprofit

organizational success (Despard, 2016b). Terouhid and Ries (2016) stipulated that

appropriate management of employees and employee knowledge are vital factors of

workforce capability. Developing capabilities at all organizational levels effects organizational and workforce performance. Fu (2015) acknowledged the need for organizational focus and strategies to develop and build knowledge capabilities among all organizational employment levels to support organizational success. Leaders must have the resources to support a workforce focused environment, demonstrate genuine concern and empathy, and devote the appropriate amount of time to coach and mentor (Koys & Decotiis, 2015). A conscious effort to ensure all employees from leaders, to staff level employees and volunteers are appropriately trained assists in developing workforce capabilities.

Leader behaviors and styles have an influence on capability development. Schweitzer (2014) explored the role of transformational and transactional leadership behaviors on organizational and innovation capabilities, finding transformational and transactional leadership behaviors are positively associated with both organizational and innovative capabilities. Lopez-Cabrales, Bornay-Barrachina, and Diaz-Fernandez (2017) extended Schweitzer's (2014) findings, concluding that transformational and transactional leadership behaviors are positively correlated with dynamic capabilities of seizing opportunity and adopting change. The attributes of transformational and transactional leaders have a positive influence on follower capabilities.

Baldrige Excellence Framework

Leaders use organizational excellence frameworks to evaluate and improve organizational performance. The Baldrige Excellence Framework is considered the ultimate designation sought after by many organizational leaders to validate

organizational effectiveness and efficiency (Crum-Allen & Palmer, 2016). Fry, Latham,

Clinebell, and Krahnke (2017) promoted the value of the Baldridge Excellence

Framework stating the value of the framework is the openness of the 7-category

performance evaluation model, which offers mechanisms for evaluators to assess

organizational strengths and opportunities. There are seven categories with the Baldrige

Excellence Framework (see Figure 2).
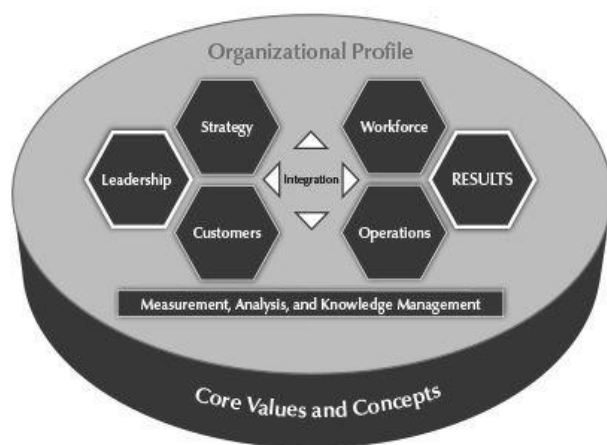
Figure 2. Baldrige Performance Excellence Framework. This figure illustrates the seven categories within the Baldrige Performance Excellence Framework of Leadership; Strategy; Customers; Measurement, Analysis, and Knowledge Management; Workforce; Operations; and Results. Retrieved from https://www.nist.gov/baldrige/ publications/baldrige-excellence-framework/businessnonprofit.

The formal and systematic evaluation of business practices and performance

increases the potential of organizational effectiveness and success. Development of

business excellence and lean processes improves organizational quality, delivery, costs,

financial performance, while eliminating nonproductive activities and processes (Hallam,

Valerdi, & Contreras, 2018). Thompson and Blazey (2017) contended that the ultimate

objective of organizational leaders is to set goals, engage workers, create efficient

processes, and measure and monitor progress to objectives. Thompson and Blazey (2017)

iterated the importance of a motivated workforce that works with efficient and flexible processes. Leaders that use excellence frameworks, such as the Baldrige Excellence Frame work are better prepared to holistically address organizational objectives.

The implementation of an organizational excellence framework does not guarantee improved efficiencies or success. Sabella, Kashou, & Omran (2014) questioned the global impact of quality and excellence frameworks noting the failure and mixed successes levels of such frameworks, despite the successful execution of performance improvement processes and metrics. There are many excellence frameworks leaders may implement to increase organizational performance. Leaders need to determine what framework best addresses the unique characteristics and objectives of their organization. Tickle, Mann, and Adebanjo (2016) outlined the 8 steps for successful implementation of a successful quality excellence framework as 1) framework selection, 2) formation of assessment team, 3) collection of data, 4) perform assessment activities and score card completion, 5) results, 6) validate results, 7) feedback process, and 8) develop plan of action. To be successful, business excellence processes must be imbedded into organizational strategy and values (Tickle et al., 2016). Peng and Prybutok (2015) performed research focused on the effectiveness of the Baldrige Excellence Award criteria within the government sector and found the three components of leadership, workforce, and operations are the most impactful.

Transition

In Section 1, I outlined the background of the business problem, developed the problem statement and purpose statement, discussed the nature of the study, developed

the research question and interview questions, identified the conceptual framework, defined key operational definitions, discussed assumptions, limitations, and delimitations, the significance of the study, contribution to business practice, and implications of social change. Concluding Section 1 is a comprehensive review of professional and academic literature. Within the literature review, I discussed the FRLT in context to nonprofit leadership, workforce capability, operational performance, and emotional intelligence. I addressed complimentary leadership theories of situational leadership, authentic leadership, and servant leadership, and concluded with a review of the Baldrige Excellence Framework.

In Section 2, I restate the purpose statement. I address the role of the researcher, provide information regarding the participants, discuss research method and design, population and sampling, ethical research, data collection instruments and techniques, data organization techniques, data analysis, and conclude with information on reliability and validity. In Section 3, I provide a comprehensive summary of the analysis and review completed within the boundaries of this study. The Baldrige Excellence Framework criteria is used as the framework to analyze the client organization. My research is focused on leadership and workforce capability within a nonprofit organization.

Section 2: The Project

In Section 2, I restate the purpose statement. I discuss the role of the researcher, participants, research method, research design, population and sampling, and ethical research. The section concludes with information addressing data collection instruments, data collection technique, data organizational technique, data analysis, and reliability and credibility.

Purpose Statement

The purpose of this qualitative single-case study was to explore the strategies nonprofit leaders use to build workforce capability to address increasing service demands. The targeted population for this study consisted of three leaders of a nonprofit organization based in the midwestern region of the United States who have experience building workforce capability successfully. The implications for positive social change may include the potential for nonprofit executive leaders to build workforce capability and fulfill the organizational mission and purpose, thereby enabling at-risk individuals to obtain needed services.

Role of the Researcher

Researchers are responsible for performing ethical and quality research. Anderson (2017) delineated the criteria for performance of qualitative research including development of an appropriate research design to address the research problem, well defined research questions, a fitting sample size and selection process, performance of a member-checking procedure, and consideration of ethical issues. It is the responsibility of a researcher to develop and perform quality ethical and unbiased research (Saunders et

al., 2016). I sought to answer the research question through ethical and quality research practices. The interview process embedded in qualitative research is an effective data collection method that encourages in-depth dialog (Drew, 2014). Qualitative researchers ask open-ended questions to get beyond the surface data to the deeper meaning of what the participant feels and thinks (Barnham, 2015). I asked open ended questions that enabled the opportunity for a deep and rich discussion.

Through the interview process, I accurately and clearly documented the response of all participants taking care to not introduce potential researcher bias. Nelson (2014) and Ulriksen and Dadalauri (2016) described confirmation bias as a researcher's pursuit of evidence to support a preconceived idea. Yin (2018) observed that researchers test their possible bias through analysis of the degree to which they are accepting of conflicting evidence. I performed member checking to ensure participants words and ideas were correctly documented. Member checking involves distributing the documented research data back to the participant to validate for accuracy and comment (Saunders et al., 2016). In keeping within the boundaries expressed in the Belmont Report (National Commission for the Protection of Human Subjects of Biomedical and Behavioral Research., 1979), I received consent from all participants, treated participants with respect, communicated fully and honestly, and ensured participants were aware of their right to withdraw from participation of the study at any time.

During the interview process, skilled researchers use their experience, knowledge, and intuition to interpret and analyze data (Morse, 2015a). I am a financial institution executive with over 20 years of experience interviewing and interacting with peers. In my

role as a leader I interact with all levels of the organization and effectively communicate

expectations and goals while supporting, motivating, and encouraging others. The

development of strong and trusted relationships was a crucial part of the interactions

between the participants and me. Peticca-Harris, deGama, and Elias (2016) emphasized

the criticality of a strong, trusted, professional relationship between researcher and

participant. I established a positive professional relationship with organizational leaders

through my commitment to assist their organization, following through with

commitments and ensuring I knew and understood the organizational mission and vision.

<div align="center">**Participants**</div>

Participants consisted of executive leaders working in a nonprofit organization

who have leadership experience and demonstrate the skills to effectively lead a nonprofit

organization. The participants of this study were leaders of a nonprofit homeless

veterans' organization in the midwestern region of the United States. One of the

participants was familiar with the Baldrige Excellence Framework through previous work

experience in the military. Baily (2014), Dasgupta (2015) and Morse (2015b) stated that

researchers must define participant attributes that support the study focus and select

participants who possess those qualities. Research validity and data quality are impacted

by the selection of research participants (Boddy, 2016). I purposefully selected the

participants to provide the depth and breadth of data needed to address the research

question.

The selected participants had executive level leadership responsibilities that

included accountability to make decisions that impacted global workforce and goal

strategies; they developed organizational service initiatives; and they led the organization at the highest level. The three participants were the chief executive officer, chief operations officer, and the chief financial officer. Saunders and Townsend (2016) emphasized the importance of selecting participants who have the density and range of knowledge needed to obtain quality data.

Participants must give informed consent prior to the interview process (Peticca-Harris et al., 2016). Each participant received a consent form via e-mail with a request to reply with the word *consent* if they agreed to become a study participant. Each of the three participants responded affirmatively. Researchers are responsible for the well-being of participants (Leedy & Ormrod, 2016; Leung, 2015; Yin, 2018). I followed all IRB and ethical standards of qualitative research and participant use standards.

Participants for this study were part of a consulting capstone study. As such, the client organization was assigned to me through Walden University. After receiving IRB approval from Walden University, I contacted the client leaders and immediately began developing a professional relationship. Leedy and Ormrod (2016) expounded on the role of the researcher in interacting with participants, affirming that the participants should feel that they are speaking with a professional who they have come to know and trust. Prior to speaking to the participants for the first time, I performed research on the nonprofit organization and developed a foundational understanding of the organizational mission. Saunders et al. (2016) encouraged the concept of developing understanding of the organization and participants prior to first contacting participants. Annink (2017) reinforced this idea, noting the need to understand cultures and participants prior to

speaking with participants. The professional relationship developed over the months working with client organization leaders assisted in creating a positive and trusted interview environment.

Research Method and Design

Research Method

The selection of a research method is driven by the nature of the study, research question, and aim of the research (Leedy & Ormrod, 2016; Saunders et al., 2016; Saxena, 2017). The qualitative research method was suitable because the purpose of this study was gaining an in-depth understanding of the strategies nonprofit leaders use to address increasing service demands through building workforce capability. The focus of qualitative research is to explore and understand the actions of humans, social realities, and perceptions (Bradbury-Jones et al., 2017; Kaivo-oja, 2017: Vass, Rigby, & Payne, 2017). Jonsen, Fendt, and Point (2018), Koutiva, Gerakopoulou, Makropoilos, and Vernardakis (2017), and Singh (2015) supported the use of qualitative research when exploring organizational behaviors and performing management research. Researchers using the qualitative method use data from interviews and analyze causal data through a nonnumeric approach (Bennett & McWhorter, 2016; Park & Park, 2016). Clark and Veale (2018) stated that researchers performing qualitative research document data that is nonnumeric and in the form of thoughts, opinions, and experiences of individuals. I required answering the research question and gaining a deep understanding of the phenomena under study by conducting in-depth interviews and reviewing documentary evidence.

The use of the quantitative method was not suitable because the use of numeric data to test hypotheses was not appropriate to explore the strategies nonprofit leaders use to address increasing service demands through workforce capability. Nimon and Astakhova (2015), Stone (2018), and Zyphur and Pierides (2017) used a quantitative research method to test their hypothesis through numeric data, which is a requirement when performing quantitative research. Because numeric data is not required or appropriate to answer *why* through interrogative strategies, the quantitative approach was not the best method for this study. Gunes and Bahcivan (2018), Makrakis and Kostoulas-Makrakis (2016), and Whiteman (2015) specified the importance of using a mixed method when both qualitative and quantitative data are needed to answer the research question. The mixed method is not appropriate for this study because I did not need to collect numerical data and nonnumerical data to answer the research question.

Research Design

Researchers use a case study design to perform in-depth analysis of a real-world phenomenon (Ridder, 2017; Wynn, 2017; Yin, 2018). I chose the case study design because it allowed me to explore the strategies nonprofit leaders use to address increasing service demand through workforce capability. I sought to obtain information through a comprehensive exploration of a phenomenon via an in-depth analysis of people, processes, and strategies. Harland (2014), Makkonen and Virtanen (2015), and Runfola, Perna, Baraldi, and Gregori (2017) explained that researchers use a qualitative case study to perform intensive research regarding a specific phenomenon that is partially understood and where new perspectives and understanding are sought. The use of the

case study design connects phenomenon with context (Runfola, et al., 2017). De Massis

and Kotlar (2014), and Unicomb, Colyvas, Harrison, and Hewat (2015) supported this

concept stating that the use of a case study design allows phenomenon to be explored and

provide a deep understanding within a specific context. The use of a case study design

supported the research and connected the phenomenon I sought to explore within the

context of nonprofit leader strategies and workforce capability.

In-depth interviews of three nonprofit leaders with experience in addressing

service demands and building workforce capability and the review of documentary

evidence were the primary data sources for his study. Bass and Milosevic (2018), and

Slutskaya. Game, and Simpson (2018) described ethnography as a research design

applicable when researchers are seeking to understand culture through direct immersion

and when it is necessary to study individuals in their natural environment. Researchers

use an ethnographic design when they pursue observation of real-life accounts of specific

groups, cultures, or situations (Alcadipani, Westwood, & Rosa, 2015). The use of an

ethnography design was not appropriate for this study because I did not seek to

understand group culture through direct observation of individuals or cultures.

Qualitative researchers use the phenomenological design to understand the lived

experiences and perceptions of individuals (Leedy & Ormrod, 2016). Using a

phenomenological design, Song (2017) explored individuals' lived travel experiences,

and their perceptions and understanding of those experiences, and Oznacar and

Dericioglu (2017) researched the views and thoughts of school administrators regarding

technology use as the phenomenon. Seeking to understand lived experiences is an

appropriate use of a phenomenology design. Researchers using a phenomenology design investigate the relationship between a phenomenon and an individual's experiences with that phenomenon (Bastug, Ertem, & Keskin, 2017). The use of a phenomenology design was not appropriate for this study because I did not seek to explore a phenomenon through the lived experiences or perceptions of individuals. The purpose of this study was to explore the strategies nonprofit leaders use to address increasing service demands through workforce capability.

Qualitative researchers are concerned with obtaining data saturation because without data saturation, study validity is challenged (Fusch & Ness, 2015). Obtaining data and information from the appropriate source is a crucial factor in reaching data saturation (Gibson, 2017). I selected a purposive sample of nonprofit leaders with knowledge and experience to address the research question. The number of participants needed for data saturation is dependent on the purpose of the study and the specificity of the participants (Malterud, Siersma, & Guassora, 2016). Fusch and Ness (2015) stated that there is no specific number of participants required to reach data saturation. I selected three nonprofit executive leaders to explore the strategies nonprofit leaders use to address increasing service demands through workforce capability. Researchers use coding to record data and analyze the patterns and irregularities (Colorafi & Evans, 2016). A researcher has attained data saturation when no new themes are identified through coding of the participant interview responses (Fusch & Ness, 2015; Saunders et al., 2016). I coded data from participants and analyzed coding for data saturation.

Population and Sampling

The population for this study consists of three leaders of a nonprofit organization located in the midwestern region of the United States. I purposively selected nonprofit leader participants that have knowledge and experience with the topic of the research question. Researchers use a case study design with purposive sampling to obtain deep information and data through the selection of a specific population to capture participant's experiences that address the research question (Saunders et al., 2016). Soklaridis et al. (2017) supported the use of purposive sampling to select participants that provide rich information and demonstrate knowledge of the research topic and question. Leedy and Ormrod (2016) stated the selection of purposive sampling is suitable to answer a variety of research questions and researchers are tasked with justifying the selection of the sample. The participants purposively selected as participants for this study have knowledge and experience addressing service demands through building workforce capability.

I selected a sample size of three nonprofit leaders that have the skills and experience to address the research question and represent the general population. Researchers addressing a narrow topic require few participants to meet study objectives (Malterud, et al., 2016). There is not a standardized required sample size set for qualitative studies, still researchers must sufficiently select a sample size that sufficiently addresses a set objective and research question (Malterud et al., 2016). Fusch and Ness (2015) supported Malterud et al. (2016) stating there is not a set sample size number required and researchers should consider the richness related to the quality of information

and the thickness related the quantity of the information in relation to the research question. Boddy (2016) argued that a small sample size is justified when the sample size under contemplation represents the population and has the depth and extensiveness of knowledge to address the research question. The number of participants selected to participate in this study is adequate to obtain the depth and breadth of data required to address the specific nature of the research question.

The current guidance regarding sample size when performing qualitative research ranges from two to more than four hundred (Fugard & Potts, 2015). Saunders and Townsend (2016) emphasized that the justification for a specific sample size is based on the transparency of data which indicates that the depth of information is adequate. The use of small sample size in qualitative research is a topic of discussion and concern. Boddy (2016), Malterud et al. (2016) and Saunders and Townsend (2016) questioned the small sample size justification of qualitative researchers when there is lack of transparency and detailed explanation of the justification regarding the selection of the sample size. I addressed the transparent justification of the small sample size and data saturation within the small sample size as primary considerations relating to the reliability and credibility of the findings.

A researcher attains data saturation when no additional information or themes are identified through interviews and data analysis (Boddy, 2016; Fusch & Ness, 2015; Teusner, 2016). I analyzed and coded all themes from semi-structured interviews and documentary data. A researcher codes qualitative data through analysis of the information gathered and identification of themes (Clark & Veale, 2018). Qualitative researchers

using a case study design work directly and closely with the gathered data to identify

emerging themes (Yates & Leggett, 2016). Van den Berg and Struwig (2017) stressed the

importance of data collection, data analysis, and coding within the context of qualitative

research. Failing to reach data saturation negatively effects the research quality and

validity (Fusch & Ness, 2015). I performed comprehensive data collection, data analysis,

and coding to identify themes.

The selected participants for this study meet the criteria of working for the

nonprofit organization assigned through Walden University, a nonprofit leader, and have

experience in and shown their ability to address increasing service demands and build

workforce capability. Study participants must have the knowledge and ability to address

the research question (Leedy & Ormrod, 2017). Yilmaz and Goktas (2017) analyzed the

demographic data, experiences, and education of potential sample participants and

selected only participants that met selection criteria and could provide deep and rich

information. Saxena (2017) and Soklaridis et al. (2017) purposively selected participants

that met specific demographic and experience criteria to address a narrow research

question. The selected participants for this study have met the experience, education, and

demographic standards needed to address the research question.

The nonprofit leader participants for this study include the chief executive officer,

the chief operations officer, and the chief financial officer of the assigned nonprofit

organization. All participants agreed to participate in this study. I performed semi-

structured telephone interviews with each participant to obtain in depth information and

data relevant to the research question. The performance of a qualitative interview allows

for deep and rich dialogs (Drew, 2014). Qualitative researchers perform interviews to deeply explore phenomenon (Starr, 2014). A crucial factor of qualitative research is the prospect to collect valuable contextual information (Vass et al., 2017) from the interview process. I conducted interviews following all ethical dictates and protect participant confidentiality and privacy.

Ethical Research

It is the responsibility of researchers to comply with ethical research standards (Traeger, 2016). I complied with the ethical and research standards set by the Walden University IRB. My IRB approval number for this study is 07-27-17-0682264. Ross, Iguchi, and Panicker (2018) stated qualitative researchers are required to obtain informed written consent from participants to meet ethical standards set by IRBs. I obtained individual informed written consent from all participants. I sent the consent forms via e-mail and received affirmative consent from all participants. A copy of the redacted consent form sent to the three senior leaders is documented in Appendix B. Kirilova and Karcher (2017) warned that providing incentives for study participation may entice participants to fabricate eligibility information or to participate in a study that may cause them emotional distress in order to receive participatory payment. To eliminate this risk, participants are not incented for their involvement in this study.

Participants within a qualitative research study have rights and can withdraw from a study at any time (Kirilova & Karcher, 2017). As I spoke with participants, I continued to apprise participants of their rights and of their ability to withdraw from the study partially or fully at any time. Participants have the right to participate at will, change their

level of participation, discontinue participation, withdraw previously provided information and data, and withdraw completely from a study (Saunders et al., 2016). Participants may withdraw from this study by contacting Walden University or the researcher. If a participant chose to withdraw from the study, I would remove all data relevant to the participant's participation and comply with requests to provide documentation of data details and removal.

The primary source of data for this study is recorded semistructured telephone interviews with three leaders of my assigned nonprofit organization. The standards set through IRBs require researchers to proactively address data collection practices and participant protection (Hunter, et al., 2018). I contacted each participant via e-mail to schedule interview times and duration. Prior to each interview I reiterated participant rights to review any data collected. I explained participants' right to review, challenge, and redact documented analysis of interviews, and partially or fully withdraw from the study. McCarthy (2016) posited that participant interviews may produce rich and deep data when ethical issues are appropriate handled by the researcher. During the telephone interview process each participant was interviewed in an environment of trust and respect. The process of member checking allows participants to verify, edit, challenge, and clarify the researcher's interpretations of their interview responses (Iivari, 2018). I used member checking to validate member responses and to address research credibility.

The ethical consideration of confidentiality is important during the research data collection process and the reporting stage (Saunders et al., 2016). I took precautions to protect the confidentiality and privacy of interview participants and the client

organization. I safeguarded data and information gathered during the interview and research processes. Qualitative research data and identifying information must be fully redacted to ensure participant confidentiality (Ross et al., 2018). I redacted identifying information from the public study documents. I took precautions to ensure the data and information included in public documents are not identifiable with individual participants or the client organization used as part of this study. I store data on a password protected computer file that is located on a password protected laptop computer. After 5 years I will permanently delete confidential and identifiable data.

Data Collection Instruments

When conducting qualitative research, researchers act as the primary data collection instrument (Fusch & Ness, 2015; Yin, 2018). According to Peticca-Harris et al. (2016) qualitative researchers assume the role of data collector. I took on the role of collection instrument when collecting documentary evidence and conducting semistructured interviews. I followed ethical standards and guidelines. Nowak and Haynes (2018) advised that researchers take precautions to not influence the fieldwork as they act as the data collection instrument during the interview process. I collected data through the performance of semistructured interviews and review of documentary evidence. Semistructured interviews are conversational and assist researchers to obtain information from participants (Wond & Rambukwella, 2018). Leedy and Ormond (2016) noted that the use of semistructured interviews allows researchers to ask additional questions to clarify meaning or seek additional information regarding the reasoning behind the participant's answer. Chiang et al. (2015) supported the use of semistructured

interviews stating the technique invites participants to openly state their thoughts and insights without guiding influences of specific questions and allows for an in-depth exploration by the researcher.

Using the semistructured interview process, I obtained deep rich data from participants. Qualitative researchers commonly use in-depth interviews as a data collection method (Belk, 2017; Colorafi & Evans, 2016). Researchers use the in-depth qualitative interview process to uncover new and detailed data (Soklaridis et al., 2017). Yates and Leggett (2016) contended that qualitative researchers use open ended interview questions to obtain data to explore in-depth the perception of participants on specific topics. I used documentary data as a secondary source. Researchers use a variety of data collection instruments that includes documentary data (Colorafi & Evans, 2016). De Massis and Kotlar (2014) stated documentary data includes historical chronicles, financial information, media data, and organizational performance data. Saunders et al. (2016) stipulated that documentary data such as business and financial reports, e-mails, public information, and website pages may be used alone as primary data or more commonly as secondary data. I included current and historical data in my analysis of documentary evidence.

I developed and conducted the qualitative interview process in a manner to obtain in-depth rich data that is relevant to the research question. Researchers use the interview process as a data gathering opportunity to gain insight into specific phenomenon (De Loo, Cooper, & Manochin, 2015). Brinkmann (2016) explained that the interview process is more than a discussion between researcher and participant, rather it is a formal

process resulting in a transfer of specific knowledge. Windsong (2018) asserted that

researchers using interview data collection processes ask specific questions regarding the

experiences of participants and invite participants to deeply share their lived experiences.

Prior to the onset of the interview, I provided all participants with information regarding

objectives, topic, and participants rights. Participants have the right to understand their

role in the study process and their ability to withdraw their participation (Saunders et al.,

2016). Atanasova, Kamin, and Petric (2018) and Khan (2014) noted that participants

should be provided with enough information to give them a full understanding of the

study and their rights. Interview protocol and interview questions are located in Appendix

C.

   I enhanced reliability and validity of data through a member checking process.

Qualitative researchers use of the member checking technique increases the reliability

and validity of data results (Iivari, 2018; Liao & Hitchcock, 2018). The use of member

checking increases reliability and validity through validation of data and data

interpretations of the researcher by the participant (Anderson, 2017). I provided each

participant with a copy of their transcribed interview and the resulting interpretations of

the data they provided. Through member checking, participants validate information

provided by the researcher (Rosenthal, 2016). Iivari (2018) professed the criticality of

member checking validations where participants are allowed to review, comment, and

accept the researcher's interpretation of the data provided by the participant. Van den

Berg and Struwig (2017) contended that researchers should address validity and

reliability through the use of techniques or methods, such as member checking, to ensure

participant data is correct and participants are offered the opportunity to make changes. Through the member checking process, I provided each participant the opportunity to validate, redact, and challenge the data and interpretation.

Data Collection Technique

Saunders and Townsend (2016) stated that researchers need to detail, describe, and defend their selected data collection technique. The research question I sought to answer was, what strategies do nonprofit leaders use to build workforce capability to address increasing service demands. The use of a semistructured interview technique allows researchers to perform consistent participant research and obtain in-depth information from each participant (Anderson, Leahy, DelValle, Sherman, & Tansey, 2014; Nowak & Haynes, 2018). In semistructured interviews with study participants, Kopp, Crump, and Weis (2017) asked predetermined questions and follow-up questions to obtain additional information, and to encourage participants to delve deeper into the topic. I used semistructured interviews as the data collection technique to obtain data from individuals that have the skills and experience to adequately address the research question. I asked the preset interview questions and asked additional probing follow-up questions as needed for clarification or to seek deeper information.

I used a predetermined interview protocol to perform each semistructured interview that includes predetermined questions, introductions, process explanation, participant rights, consent, follow-up, and a member checking process (Appendix C). Benia, Hauck-Filho, Dillenburg, and Stein (2015) supported the use of interview protocol that includes introductions, the use of open-ended questions and providing information

regarding the use of data and the ability of participants to validate data. Pucher,

Aggarwal, Singh, Tahir, and Darzi (2015) defined the interview protocol used for their

semistructured interviews which included introduction, details of the topic, and

predetermined topic questions. Prior to the onset of the semistructured interview

participants should be made aware of their rights to withdraw and researches should

confirm participant consent (Khan, 2014). I informed all participants of their right to

withdraw and review their information and my analysis of the data and information they

provided.

I conducted each semistructured interview over the phone. There are challenges to

conducting in-depth semistructured interviews over the phone. Rosenthal (2016) warned

of the additional challenges of conducting in-depth interviews over the phone during

which researchers are unable to see nonverbal indications. Since I did not have visual

cues, I listened for changes in tone and speech to identify opportunities to clarify data and

ask additional probing questions. I paid attention to participants' speech patterns and

listen for cues that they may not be speaking from their own experience and perspective.

Johanssen (2016) cautioned researchers using semistructured interview to watch

for circumstances of transference in which participants unconsciously try to answer

questions correctly or in manner the researcher wants instead of from their own

perspective. McCarthy (2016) described individual interviews, such as semistructured

interviews, as hierarchical in nature where participants may feel uncomfortable or

pressured. I built trusted relationships with my client participants. I managed the

interview process by being conscious of indicators that the participant was uncomfortable

or stressed. If a participant indicated signs of stress or distress I would immediately address the issue and if the issue could not be resolved I would discuss discontinuing the interview with the participant. During the interview process, there was no issues or concerns indicated from the participants.

As part of the data collection technique processes, I used member checking to validate interpretations of participant data. Through the member checking processes, I provided each participant the opportunity to review, challenge, and make changes to their individual data. A researcher's final theme analysis and supporting data should be brought to participants to validate (Rosenthal, 2016). Anderson (2017) and Iivari (2018) identified member checking as a process that provides participants the opportunity to review a researcher's interpretations and make corrections. I followed through on each request from a participant to redact or change data and answered questions.

Qualitative researchers collect data by performing interviews and through the collection and analysis of documents (Colorafi & Evans, 2016). I collected and analyzed documentary evidence in the form of financial records, organizational structure documents, organizational performance data, internal and external service offering data, historical documents, emails, and social media and website information. Marshall and Rossman (2016) stated that qualitative researchers perform interviews and collect and analysis documents as part of a deep data collection process that addresses the research question. Van den Berg and Struwig (2017) argued the importance of qualitative researchers obtaining rich deep data from interview and documentary sources, analyzing

all data, and reporting on performance results and findings. I collected document and interview data to assess and analyze organizational performance results.

Data Organization Techniques

I coded and recorded data from each participant interview. I looked for themes and outliers within the data using an Excel spreadsheet to track and color code themes. For each question I transcribed the participant's full verbatim responses and derived coded themes from the responses. Chiang et al. (2015) used coding of individual participant interview transcripts to identify themes and subthemes. I used a reflective journal to document emerging themes. Researchers use reflective journals to question, document and address their own assumptions and emotions to assist with producing unbiased analysis and coding (Gabriel, 2015). Because qualitative data is typically represented through words, researchers use journals, notes, other documents to code information into themes (Clark & Veale, 2018). All documents related to participant interviews and analysis are kept on a password laptop computer within a password protected file. I will permanently delete these files after 5 years.

Data Analysis

I am the primary data collection instrument and performed all interviews and analysis of documents. I used methodological triangulation to address reliability and credibility within the data analysis process and results. Researchers use triangulation to address potential failings of a selected research method, to further credibility and reliability, and enhance trustworthiness of data (Abdalla, Oliveira, Azevedo, & Gonzalez, 2018; Yin, 2018). Joslin and Muller (2016) suggested researchers use methodological

triangulation to ensure the production of deep and unbiased data. Researchers use methodological triangulation to analyze multiple sources of collected data to gain a comprehensive view of the phenomenon (Watts et al, 2017). Through the thorough systematic analysis of themes from interviews and documentary evidence I developed themes and subthemes that are rich and detailed.

The rigor with which a researcher analyzes data is directly related to research credibility (Chandra & Shang, 2017). Researchers code data through the identification of themes and the documentation of the frequency and strength that specific themes are present in data, and analyze coded themes by looking for theme associations, patterns, consistencies, and inconstancies (Carmichael & Cunningham, 2017). Yates and Leggett (2016) denoted the process researcher undertake to code data that involved reading interview transcripts and other collected material to identify emergent themes and subthemes. I collected data during the interview process from the predetermined interview questions, additional information provided during the interview, and other data.

To comprehensively analyze the data collected I coded all interview data using Excel. I transcribed each interview verbatim. Qualitative researchers collect and analyze data from interview and documentary sources (van den Berg & Struwig, 2017). I analyzed and coded documentary evidence. I included analyzed and coded documentary data and interview data in the coded analysis. I identified all themes through a color code system. In their study, Atanasova et al. (2018) supported the use of coding as a primary data analysis process. I continued to review the coded data and looked for additional themes and subthemes. Colorafi and Evans (2016) and De Massis and Kotlar (2014)

emphasized the role researchers play in building on theory through comprehensive data analysis. I identified key themes and aligned those themes with key tenets of the conceptual framework using current research data. I applied the coded information to the performance results analysis.

<div align="center">**Reliability and Validity**</div>

Reliability

It is crucial for a researcher to develop research methods and processes that produce reliable data through well-established interview protocol, data collection methods, data analysis, and data validation techniques (Chandra & Shang, 2017). I used a comprehensive interview protocol process to perform each interview. Drew (2014) expressed the importance of performing a well-designed interview and understanding the criticality of the interview process in the performance of qualitative research. The researcher's interview process directly impacts the quality of the data obtained from the interview (Barnham, 2015; Morse, 2015a). I thoroughly analyzed and coded the collected data. I addressed the reliability of the data collected and analyzed through the member checking process. Researchers use member checking to assess the reliability and trustworthiness of the results of collect and analyzed data (Smith & McGannon, 2018). Researchers request feedback from participants through the member checking process, which increases the reliability of the data collected and analyzed (Saunders, et al., 2016; Smith, 2018). Each participant received their interview transcript and my interpretations of the data from the interviews and had the opportunity to confirm, change, and redact

collected and analyzed data. I fulfilled the requests of participants to change and redact collected and analyzed data.

Validity

The use of vigilant and rigorous qualitative research processes enhances research credibility (Kornhaber, de Jong, & McLean, 2015). I used interview protocol, member checking, methodological triangulation, and data saturations as processes to address credibility, and confirmability. The establishment of credibility through various techniques, including member checking is essential for trustworthy qualitative research (Liao & Hitchcock, 2018). The use of member checking assisted me to ensure that I had accurately and completely captured and analyzed participant data and addressed any potential researcher bias. Rosenthal (2016) stated that the use of member checking offers the greatest degree of credibility. The use of member checking increases the trustworthiness and credibility of research findings (Iivari, 2018). I used the validated member-checked information and analysis to produce findings data, thereby establishing credibility.

It is crucial for a researcher to develop research methods and processes that produce quality analysis and results (Kelly, 2017; Kihn & Ihantola, 2015). I performed a single case qualitative study and adhere to the requirements of qualitative research that result in reliable and valid results. I addressed confirmability and transferability through the development and implementation of rigorous qualitative research processes including member checking, methodological triangulation, and data saturation. To ensure I had correctly documented and analyzed participant data, I transcribed participant interviews,

provided transcribed interviews to each participant for review and edit, and provided participants with the coded analysis I developed from their interviews. I reviewed a variety of documentary evidence. I thoroughly analyzed coded interviews and documentary evidence until no additional themes were discovered.

I confirmed results through performance analysis documented in Section 3. A researcher's rigorous performance of qualitative single case studies is crucial to address issues of credibility (Mariotto, Zanni, & Moraes, 2014). Researchers use data confirmation processes to ensure they have accurately interpreted participant information and reached valid conclusions from the data (Leedy & Ormrod, 2016). Researchers use data triangulation to address the reliability and credibility of findings (Abdalla et al., 2018). Heesen, Bright, and Zucker (2016) asserted that methodological triangulation is an appropriate method to address research validity. Fusch and Ness (2015) advised that researchers must produce reliable data and suggested the use of data triangulation to enhance reliability. I used methodological triangulation to address research validity.

I addressed data saturation through a thorough and detailed interview protocol, data collection process, data analysis process, member checking, and methodological triangulation. I interviewed three executive leaders of a nonprofit organization to gather information and attain data saturation. Anderson (2017) identified member checking and data saturation as methods that enhance the credibility of research findings. Fusch and Ness (2015) warned that a researcher's failure to attain data saturation has an adverse effect on the research validity. Data saturation is met when a researcher is at a point within the data analysis process where no new information or insight is obtained from the

collected data (Carmichael & Cunningham, 2017; Teusner, 2016). I collected thick and rich data by asking the set interview questions and asking additional probing questions. I continued to ask questions and analyze data until no new data and themes emerged.

Transition and Summary

In Section 2, I restated the purpose statement and expound on the role of the researcher, participants, research method, research design, population and sampling, and ethical research. I provided thorough information regarding data collection instruments, data collection techniques, data analysis, and reliability and validity. In Section 3, I outline the organizational profile of ABC Organization. I address areas of leadership, strategy, customers, workforce, operations, measurement and analysis, and knowledge management. I complete Section 3 with a project summary, and contributions and recommendations for future research.

Section 3: Organizational Profile

ABC Organization is a 501(c)3 organization established in 1990 and located in a

single state in the midwestern region of the United States with five office locations spread

throughout the state. ABC Organization is a pseudonym for the client organization used

in this study. There are three executive-level leadership positions in the governance

structure of ABC Organization: chief executive officer, chief operations officer, and chief

financial officer. The chief executive officer reports to the board of directors chair. There

is an eight-member board of directors. Each member is elected onto the ABC

Organization board of directors for a term of 2 years with a maximum of eight terms. The

board of directors meet on a quarterly basis. The primary objective for ABC Organization

leaders is to end veteran homelessness within the state. Leaders of ABC Organization

possess the skills and expertise to effectively strategize, lead, and develop processes and

individuals to meet the organizational mission.

Key Factors Worksheet

Organizational Description

The primary purpose of the services offered through ABC Organization is to

assist homeless and at-risk military veterans, and the ultimate objective is to reduce and

eliminate the need for their services. ABC Organization leaders identified key strategic

factors of building and increasing organizational capability and donor base and increasing

speed and efficiency of delivery as essential to meeting the objective within the

organizational mission statement of ending military veteran homelessness within the

state. ABC Organization leaders are proactively addressing challenges that may impede

their ability to meet strategic objectives and fulfill the organizational mission. To meet the demand for services (see Table 3), ABC Organization leaders are tasked with building workforce capability to meet the demand. Top executives are skilled leaders who continually adjust internal structure and established employee development processes to assist in addressing increasing headquarter organizational capability needs. A solid donor base is a crucial factor in the successful deployment of services provided through ABC Organization. Government grants make up 70% of the donations and 30% of the donation base comes from private donors. Improved case management processes positively impact organizational speed and efficiency.

Table 3

Clients Served by Program Line 2015–2017

	2015	2016	2017
Direct housing & employment services	1,969	1,729	1,483
Stand down services	2,574	2,168	1,881
Legal assistance	1,774	1,784	1,779
Total per year	6,317	5,681	5,143

Note. Client service tracking changed in 2017 to address capabilities more effectively. In the previous years of 2015 and 2016, each client interaction was recorded. In 2017 the tracking changed to identify unique/individual clients rather than number of interactions.

There are a variety of services provided through ABC Organization that assist military veterans to obtain transitional and permanent housing. These services are civil legal services, health services, emergency services, and employment assistance. The services provided through ABC Organization are additional or augmented services to

those services that are provided through federal, state, or county veteran benefits

programs. There are multiple 1 and 2-day Stand Down events held annually in various

locations throughout the state. Stand Down events are designed to bring a variety of

services and assistance to homeless military veterans in a single location. Through a

strong partnership with community and governmental partners, the benefits and services

provided through ABC Organization to homeless military veterans continue to expand as

the need for these services expands. Analysis of the clients and services provided in 2017

provided key demographic findings and factors that assisted ABC Organization leaders to

identify programs that worked well, to adjust programs as needed, and to understand the

needs and changing demographics of the client base (see Figure 3). The ultimate purpose

is to assist homeless military veterans, thereby meeting the organizational mission to end

veteran homelessness within the state.

Key Charateristics

21% reported having dependant children

17% reported a felony conviction

44% reported having physical issues

90% of counties within the state had veteran clients

52% were imminently homeless prior to entering program

Leading Factors of Homelessness

Lack of access to affordable housing

Low impact status, unemployed or under employed

Lack of employment opportunities

Gender

89% Male

11% Female

Disability Status

61% of clients reported a disability

3% tramatic brain injury

9% post tramatic stress syndrom

14% chemical dependancy and mental illness

27% mental illness

8% chemical dependancy

Client Age

2% age 18-25

22% age 26-35

14% age36-45

28% age 46-55

24% age 56-65

8% age 66-75

1% age 76+

Figure 3. Key findings and demographic client data 2017.

Organizational environment. Review of the organizational environment includes product offerings, mission, vision, values, workforce profile, asset, and regulatory requirement information.

Product offerings. ABC Organizational leaders develop and adapt services and service locations to address the changing and increasing needs of homeless military veterans in the state. The primary service offerings provided through ABC Organization are transitional and permanent housing, outreach programs, legal services, emergency assistance, and Stand Down events. Each service and event supports a specific purpose to assist homeless veterans. The services provided through ABC Organization are different from the services provided through government programs and agencies such as the Veterans Administration.

Transitional and permanent housing programs are offered throughout the state. Male and female veterans and their families are eligible for housing assistance. Permanent housing services are offered in three geographic areas within the state. Veterans and their families can build rental history through the housing programs, enabling them to eventually find independent leasing options outside of the housing programs offered through ABC Organization. The transitional and structured independent living housing programs are designed to assist veterans with immediate housing needs and provide a positive supportive community environment to enable them to gain confidence and transition into independent housing. In 2017, approximately 106 individuals were housed at full-capacity.

Stand Down events are held annually in multiple locations throughout the state. Typically, 10 Stand Down events are held each year; the first Stand Down event was held in the early 1990s. The Stand Down events offered through ABC Organization are modeled from a concept developed during the Vietnam War era. The original concept of a stand down created a safe environment for soldiers to eat, obtain medical attention, address personal hygiene, obtain clean uniforms, and enjoy the camaraderie of other soldiers. The adapted concept of the Stand Down events used in the ABC Organization events is to provide homeless military veterans with a single location where they can receive a variety of service offerings and assistance. During a Stand Down event homeless military veterans are provided a variety of services that include housing and employment assistance, legal services, assistance with veteran and community benefits, healthcare information that includes mental health services, education services, meals, haircuts, health and wellness checks, clothing, military surplus items, and hygiene kits.

Stand Down events assist a large number of veterans in a single day and in a single location. A challenge to servicing the most veterans possible during the event is in the structure of the Stand Down event. To participate in the Stand Down event, a homeless military veteran must be able to get to the location of the event. It is often difficult for a homeless individual to travel. To address this, Stand Down events are held in multiple locations close to homeless populations. For a variety of reasons, a homeless individual may be uncomfortable around large groups of people, making a Stand Down event less appealing for some. To address the comfort level of some individuals the events are staged so that the crucial services are placed on the outer edges of the event,

allowing more homeless military veterans to obtain services without the need to walk through the event. The performance of outreach programs is essential to completing the organizational mission.

Emergency assistance is provided to veteran clients on a one-time basis. A veteran becomes a client through a formal intake process with ABC organizational case workers. Client data is secured within the operational software system and protected through access controls. To be eligible for emergency assistance, the client must meet various definitions of a veteran as established by relevant funding sources. Typically, a veteran client must have served a minimum of 181 days of active duty United States military service, be a resident of the State for a minimum of 30-days, either be homeless or in immediate risk of becoming homeless, and be agreeable to making personal constructive changes. Those individuals using housing emergency assistance have rent, mortgage, and utility payments made directly to services providers through ABC Organization on the behalf of the veteran client. Legal services are provided through the legal director and staff attorney at ABC Organization. The ABC organizational attorneys provide legal assistance and advice through direct representation of the veteran client. Community legal clinics are staffed by local attorneys providing services pro bono.

With the development of a prison program, social workers gained access to incarcerated veterans prior to their release. Often incarcerated veterans are released into a homeless circumstance. Social workers work directly with clients assisting with housing and transition issues upon release. Veteran clients are provided online information on the website of ABC Organization regarding veteran benefits, healthcare, and education

opportunities. Immediate crisis assistance is a crucial aspect of the services provided to military veterans. Crisis intervention services, such as a suicide hotline and counseling services, are available via phone 24-hours a day, 7 days a week. The crisis intervention services are listed on the website of ABC Organization and provided by an outside service vendor.

Mission, vision, and values. Throughout ABC Organization the mission, vision, and values are used as a guiding force to make decisions at micro- and macrolevels (see Figure 4). Organizational mission, vision, and values are dynamic concepts that should be reviewed and changed over time. ABC Organization executive leaders evaluated the mission, vision, and values to determine if the principles defined in each is current, understandable, and provides all employees with direction and guidance to perform daily duties. The point of a mission statement is to define the purpose and goals of an organization. Leaders developed a mission statement that is aligned with the core objectives set by ABC Organization leaders and board of directors to end veteran homelessness. Employees perform daily activities and duties using the concepts within the mission, vision, and values statements to assist veterans and their families to overcome homelessness and other crises.

Mission	•Ending Veteran Homelessness in S*tate*
Vision	•Every Veteran in *State* has access to services and support to avoid homelessness and achieve sustainable housing.
Values	•Respect and Dignity •Stewardship •Service Commitment •Community Collaboration •Our Team •Trustworthiness •Adaptability
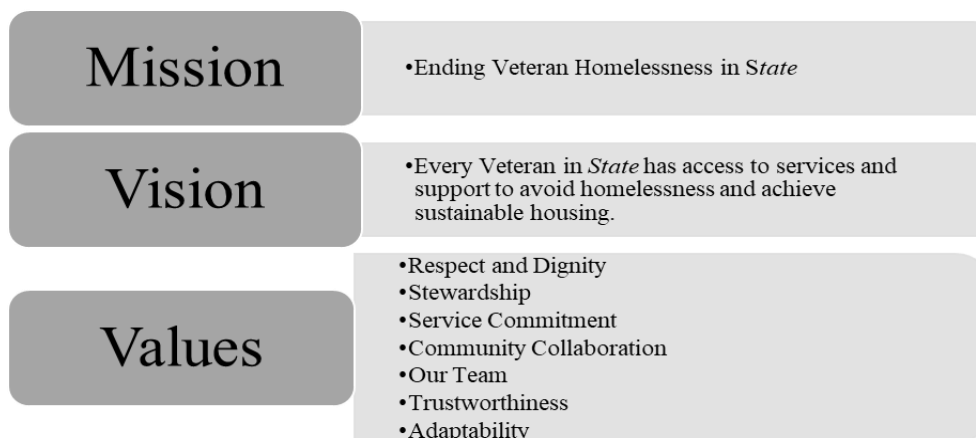
Figure 4. Mission, vision, and values. Note: Named *State* redacted from figure.

Workforce profile. The workforce of ABC Organization comprises 37 full-time employees, five part-time employees, and three contract workers who are spread throughout the state (see Table 4). There is an eight-member board that oversees the governance of ABC Organization. The board members have varying professional experience and expertise, and most have military experience. The executive leadership consists of a chief executive officer, chief operations officer, and chief financial officer. Of the three top executives, two have military experience and the other has previous nonprofit sector experience. All executive-level staff are college-level educated and hold various certifications. Staff roles are housed within corporate and are dispersed throughout the various housing facilities. As of 2018, there was limited volunteer participation in daily operations. Volunteers enter the workforce during large events, such as the Stand Down events. Leaders expressed a desire to increase the level of volunteer involvement in working directly with clients and in back-office support roles.

Table 4

Workforce Demographic Data

	Corporate location functions	Disbursed location and housing functions
Board of directors	8	0
Executive roles	3	0
Management roles	3	6
Staff roles	6	24
Contract workers	3	0
Volunteers	0	0

Employees are expected to continue to develop their skills and expertise in their relevant areas of accountability and responsibility. For some roles within the organization, employees are required to have specific education, certificates, or experience. As part of most grant renewal processes, employees are required to participate in annual web-based training and verify their participation. Employees of ABC Organization are encouraged to obtain additional education and are offered tuition assistance for college courses that relate back to their job function. Few employees use this benefit. Leaders are taking an active approach to encouraging more employees to use the tuition assistance benefit.

Generally, employee engagement is high. Individuals that take a position within the nonprofit sector usually believe in the cause and are emotionally tied to the organizational mission. Due to the challenges of specific job functions, such as case managers, job burnout and overload is more common in these front-line roles. ABC

Organizational executive leadership has been in their roles for less than two years and are making needed changes to processes, organizational structure, and focus on the mission. Some employees have experienced difficulty in accepting and working within the changing work environment. Senior leaders are addressing employee engagement, change management, and potential burnout through direct employee personal support, changing processes, and technology support. Employees are requested to be actively involved in assisting to set priorities and strategies, and decision making is driven down into the appropriate level of the organization.

  Assets. There are three regional offices of ABC Organization, with the main corporate facility located within the metro area of the state. The 16 housing facilities are located throughout the state and house 106 individuals that include families and couples. Outreach, legal, emergency, and employment services are provided within each of the three regions. Leaders are addressing deficiencies in the technology of the case management system and are implementing a comprehensive customer relationship management system that will allow for increasing effectiveness and efficiencies when assisting clients. Meetings are held in regional offices and via teleconference. Along with the case management system, employees use various other software programs to complete daily tasks, keep records, and record and consolidate financial data. Clients are assisted through telephone and email communications, and at physical housing locations.

  Regulatory requirements. ABC Organization is a 501(c)3 nonprofit social service organization and ABC leaders are required to follow all laws and Internal Revenue Service Code requirements. The leaders of ABC Organization provide annual financial

statements to various stakeholders and grant providers. The annual financial statements are audited annually by an independent audit firm. ABC Organizational leaders deliver an annual report that details the services provided to veterans, the number of veterans served, statistics, and strategy information. Employees of ABC Organization are required to abide by the requirements set forth in the employee handbook and by established standards and policies. Grant funds are allocated and tracked to ensure use of funds is within the grant parameters.

Organizational relationships. Review of organizational relationships includes information regarding organizational structure, customers, stakeholders, suppliers, and partners.

Organizational structure. The organizational structure within ABC Organization is a traditional organizational structure where reporting relationships are grouped based on functional area (see Figure 5). The board of directors is responsible for governance oversight of management and approving the strategic direction and plan set forth by executive leadership. The chief executive officer reports directly to the board and is accountable for strategy and organizational development. The chief operations officer, the chief financial officer, and the legal director report to the chief executive officer and are responsible for functional areas within ABC Organization. Next-level management and staff members fall within the three organizational functional areas. Volunteers do not have a daily or consistent functional role within ABC Organization. There are three contract employee roles within the organization.

```
                        ┌─────────────────────┐
                        │  Board of Directors │
                        └─────────────────────┘
                                  │
                        ┌─────────────────────┐
                        │ Chief Executive Officer │
                        └─────────────────────┘
```

Chief Operations Officer	Chief Financial Officer	Legal Director
Regional Leaders Program Director Operations Manager	Finance Administrator Contract Employees (2)	Legal Staff

Case Managers
Housing Managers
Housing Staff
Employment Coordinators
Operations Administrators
Grant Writer (Contract Employee)
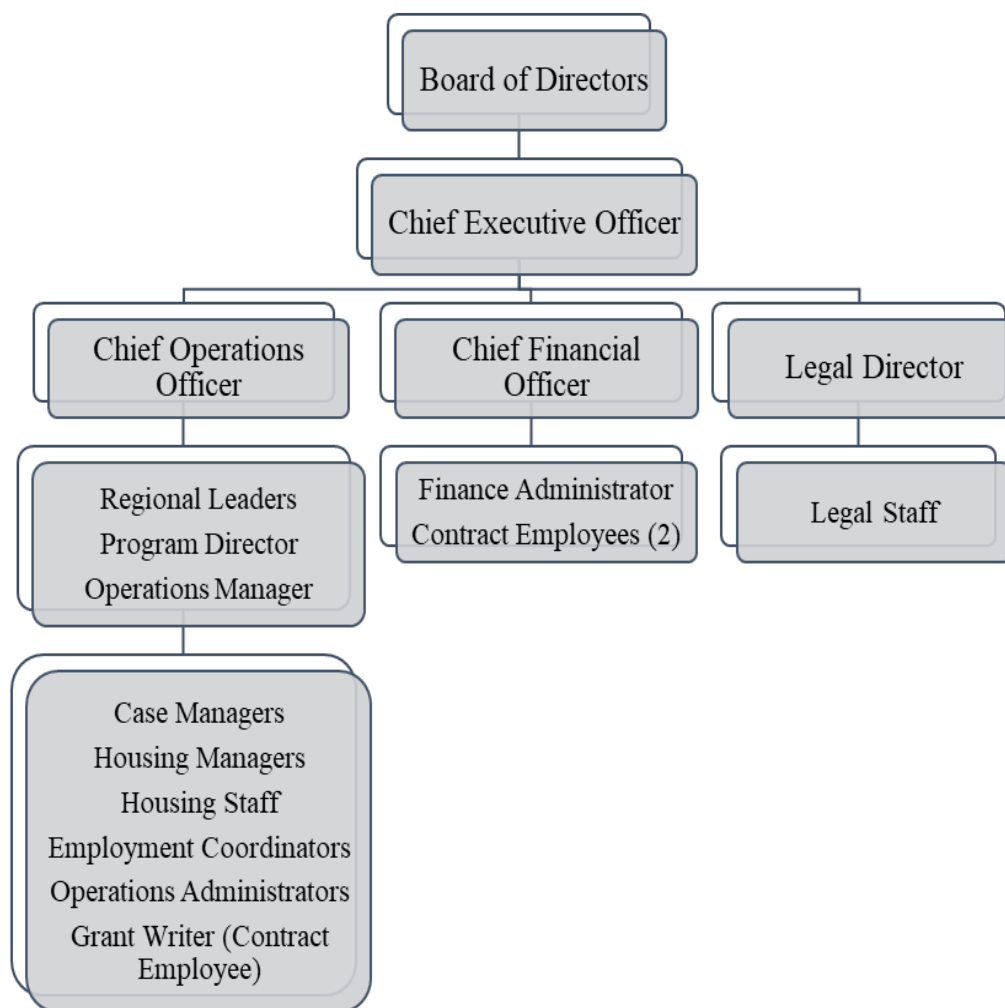
Figure 5. Employee structure and roles.

   Customers and stakeholders. Key customers are homeless and potentially

homeless military veterans within the state where ABC Organization is located. The

stakeholders are the key customers, the board of directors, the workforce, organizational

partners, and the community. ABC Organization leaders work with state and federal

veteran affair agencies to address military veteran homelessness. The key customers and

stakeholders are outlined in Table 5.

Table 5

Key Customers and Stakeholder Requirements

Key customers	Key requirements	Alignment
Homeless veteran and veterans in immediate risk of homelessness	Provide services to assist veterans to obtain housing or provide financial assistance to keep veteran in current housing, provide additional ancillary services	Review of key strategies and processes that align with the organizational mission, vision, and values, to address and end veteran homelessness
Key stakeholders	Key requirements	Alignment
Board of directors	Accountable for strategy approval, adherence to all local and federal laws, financial oversight, adherence to organizational bylaws, policies, procedures, and mission, vision, and values	Develop, implement, evaluate, monitor, and adjust organizational strategies to address and fulfill the organizational mission
Workforce	Skilled, knowledgeable, and supportive leadership, safe work environment, opportunity for growth and development	Leaders ensure activities and processes are aligned with organizational mission and support staff employee's ability to perform job function
Partners	Work collaboratively to provide needed housing and other services, provide financial support,	Develop and maintain collaborative working relationships with partners and evaluate relationships impact on organizational mission
Community	Work collaboratively to identify and assist clients and potential clients, provide volunteer resources and financial support	Develop and maintain community relationships and evaluate opportunities for deeper community involvement

Suppliers and partners. Leaders leverage partnerships with a variety of partners that share the ideals and mission defined through the work performed through ABC Organization board of directors, leadership, and staff (see Table 6). A strong and collaborative partnership is in place between state and federal veteran affair agencies and ABC Organization. There is a collaborative relationship with local nonprofit agencies and grant organizations that share the mission to address and ultimately eliminate military veteran homelessness. Communication between customers, stakeholders, and partners is primarily completed through telephone and email communications, and in-person

meetings. The collaborative relationship between organizational leaders, stakeholders, and partners encourages mutual support and an innovative environment.

Table 6

Key Supplier and Partner Requirements

Key suppliers/Partners	Key requirements	Alignment
Local, state, and federal veteran affairs agencies	Work collaboratively to address the needs of military veterans, including issues of homelessness, medical needs, employment, and legal needs	Develop services and offerings that are complementary and do not overlap Act as referral agency
Grant organizations	Provide funding for homeless focused programs, services, facility development, and provide other ancillary services	Use grant funding for specifically identified uses within the grant guidelines
Community	Provide funding for homeless focused programs, service, facility development, and other services, and offer volunteer services	Use nonspecific funding to support services not outlined in grant funding, and provide a volunteer base
Crisis intervention service provider	Provide ancillary crisis intervention services to veterans	Outsource services that are not directly aligned with the organizational mission and are better addressed through a partnership relationship
Audit firm	Provide independent audit and financial reporting services	Outsource required independent audit and financial reporting services
Customer relationship management consulting firm	Provide professional management consulting services and operational software implementation services	Outsource professional consulting and software implementation services
Information security provider	Provide technology and data security service	Outsource professional information technology services

Organizational Situation

Competitive environment. Review of the organizational environment includes competitive position, competitive change, and comparative data information.

Competitive position. As a nonprofit organization focusing on assisting homeless military veterans, the competitors of ABC Organization are nontraditional compared to a

for-profit entity. Leaders of ABC Organization do compete for resources, such as, funding, employee talent, and compete against other nonprofits for these resources. ABC Organization is a long-standing nonprofit entity with established sources of funding and their mission is supported by local, state, and federal veteran's agencies. ABC Organization is a midsized nonprofit, larger than many local and regional nonprofits and smaller than national level nonprofits. The leaders of ABC Organization are not competing directly with other nonprofits engaged in assisting the same clients, instead, they are challenged by competing against nonprofit with different missions.

Attaining and retaining funding streams is a continuous effort. Ensuring that funders are satisfied with how and where their resources are spent is crucial for continued philanthropic support. Funding sources is a highly competitive area within the nonprofit sector. Organizational size, reputation, and mission is a large factor in establishing a funding stream. ABC Organization leaders developed critical community, government, and private relationships that place their mission in the forefront of donor and funding opportunities. Nonprofit organizational employees are usually drawn to employment because of the organizational mission. However, an inability to meet current local salary expectations have an impact on employee longevity. Employees may select to move into the for-profit sector or seek employment with increased earning power or professional growth opportunity. ABC Organization leaders created an environment of innovation, support autonomy, opportunity, and personal growth to retain organizational employees. When compensation is the main priority of an employee, it is difficult for leaders to meet employee expectations.

Competitiveness changes. Changes in formal grant funding would have a considerable impact on the ability for ABC Organization leaders to continue with their mission. Fluctuation's in funding, specifically decreases in nongrant funding would prevent or limit some of the additional services provided through ABC Organization. There is a need, that is recognized by ABC Organization leaders, to increase the level of technology to ensure clients are receiving assistance effectively and efficiently. Technology is a crucial factor in assisting with organizational scaling. Currently, there is not a large use of a volunteer workforce. Leaders have identified the need to increase the volunteer workforce. As the reliance on volunteers increases, ABC Organization leaders will then be competing for a skilled paid and volunteer workforce.

Comparative data. ABC Organization leaders use comparative data to determine the extent and level of the services and resources needed to complete their mission. Local employment rates, salary averages, and funding trending are areas of research and analysis leaders use to evaluate cost of services and what services can be offered to clients. ABC Organization leaders use national and local publicly available data on nonprofit performance and trending to evaluate performance and develop future strategic plans. Specifically, data regarding local veteran numbers and homelessness numbers provide valuable data to determine strategies, and to prepare and deploy needed services. The challenges of the data obtained and used by the leaders of ABC Organization is the lack of consistent information, and the difficulty to get clear peer performance and competitive comparable data.

Strategic context. There are five key strategic objectives or challenges ABC

leaders are proactively addressing and four key strategic advantages (see Table 7).

Table 7

Key Strategic Focus Areas, Challenges, and Advantages

Strategic focus areas	Strategic challenges
Workforce	ABC Organization leaders are competing with other nonprofit leaders to obtain and build a workforce that is committed to the organizational mission and has the ability to adapt to a changing work environment
Funding	Competition for funding is a continuing focus as other nonprofit organization leaders are seeking to increase funding through grants, and from corporate and individual donors
Organizational structure/Culture	ABC Organization leaders are working to gain the trust and support of employees as they develop a culture of autonomy, empowerment, and innovation to meet organizational objectives and achieve mission alignment
Expand alliances	Leaders continue expansion of government, community, and private alliances and collaboration to address future funding needs, build awareness, and develop a deeper volunteer workforce in an environment that is competing for the same resources
Technology	Understanding that the cost of technology systems can be prohibitive and distracting to implement, ABC Organization leaders are working to systematically improve processes through the leverage of new technology that adds process efficiencies and eases workforce pressure

Strategic focus areas	Strategic advantages
Commitment to mission	All levels of the workforce have a deep commitment to the mission and perform duties with the ultimate mission of ending veteran homeless in mind
Social responsibility	ABC Organization has a positive reputation within the community and with other stakeholders, which allows for a deep internal and external connection to the mission
Innovation	Leaders of ABC Organization are forward-thinking innovators who are proactively searching for better ways to perform functions, serve clients, and meet stakeholder needs
Strong leadership	ABC Organization leaders have the skills, experience, and proven ability to make tough decisions that align with the organizational mission

Performance improvement system. ABC Organization leaders are focusing on

enhancing technology and innovation to drive organizational efficiencies, ease

complexity of workload, provide a better experience for clients and employees, and increase reporting and tracking capabilities. The development of a sophisticated customer relationship management system reduces the amount physical paper and files and creates a single location where all data regarding a specific client can be documented and then accessed by any employee in a position to assist that client. Enhancements to the data management process produces deeper data and analytics that assist with identification of trending and changing needs. Deeper data and analysis are also important because ABC Organization leaders look to increase volunteerism. Through data analysis, leaders will obtain information regarding where and how a volunteer workforce is needed to positively impact clients. Human resource management processes are continuing to develop to include an automated performance evaluation and tracking system. ABC Organization leaders are monitoring employee engagement and satisfaction to proactively address any concerns or potential issues. In a 2017 survey, ABC Organization employees agreed strongly that they are engaged.

Leadership Triad: Leadership, Strategy, and Customers

Leadership

Senior leadership. Review of how senior leaders lead the organization includes information regarding setting vision and values, ethical and legal behaviors, workforce and key customers engagement, organizational environment, and performance focus.

Setting vision and values. ABC Organization leaders have aligned strategy, workforce motivation, processes, deliverables, and external relationships to focus on organizational mission, vision, and values. The executive leaders of ABC Organization

are in their roles for less than two-years. The chief executive officer took the opportunity

to evaluate the current mission, vison, and values of ABC Organization. The board of

directors and all employees became part of the evaluation process. This top down and

bottom up approach instilled a sense of ownership in the mission, vision, and values. The

review process took over six-months to complete. Leaders understood the value and

importance of including the entire workforce in the discussion and evaluation of the

foundational dictates of the organization. The mission, vision, values evaluation activity

instilled trust for the new leadership from employees and indicated the value leaders

placed on employee participation and input.

Every decision within ABC Organization is tied back to the mission, vison, and

values. If the activity, partnership, process, or technology does not support the mission,

vision, and values there is minimal chance that it will move forward. ABC Organizational

leaders set the example by living the mission, vision, and values consistently. There is a

conscious effort to not erode trust among employees, partners, or stakeholders. The chief

executive officer holds townhall style meetings where employees from various

geographic areas and positions are brought together to discuss strategy, issues, changes,

successes, and to brainstorm new ideas. This process instills confidence and trust in the

leaders and the process. The mission, vision, and values are in the forefront of

communications within ABC Organization. Newsletters, annual reports, funding request

documents, social media, website, and written communications contain verbiage

regarding the mission, vision, and values.

Legal and ethical behavior. Illegal or unethical behavior is not tolerated within

ABC Organization. All employees are expected to follow the employee handbook and consistently behave in a legal and ethical manner. Setting expectations and communicating clearly is a crucial factor in effective leadership performance. Within ABC Organization, expectations are clearly defined and opportunities for improvement are discussed privately and in a respectful manner. The environment within ABC Organization is collaborative and open. Employees are asked and expected to take part in strategic and process discussions. Ethical leaders act in a respectful manner and encourage differing points of view, without retribution. Through honest communication, townhall meetings, continuous employee feedback, and openness to other ideas, the leaders of ABC Organization demonstrate integrity and ethics that encourage a culture of trust.

   Engaging the workforce and key customers. Change is a natural course of business. The impact of a poorly implemented organizational change process can have negative effects on employees and customers. ABC Organizational leaders anticipated making structural and cultural changes. While honoring the past work that had gotten ABC Organization to the point it was, the new leadership clearly communicated a new direction. Employees at all levels of the organization were and are encouraged to speak up regarding concerns, support, and to provide their thoughts. Transparency in action and intent allows for clearer understanding and trust. The opportunity to be part of the organizational change allowed employees to be heard and to understand the reasons behind the changes, and how these changes supported the organizational mission, vision, and values.

Effective communication provides needed information in the format best understood and appreciated by the recipient. Within ABC Organization there are a variety of communication tools including in-person interactions, social media, telephone, e-mail, and website communications. Organizational key decisions are communicated internally through on-site and teleconference meetings. Communication is cascaded down through the organization through the organizational structure and through employee level liaisons. Clients are communicated with via the telephone and e-mail, and through in-person meetings. Other stakeholders, such as government agencies and funding sources are communicated with via telephone, email, letter, or in-person meetings. Employees, clients, and stakeholders have access to the organizational website and social media pages. Client and potential clients are typically in a homelessness situation, necessitating outreach programs. Through the outreach programs, clients are made aware of the services available to them.

Senior leaders actively encourage employees to achieve organizational and personal goals and objectives. Through the employee management system, leaders are expected to meet regularly with subordinates to discuss job performance and other matters that are of relevance to the leader and employee. Two-way feedback is part of the leader and employee discussions. Employees are financially rewarded for good performance. ABC Organization leaders encourage personal development. Senior leaders developed a tuition reimbursement program that employees can participate in to receive payment on tuition for work related education classes. Senior leadership meets regularly with management and non-management levels of the organization to discuss on-going

operations, challenges, solutions, successes, strategy, and to gain insight from the employee perspective. Leaders are seeking to enhance and formalize the reward and recognition programs within ABC Organization.

   Environment for success. ABC Organization leaders created an environment of trust and innovation through honest communication and clear expectations. The tone at the top is a crucial aspect of developing a positive work environment that inspires employees to achieve organizational and personal high performance. The CEO changed the organizational structure and work level expectations, creating an environment where employees were expected to make decisions. This was a significant culture change from the previous leadership expectations; prior to 2016, ABC employees were not able to make decisions related to their key areas of responsibility. A new CEO took over in 2016 and developed an organizational structure that required employees to take responsibility, be innovative, and make autonomous decisions. This type of culture and work environment change takes time to develop and mature. The CEO and other executive leaders are guiding organizational employees into a new realm of self-reliance and a client focused environment.

   ABC Organization leaders focus on hiring skilled leaders and employees that understand the organizational mission and client focus. The CEO hired a COO and CFO with the experience, skills, and mindset that would drive ABC Organization into the future and support the strategic direction. An organizational culture does not change rapidly. Executive leaders are providing support and guidance to leaders and employees. Employees are expected to challenge the status quo and be innovative in their areas of

accountability and responsibility. ABC Organization leaders listen to employees that are closest to the process and often make changes on the advice of those employees. The scope and depth of an individual employee's responsibility and decision-making ability needs to be clearly defined. Decisions should align with the organizational mission and create value for the organization and the client. There is not a formal succession plan within ABC Organization. Leaders are developing a deeper employee education and professional growth opportunity strategy.

Focus on action. Performance and activity metrics are an important piece of the strategy within ABC Organization. The leaders use metrics to determine resource allotment, needed funding, staffing, and client service needs. The CEO recognized the need to enhance the current technology systems within the organization to optimize date collection, data analysis, and to improve the client and employee experience. The current technology systems could not scale and provide the necessary information and experience needed to meet the organizational strategy and mission. ABC Organization leadership identified the need for updated systems within the human resource, finance, and client services functions. These systems come with a price and leadership evaluated the need for the enhanced system against client value and the organizational mission.

ABC Organization leaders are developing and enhancing processes and systems in a formal and systematic manner. The development of new and clearer metrics is needed to evaluate organizational performance and to obtain data points that will drive future strategies. ABC Organization leaders developed workforce capability enhancement strategies that will assist in meeting client service demands. Additional enhancements are

scheduled to the human resources systems that include formalized annual performance evaluations, employee metrics, and enhancement of job descriptions. All the needed changes will take place over time so that the changes do not place an undue burden on employees and distract from client services. ABC Organization leadership prioritized the enhancement strategies and are working through the completion of the strategies over the next two years. These strategies include additional funding opportunities and deeper external alliances and collaboration with existing and additional partners.

Governance and societal responsibilities. Review of governance and societal responsibilities include organizational governance, senior leader performance evaluation, legal and ethical behaviors, and regulatory compliance information.

Organizational governance. Senior leaders of ABC Organization are held accountable for their actions, decisions, and for strategy deployment. The CEO is in the role since 2016 and the board of directors is stable with no movement in over two-years. There are not policies or written guidelines regarding the selection or election process of a new board member. The CEO is working with the board to develop a policy for selection and election of board members. The CEO is using guidance from the state counsel of nonprofits to develop the board selection and election process policy. The CEO is hired by the board of directors and is directly accountable to the board of directors. There is an agreement in place between the CEO and the board of directors that outlines performance expectations and includes strategy development and implementation. There is an annual formal evaluation process in place for the CEO by the

board of directors. The CEO is responsible for the strategy and daily operations of the organization.

The CEO reports quarterly to the board of directors on the strategy and discusses any recommendations for change of direction or new direction with the board of directors prior to implementation. The daily operations of ABC Organization are the responsibility of the CEO with support from the COO and CFO. The two other executive level roles of COO and CFO report directly to the CEO. There is not a formal succession plan in place at ABC Organization. The leaders are evaluating and building internal leader capabilities and capacity through leadership development opportunities. Specific leader responsibilities are in the process of being defined. These are the first steps in preparing for a formal succession plan that will benefit the organization and enhance leadership skills.

ABC Organization annual audited financial statements are provided to various entities including partners, corporate funders, governmental funders, donors, and are posted on the organizational website for public inspection. Guidance provided through the state counsel of nonprofits is used as best practice guidelines for financial reporting. A third-party independent financial audit is prepared on an annual basis. The third-party independent review is used by government and corporate grantors as part of their on-going monitoring processes. Along with the annual audited financials, the 990 filing for ABC Organization is posted on the organizational website. The board of directors is directly involved with initiative development and budgeting. Budgeting and financial data information is provided to the board of directors on a quarterly basis.

Transparency is a crucial aspect of organizational governance that ABC Organization leaders actively address. The financial statements of ABC Organization are audited annually by a certified public accounting firm. Operational and financial data are provided to stakeholders. Required reporting data includes operational data of how many clients were serviced, what services were used, where the services were provided, and when the services were provided. Organizational data including financial reports, organizational charts, strategic plans, and 990 filing information is provided to stakeholders on a regular basis. Donors and grantors are provided operational data, financial data, and strategy information as part of on-going monitoring processes or when requested. ABC organizational leaders closely monitor internal controls. All funds are tracked from entry through disbursement. The internal operational control process requires next level review, approval of fund disbursement, cross checking of data, and division of duties. Leaders continually review and adjust control processes, as needed.

Performance evaluations. The COO and CFO receive annual written performance evaluations from the CEO. Senior leader evaluations are in narrative form, while staff level evaluations are derived from the newly implemented employee management system. The COO and CFO are evaluated by the CEO with little input from the board of directors. The CEO's compensation is defined in the agreement between the CEO and the board of directors. Salary, bonus, and yearly increases for the CEO are determined by the board of directors. The bonus and yearly increases are not tightly tied to specific performance metrics. In the next year the board and CEO are making changes to this process to include performance metrics for executive level employees.

Performance metrics will be tied to the strategic plan, adding transparency and clarity to the evaluation process, and to the salary, bonus, and annual increase decisions. With the newly implemented human resource performance system, management can align employee performance with organizational mission, and define and document employee growth opportunities and success. Measurements within the human resource performance system include employee performance expectations, employee performance evaluations and ratings, internal and external training, and individual development plans.

Legal and ethical behavior. The services provided through ABC Organization are generally perceived to be ethical and have a positive societal impact. Assisting homeless military veterans to obtain housing and needed resources is a benefit to the individual and society. There could potentially be a perception of an adverse societal impact on the general homeless population if military veterans are receiving a larger portion of resources than the general homeless population or that military veterans are receiving special or additional benefits not available to the general homeless population. Leaders of ABC Organization use resources wisely and are conscious of protecting the environment and organizational reputation. For instance, when individual donors give vehicles to the organization an analysis is performed to determine the best use of the donated resource. When large or expensive vehicles are donated, they are sold, and more economical vehicles are purchased with the proceeds of the sale, which saves natural resources and effectively uses the dollar value of the donation. Administrative overhead is kept to a minimum and the priority of effective use of every dollar is present in the decision-making process.

The leaders of ABC Organization focus on adhering to applicable laws and regulations. The grant process, which is a crucial component of funding, requires adherence to various regulations and standards including veteran administration rules, published nonprofit standards, state nonprofit regulations, fair housing laws and regulations, and grant requirements. If regulatory requirements are not met, grant funding is at risk. Leadership mitigates the risks of noncompliance with regulatory requirements through a leadership focus on compliance and continuous leadership discussions and review. Certain risks, such as general liability and cyber security are mitigated through insurance coverage. Senior leaders are developing deeper and formalized measurements to address risk tolerance and risk mitigation strategies. There is not a formal risk policy or risk process in place currently.

Ethical practices and treatment of clients is a core value held by employees of ABC Organization. A statement of ethics is presented within the employee handbook. Employees are held accountable to the standards set forth in the employee handbook. Employees are provided ethics training and best practices of client confidentiality. This is an area that leaders identified for continued development. The recent addition of an operational software system will aid in the development and review of ethics standards and activities. Employees are held accountable for ethical or behavior missteps. Employees are expected to conduct themselves in a professional and ethical manner when representing the organization. Mistakes are tolerated, and employees are given guidance from management. There is zero tolerance for illegal or unethical behavior. Behaviors such as a breach of confidentiality are strongly addressed and will likely result in

termination of employment. Client, donor, grantor, and other stakeholder confidence in the practices of employees is required for sustainability.

Societal responsibilities. The well-being and benefit to society is inherent in the nature of the services provided to clients. The mission, strategy, and daily actions of employees supports and benefits societal well-being. Assisting at-risk homeless or those experiencing imminent homelessness directly and positively impacts society and the economic conditions of the communities supported through the services provided on a daily basis. By listening to and working collaboratively with partners and stakeholders, key communities are supported and strengthened through additional services, changes in services or programs, additional outreach events, and veteran education programs. The key communities directly served through ABC Organization services and programs are homeless military veterans and military veterans experiencing imminent homelessness. Indirectly, families of military veterans are served through the services and programs provided through ABC Organization. The key communities served are identified through the specific organizational mission to end veteran homelessness throughout the state. Core competencies of ABC Organization are leveraged through the development of community partnerships, hosting events, meeting with influential individuals, networking, and the development of trusted relationships. Outreach programs are a significant contribution to the community through proactively seeking at-risk individuals where they are located.

Strategy

Strategy development. Review of organizational strategic development includes

information regarding the strategic process, innovation, strategy considerations, workforce systems, core competencies, and strategic objectives.

   Strategic planning process. The strategic planning process begins with the board of directors setting specific strategic objectives. A SWOT analysis is performed. The CEO works with senior management and selected staff and leaders to review and institutionalize the strategies. The key participants of the strategic planning process are the board of directors, the executive team, program directors, regional leaders, and selected staff level employees. This process takes place over a period of two months. The first session is a formal offsite presentation and includes professional subject matter expert guests. The strategic planning process begins with the board of directors and flows with the organization (see Figure 6). The process is iterative with recommendations from group meetings are passed back to executive management and then returned to the working groups for additional clarification and process planning until the strategies are fully vetted. The board of directors approves the final strategic plan.
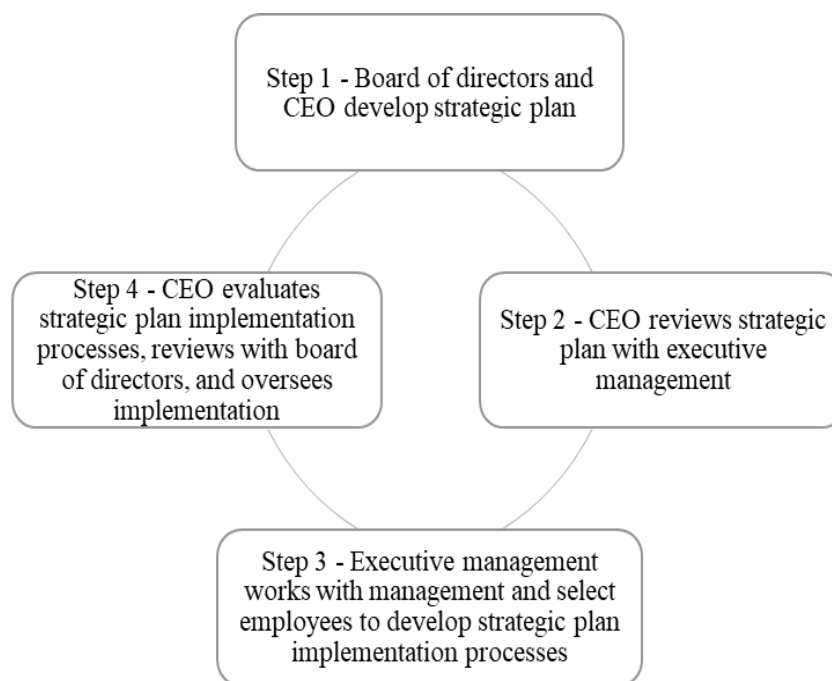
Figure 6. Strategic planning process.

Short-term and long-term organizational objectives are vetted and prioritized through the strategic planning process. Seven long-term strategic objectives are defined within the current strategic plan, as well as, some short-term quick win objectives that support the long-term objectives (see Table 8). The board of directors required management to include five specific strategic objectives. Management added two additional strategic objectives to the plan that the board of directors approved. Short-term strategic objectives are categorized by annual and three-year objectives. Action plans are developed from the strategic objectives approved by the board of directors. The strategic planning process is fluid and adjustments are made as needed due to changing internal or external environments or influences. The achievement of the short-term goals requires management to be flexible and consider various changes to the operational environment.

Table 8

Strategic Plan Initiatives and Objectives

Strategic initiatives	Objectives – 3-year completion
Improve management processes	Cleary define and implement transparent written goals and roles with specific related review process. Clearly define and implement regional autonomy including roles, decisions, budgets, and staff development.
Improve data collection and reporting	Fully functioning and synchronized technology platforms capturing 95% of interactions from clients, volunteers, donors, and partners. Fully developed organizational plan to utilize data to inform strategies, fundraising, and partnerships.
Diversify funding sources	Philanthropic non-government contributions match government funding to enable ABC Organization to meet unmet needs.
Understand and expanding housing options	Have an immediate housing pathway available for a rapid and sustainable solution for any veteran that contacts ABC Organization.
Expand and improve alliances	Incorporate alliance building best practices into functional duties. Adapt to feedback from partners and team.
Be an employer of choice by providing the team with tools and resources to succeed with their clients and their personal goals	Be recognized as an employer of choice internally and externally. Build sufficient workforce capacity and capability to meet workload expectations and veteran's needs.
Consistent best practices implementation of client services throughout the state	Client assistance determination is based on the same criteria regardless of whom they speak with. Full implementation of housing first best practices. Formalized denial and approval process and grievance process for clients. Synchronize housing program practices with accepted housing type best practices. Consistent workforce training and written materials around best practices. Ensure compliance with grant requirements and law. Be a referral of choice for potential participants and partners. Online referral process fully developed. Consistent integration with coordinated entry systems and veteran registry. Maintain case manager flexibility and creativity.

Innovation. The strategic planning process within ABC Organization is innovative due to the inclusive structure of the process. Management and staff level employees are invited into the strategic planning process through meetings and the creation of an environment that is open and encourages employee feedback. Employees at all organizational levels are encouraged to ask questions, provide their perspective, and be part of the formal strategic planning process. The inclusive strategic planning process is new to employees that worked for ABC Organization prior to the new CEO. The input

from all levels of employees offers greater potential for success through a heavily vetted strategic plan.

Strategic opportunities are developed by proactively seeking advice from various experienced partners including other entities involved in addressing homelessness and through the local and national veteran service organization community. Participation in national conferences on veteran homelessness provides networking prospects and the opportunity to evaluate best practices and better understand emerging trends. Strategic opportunities are vetted an on annual basis by the executive team. The budgeting process is tightly tied to the strategic plan and strategic planning process. Through the budgeting process, funds are allocated to specific strategic objectives. The board of directors approves the strategic plan and the budget annually. Key strategic opportunities identified by the board of directors and executive management are deepening external housing partnerships, furthering master leasing initiatives, and increasing veteran awareness campaigns and community level service opportunities.

Strategy considerations. The collection and analysis of relevant data for the strategic planning process is an evolving process. The current process is a compilation of various *ad hoc* data and sources. The recent implementation of a new operational software system will significantly improve the process through clearer data from a single integrated source. Leaders primarily use financial data to determine status and progress of the initiatives within the strategic plan. Most measurements are performance measures with few measures addressing long-term effectiveness. Through the operational software system, leaders can obtain deeper performance measurements that will provide the

opportunity to develop and measure effectiveness. Executive management is accountable

to identify, measure, and appropriately mitigate risks. Executives manage risk within

their areas of responsibility and accountability, as defined by the organizational structure.

Significant and global level risks are discussed collectively by executive management

and discussed with the board of directors when needed.

Challenges to the optimal completion of the strategic plan include the potential for

reduction in federal or state government funding, the potential for funders to get fatigued

in relation to giving to homelessness causes, and the low unemployment rate in the

markets where most ABC Organizational employees are located, which can lead to

higher employee attrition and difficulty in obtaining new employees. The strategic

advantages recognized by ABC Organization leaders include a strong philanthropic focus

and commitment within the communities served, support from elected officials at the

state and federal levels and committed mayors in the largest five cities in the defined

service area. Additional challenges due to a changing regulatory and business

environment are identified as changes to veteran administration eligibility rules,

increasing or changing state or federal housing regulations, and a reduction in grant or

corporate support. Due to new executive leadership, installed in 2016, and a newly

implemented strategic planning process within ABC Organization potential blind spots

within the strategic planning process are difficult to identify, making flexibility and

ability for management to change course quickly an important capability. Short-term

quick wins of strategic objectives are likely. Leaders identified the lack of solid planning

for execution of the 3-year strategic planning objectives as a potential gap. The ultimate

long-term strategic objective is to end veteran homelessness, which is a long-term stretch goal.

Work systems and core competencies. The majority of key processes performed within ABC Organization to fulfill the mission are accomplished internally. Outsourced partners with specific expertise are utilized when appropriate, such as for homeless shelter outreach. The objective is to not duplicate services already provided through other entities. Leaders are evaluating and transforming the service delivery processes using the operational software system. Evaluations and subsequent changes in practices will continue on a 6-month timeframe. Historical data is used to analyze the core competencies and effectiveness of suppliers, partners, and stakeholders. Executive leaders have extensive experience in veteran affairs, homelessness issues, and in leading and running nonprofit organizations, which provides a foundation of knowledge, understanding, skill, and capability. Through the strategic planning process the board of directors and executive leadership identified core competencies that aligned with the organizational mission. Services outside the core competencies are fulfilled through government and community partnerships.

Work systems include an operational software system, case management, outreach events, internal processes and procedures, housing development, funding efforts, and collaboration with private and government agencies. Employee and partner entities are surveyed, and data are analyzed to determine points of friction, missed opportunities or needs, and for inefficiencies in process or delivery. The evaluation and determination of future organizational core competencies and work systems is based on

the evaluation of performance in meeting the ultimate goals of ending veteran homelessness. Specifically, the alignment and the reduction of backlogged cases and current demand are determining factors in addressing the strength of core competencies and work systems.

     Strategic objectives and considerations. The key strategic objectives for the next one to three years identified by ABC Organization leaders are to improve management processes, improve data collection and reporting processes, obtain diversity in funding sources, obtain a clearer understanding of housing options, expand housing options, develop additional and deeper partnerships, be an employer of choice, and consistently demonstrating best practices. The most crucial goals associated with successfully completing objectives within the strategic plan are the complete implementation and integration of the operational software system, automation of financial reimbursements for employees, improvement of initial and reoccurring employee training, increase in donor retention, and development of a capital planning campaign. To attain the objectives set forth within the strategic plan, addressing staff attrition and stabilization within the metro region is a crucial factor to ensure consistency in service delivery. The stabilization of staff provides additional flexibility for case manager to test new approaches to addressing clients and thusly ending veteran homelessness. Clients with complex or unique circumstance are often not eligible for services provided through grant funding. Developing additional private unrestricted funding will allow more of these clients to receive services.

Balancing and prioritizing organizational objectives and competing operational needs is accomplished through the single focus of service to homeless veterans. Actions and decisions are assessed by evaluation of the direct contribution the action or decision has on ending veteran homelessness. Actions and decisions are further analyzed regarding whether there is an impact on the entire category of homeless veterans or on an individual or group subset of homeless veterans. Resource analysis and reprioritization occurs on quarterly basis. There is not enough data to determine the alignment between strategic objectives, challenges, core competencies, strategic advantage, and strategic opportunities. Leaders determined they need a full year of data from the operational software system to determine effectiveness and alignment.

Short-term and long-term planning is supported through the development of steps to move the strategic plan objectives to full implementation and deployment throughout the organization, through the development of measurements and a stable cyclical assessment process, and through a direct link to employee performance, bonuses, and compensation. The strategic plan is not directly linked to key stakeholder needs. This is an area leadership identified as needing considerable enhancement. To this point, alignment between the board of directors, the executive staff, and employees is the focus. As the strategic planning process matures, leaders anticipate providing the strategic plan to stakeholders and partnerships thereby increasing transparency and leading to input from stakeholders and partners on the strategic plan. Feedback from stakeholders and partners will be incorporated into subsequent strategic plans that results in a document that is relevant throughout the veteran homelessness community.

Strategy implementation. Review of strategic implementation includes information regarding action plans, implementation, resource allocation, workforce plans, performance measures, performance projections, and action plan modifications.

Action plans and implementation. Once the board of directors approves the strategic plan, action plans are developed directly from strategic objectives and become outward facing to all stakeholders. Strategic initiatives are categorized as one-year, two-year, and three-year objectives. Detailed action steps are developed for each strategic initiative for the next year. These steps are prioritized as to criticality and dependence on other initiatives. Less detailed framework is developed for years two and three, allowing for flexibility and changes in direction as new information is gathered, and for economic and environmental changes. Strategic initiatives and action plans align with the organizational mission of ending veteran homelessness. The strategic planning committee also acts as the implementation committee, ensuring that action plans are congruent and relevant to addressing the strategic initiative. Owners are assigned to each task within the action plan. Owners are responsible to track and complete or delegate assigned tasks. To effectively deploy the strategic action plans, staff involvement is critical. All staff are expected to participate in work groups and on committees to ensure action plan task completion. To ensure the key outcomes of action plans, leaders used transformative change methods to develop and deploy the action plans, implemented enhanced technology, increased measurements and metrics, involved all levels of the workforce in planning and deployment, and used ongoing best practice implementation and training.

Resource allocation and workforce plans. To ensure there are adequate resources to fund strategic objectives and corresponding action plans, ABC organizational leaders evaluate the projected funding needs to complete set strategic objectives and to continuing general operations. The CFO allocates funding to prioritized objectives. Financial risks associated with action plan implementation are considered as part of the planning process. Leaders identified time resources as a greater risk to action plan completion than financial risk because action items require workforce commitment and time. Action plan duties may divert the workforce from their primary roles and responsibilities. By increasing workforce capability and engagement, improving organizational effectiveness and fundraising efforts, addressing workforce retention, and deepening partnership alliances leaders reduced the financial and time risks associate with the implementation of the strategic action plan. ABC Organizational leaders determined that the two key workforce strategic objectives are to be an employer of choice and deepen leadership opportunities and development through all levels of the organization, which will positively impact workforce capability and capacity.

Performance measures. ABC organizational leaders use different measures to track performance and effectiveness of strategies and actions plans. Specifically, the development of standard operating procedures and organizational policies assists leaders to track and measure progress. Measurements include capturing and tracking client interactions with an objective of capturing 95% of all client interactions. Funding is crucial to ensuring there is adequate money to support ongoing operations, strategic objectives, and the ultimate organizational mission. The diversification of government

and philanthropic funding sources over a 3-year period will allow leaders to effectively deploy strategic objectives and action plans, Leaders recognized the need for an enterprise wide measurement system to track strategic objective and action plan measurements to reinforce organizational alignment. Leaders measure all outcomes against the organizational mission to end veteran homelessness. Leaders are developing and deepening additional tracking and measurements that will provide crucial data that will influence future strategic objectives. The use of measurements is focused on progress towards ending veteran homelessness, demographic data, and statistical data provided to governing and support agencies.

Performance projections and action plan modifications. Leaders have not yet determined key performance projections for short-term and long-term planning. As part of projection development, leaders are reviewing action items that involve veteran inflow into homelessness including capturing data for all client homeless veterans, general population homelessness data that includes domestic violence information, outflow of veteran homelessness, and housing placement, average time to get veterans out of homelessness. Leader objectives are to reduce average wait times for housing placement and have a higher outflow of veterans from homelessness into housing than inflow into homelessness. Leaders use data from the U.S. Interagency Council on Homelessness to assist in setting performance measures and benchmarking data with other similar organizations and government statistics. Benchmarked data are tested and measured. Gaps are openly discussed, and new innovative solutions are presented when strategies and actions plans are not performing as anticipated. The entire workforce is involved in

evaluating and executing action plans and are actively involved in determining when and what mid-course corrections are warranted.

Customers

Voice of the customer. Review of the voice of the customer includes information regarding current customers, potential customers, and customer satisfaction and engagement.

Current customers and potential customers. ABC organizational leaders listen to current and potential customers through various channels (see Figure 7). Data gathered from clients is used to adapt current processes and influences strategic objectives and action plans. Leaders are taking forward looking action to improve the data and information they receive by evaluating the survey process and questions, enhancing technology options for feedback, and considering how to gain information from potential clients.

Survey	• **Grant** - From funders - Low effectiveness, few clients complete • **Resident** - From veterans in ABC Org permanent housing programs - Unknown effectiveness, new process • **General** - From served clients - Low effectiveness, a checkbox with low value
Direct & Indirect Interaction	• **Clients** - From direct interaction with clients by ABC Org workforce - High effectiveness, actionable and timely data that is acted upon • **Key Community Partners, Stakeholders, and Agency Partners** - From various entities - Moderate effectiveness, general information on effective processes and client experiences
Social Media	• **Facebook** - From comments and posts on social media - Moderate effectiveness, clients receive quick responses and directed to a ABC employee for direct interaction

Figure 7. Feedback channels and effectiveness ratings.

Determination of customer satisfaction and engagement. ABC organizational leaders are developing a formal customer satisfaction and engagement identification

processes to better capture current and relevant data. Engagement is informally measured through accomplishment of strategic objectives, from ad hoc data through various feedback channels, and from client's commitment to complete a plan and emerge from homelessness. Leaders are developing a survey that specifically addresses customer satisfaction and engagement by capturing information from differing client segments including those needing direct financial assistance, housing placement, employment assistance, and legal aid. Data from the developing survey process will assist leaders to mature measurements and metrics that will guide decisions in relation to customer satisfaction and engagement and provide data to compare with organizations providing similar services. In the absence of formal measurements and metrics, organizational leaders are using internal historical data, public data from similar nonprofits, and information shared by partners to analyze client satisfaction and engagement.

Customer engagement. Review of customer engagement includes information regarding product offerings, customer support, customer segmentation, relationship management, and complaint management.

Product offerings and customer support. Services are developed and adapted in accordance to the needs of the homeless and those at risk of homelessness. The primary services offered are housing, employment services, veteran benefit assistance, and legal assistance. Through the website, clients, potential clients, and various stakeholders can gain insight into the services provided by ABC Organization, as well as, obtain updates on recent activities, and obtain general information and data. The implementation of a website request portal will increase the impact and value of the website by providing

clients and potential clients with another vehicle to interact with ABC organizational employees and request assistance. Information and assistance requests are primarily handled through phone call and email communications. Key community partners act as liaisons by completing intake forms and forwarding client referrals to staff within ABC Organization. Clients are supported through regular follow-up meetings by phone, email, and text. Enhanced capabilities through the operational software system increases the support case managers are able to provide clients. Through the new platform, case managers have access to all data within the system, thereby, allowing any case manager to assist any client.

Clients are provided support services for a year post placement, with additional follow-up built into the process as needed on an individual client basis. Client's support requirements are determined in the areas of housing, employment, legal services, healthcare, veteran benefits assistance, education assistance, and financial counseling needs. Other services are referred to a network of partners. ABC organizational staff assess the needs of the client during the first interactions. Intake staff employees document client needs within the operational software system allowing case management employees to begin case work for the client. The global access to the data held within the operational software system allows for deeper client support and improved organizational effectiveness and efficiencies.

Customer segmentation. Due to the type of work and services provided through ABC Organization, there are not specific defined customer or market segments. Homeless veterans and veterans at risk of homelessness are the primary customer

segments. A secondary customer segment includes the family of the identified veterans. There are no plans to expand the customer segment beyond those identified within the organizational mission statement. There is a focus on deepening access and assistance to the identified customer segment through internal outreach programs and through key community partners. There is a conscious effort to not duplicate services provided through other entities and partners. Through an organized partnership, ABC organizational leaders work and communicate with federal and community partners to ensure services provided through the partnering agencies complimentary services. Clients are prioritized by criticality of need and highest risk. The chronically homeless are at the greatest risk. The prioritization order for homeless individuals is first those that are unsheltered, then those that have some shelter, followed by those that are in group housing, and lastly those in transitional housing. The prioritization for those at risk of imminent homelessness is first those with children, next seniors and the disabled, and lastly those that are single and healthy.

Relationship management and complaint management. Customer relationships are built through personal interactions, most typically through case managers. Case managers track conversations and communications in the operational software system. Client data is secured through limited access to data within the operations software system, privilege controls, and password requirements. Clients are offered services through ABC Organization and when warranted through partnering organizations. Relationship are built with clients through development of trusted relationships. Trust and credibly in the services provided through ABC Organization is enhanced by educating

individuals and the community on homelessness issues, demonstrating successful housing outcomes, and participation in networks of homeless and veteran service providers. There is a focus on using social media as a branding tool and to build external partnerships. Social media is not used as a tool to drive potential clients to the organization. Enhancing the referral process, including the social media referral process is a planned action. A formal enhanced complaint management, grievance, and denial of service process is under development.

Results Triad: Workforce, Operations, and Results

Workforce

Workforce environment. Review of the workforce environment includes information regarding workforce capability, capacity, and climate.

Workforce capability and capacity. ABC Organizational leaders are developing standards, processes, measurements, and metrics to assist in assessing workforce capabilities and capacity. Leaders identified this need in 201R6 when they took over leadership and have worked on identification and development of workforce capability and capacity since that time. The newly implemented human resource management system is instrumental in assisting leaders to address workforce capability. Through the system, leaders are developing and deepening human resource policy, procedures, processes, and performance expectations. The development of performance expectations is crucial to understanding and addressing workforce capabilities and capacity. Specifically, leaders use the human resource software to assist them with case load management and employee training. Capability is analyzed in the context of how well

employees are prepared to perform their duties, how well they understand their work, and what training or skills development opportunities are needed to support employees, so they are able to work at full potential. Capacity data are used to determine how much work, specifically case load, can employees perform without experiencing burnout, a decrease in employee performance, or a decrease in employee engagement and satisfaction.

Leaders actively asses workforce skills, competencies, certifications, and staffing levels. Workforce skills are initially assessed during the onboarding process. Employees are typically hired for a specific set of skills or for the professional knowledge or experience they bring. During the onboarding process, training and skill development opportunities are identified and a corresponding individual employee development plan is created. Employee competencies are identified and assessed differently for each organizational role. Competencies for some organizational roles, such as client case managers, are measured through data and metrics, such as client survey results. For most organizational roles' competency metrics are vague and subject to management judgement. Leaders are developing standardized competencies and results measurements for all organizational roles. Employees holding certain roles are required to have specific certifications, and levels of education. As employees are brought onboard, skills and competencies are evaluated in respect to their job function requirements. Employees are provided the opportunity to attain additional skills and knowledge through education and certification programs. Client facing staffing needs are assessed by reviewing raw numbers of client assists. The implementation of the operational software system will

provide leaders with deeper data that can be used to more effectively evaluate staffing needs and address efficiency potential throughout the organization.

New employees are recruited through various websites including state-specific nonprofit job boards and LinkedIn. ABC leaders found that networking with others within the industry to obtain referrals and directly recruiting specific individuals to be effective recruiting techniques. The hiring process for the CEO is different. The board of directors used a hiring service to recruit and vet potential CEO candidates. For most positions within ABC Organization the hiring process includes a hiring board interview that is comprised of three or more employees from different teams to allow for differing perspectives. Potential employees are vetted, interviewed, and placed in accordance with their skill set.

Employee retention is a continuous focus for ABC Organizational leadership. The objective is to obtain and retain qualified quality employees. Leaders deploy retention strategies that include employee support, increasing technology, individual coaching and development opportunities, employee focused human resource policies, proactively requesting and implementing employee feedback, and involving employees in the strategy development and organizational process as much as possible. Leaders continue to enhance and develop employee focused processes that engage employees and give them a voice in the process.

ABC organizational leaders are purposeful and carefully recruit and hire employees with diverse backgrounds, education, experiences, skills, and perspectives. Potential employees are vetted to ensure they understand and are committed to the

organizational mission. Employees with client facing positions are required to have specific skills and education to address job requirements and meet client needs. Employees are recruited and hired based on organizational need and alignment with position requirements. The focus on organizational need and alignment requires leaders to hire a diverse workforce with the skills to perform functions. Individuals are recruited through traditional search avenues and postings, employee referrals, and interactions with partners and stakeholders.

Creativity and diverse ideas are proactively encouraged and rewarded. Leaders developed a safe, open, and diverse culture that cultivates innovation and challenges the status-quo. Leaders continue to encourage and develop the open and innovative culture through consistent actions and behaviors that are client and mission focused. To assist in ensuring that new hires fit the organizational culture, potential employees are vetted through a transparent hiring process. Through the vetting process potential employees are able to fully understand the culture, job duties, and make an informed decision as to whether they are a fit for the organization. Hiring managers and team members use the vetting process to determine if the potential employee is an organizational fit.

ABC organizational leaders are proactively addressing changing workforce capability and capacity needs by enhancing employee training opportunities and communication methods to increase workforce capability and by imbedding technology into processes to increase capacity. Hiring the right people and providing ongoing training opportunities assists employees with changing and increasing job duties and expectations. Communication is a key factor for effective change management and for

gaining employee support and trust. As ABC organizational leaders continue to make changes to the culture and workforce capabilities and capacity, honest and transparent communication remains a crucial approach. Employees are expected to weigh in and then own the changes. The why and how behind changes to expectations and workload are communicated through in-person meetings and then socialized through the organization by employees. Leaders are developing a more sophisticated Intranet in response to the need for clearer and consistent communication within the organization.

The balance between workforce needs and organizational needs is primarily a function of management and finance. Management must be focused on organizational success while addressing the needs of the workforce. Funding is a primary factor of workforce reductions. The loss of grant dollars impacts the number and type of employees hired and retained. Grant dollars are typically required to be used for specific activities or for support services needed to perform specific activities. Leaders are cognitive of managing grant funds and maintaining alternative funding dollars that are not tied to specific activities and services to address workforce employment consistency. Managing organizational growth is a current challenge for leaders. Leaders implemented specific strategies to address workforce growth. Growth strategies included additional leader positions within the funding and the grant processes, a new onboarding process, the addition of tools, resources, and training opportunities, and new and enhanced technology.

As described previously in this section, the workforce is effectively managed through deliberate and effective hiring practices. Leaders are selected for their skills and

experience, for their fit within the culture, and for their dedication to the organizational

mission. The workforce is organized within a traditional organizational structure with

reporting relationships grouped by functional area and then by geographic area. Leaders

within the central office support leaders in disparate geographic areas. The services of

ABC Organization are provided throughout the state and regions have differing support

needs. To define the core competencies, it is important to first understand where there is

high performance and identifying areas of underperformance, which may differ for each

region. All core competencies are derived from and address the core of the organizational

mission to end military veteran homelessness within the state. Leaders hold roundtable

discussions with representatives from all regions to analyze regional and organizational

performance. Adjustments are made to strategies and processes to ensure alignment with

the organizational mission and support of core competencies. When appropriate,

outsourced partnerships are used to fulfill activities and functions that are not ABC

organizational core competencies.

The organizational mission is the guiding force for all decisions. The focus on the

mission is reinforced through repeated communication, which reduces confusion and

ambiguity of why employees are there, provides guidance on client interaction, and helps

employees make decisions based on fulfilling the organizational mission. As there are

organizational changes and growth performance expectations change, leaders engage

employees in setting performance expectations and in addressing changing expectations.

It is crucial to identify, set, communicate, and measure the correct performance

expectations. Global input from employees is central to the proper identification and

adjustment of performance expectations. Front line employees, management staff, back office staff, and executive leadership have unique perspectives and experiences that are all required to effectively identify performance expectations. Obtaining global identification and setting of performance expectations and measurements creates an organizational wide understanding and commitment to the standards. ABC organization leaders developed specific performance expectations and measures using the global input process.

Workforce climate. Leaders actively monitor physical facilities and workplace environment to address employee well-being and safety. Client facing employees are provided a secure area to work in that allows for access by clients and a safe environment for employees to meet with clients. The facilities are appropriately secured with locks on specific doors and limited access to restricted areas. Safety, security, and accessibility language is contained within the human resource policy and is carried out in practice. Employees are expected to express concerns, and request changes and needed accommodations to their direct supervisor. Leaders have not specifically identified performance measures and improvement goals for the workplace environment. This is an area that leaders recognized as important and will be a future focus. As performance measurements and improvement goals are set by leaders, these will be consistent measurement across the organization. Leaders anticipate that communication and an appropriate approach to measurements will enforce individual autonomy and provide clarity.

ABC organizational leaders are focused on employee welfare and providing the best possible benefits available to organizations within the nonprofit sector and for an organization of their size. Employee benefits are comparable to other organizations within the geographic area, nonprofit sector, and ABC's organizational size. A primary objective is to be an employer of choice. Leaders enhanced and updated the human resource policies and process to provide a better experience for employees. The installation of new software systems and an effort by leaders to provide clear information regarding changes and expectations helps to support employees. Employee benefits are consistent throughout the organization. Time-off accrual is tiered by years of service. Leaders adjusted tiers to be more employee generous, in keeping with the objective to be an employer of choice. Key benefits offered to employees of ABC Organization are health, dental, and vision insurance, a liberal time-off policy, and a retirement plan that allows for employer and employee contributions.

Workforce engagement. Review of workforce engagement includes a review of workforce engagement, performance, and development.

Workforce engagement and performance. ABC Organization leaders recognize the importance of employee engagement and the impact employee engagement has on individual and organizational performance. Effective communication is a priority. Communication is consistent and purposeful. Leaders hold meetings and roundtable discussion to attain employee feedback and to gain additional insight and perspective. Employees are encouraged and expected to speak up and be part of the process. Leaders are conscious of how their actions and reactions effect the communication process and

ultimately the organizational culture. Transparency is a crucial behavior demonstrated by ABC organizational leaders. As outlined previously within the Leadership section, open and honest 2-way dialog is demonstrated by leaders and employees. High performance is valued and celebrated through individual recognition and through recognition of group and organizational successes.

Through the active inclusion of diverse perspectives, cultures, and ideas, ABC Organization leaders created an environment where innovation is expected and the norm. Through the inclusion of diverse viewpoints problems are solved and opportunities are identified at a deeper level, which assists to further the organizational mission. The workforce is empowered to make decisions at the lowest possible level. Employee are encouraged and expected to speak up, make decisions and suggestions, and take ownership of their areas of responsibly and accountability. Leadership actively communicates this expectation and assists employees to understand their role in taking responsibility for their job function. This was a significant change in culture from previous leadership. Employees are continuing to become more comfortable with the expectations as they experience the consistent expectations set by the new leadership.

The key drivers of workforce engagement are determined through subjective measurements. ABC organizational leaders evaluate workforce engagement through increased organizational performance, individuals performing at higher levels than expected, taking on additional responsibilities, and asking to be part of new organizational committees. Workforce engagement and satisfaction are evaluated consistently throughout the organization. Workforce engagement and satisfaction is

assessed through formal staff surveys, informal discussions, and through quarterly employee meetings. ABC Organization leaders recognize the need to develop more formal processes, metrics, and measurements relating to workforce engagement. Leaders preliminarily anticipate that the optimal employee engagement is a 90% employee satisfaction rating. Leaders recognize that development of new measurement processes will need to consider differing regions and employee job functions. As the process matures, regional leadership will take on increasing accountability for employee engagement and satisfaction.

ABC organizational leaders have preliminarily reviewed workforce engagement indicators to assess workforce engagement and productivity. Leaders will use the new operational human resource system to gather deep data and transfer that data into measurable standards. Many current measures are subjective, so it is difficult to correlate information. Due to the size of the organization, a highly complex system with complex data analytics is not warranted. Some indicators are more predictive of workforce engagement. Within the structure of ABC Organization absenteeism is difficult to measure due to the 24-hour nature of many positions. Leaders are testing the operational software system that houses the updated performance evaluation, and human resource practices and policies. Leaders are using data gathered from 2016 through 2018 to develop the foundation for performance expectations, measurements, and establish organizational performance standards.

Workforce compensation, recognition, reward, and incentive is housed within the operational software system. Compensation is based on the employee's work position,

skill level, and performance. When addressing reward and incentive pay, leaders balance what is valuable to individual employees with what is appropriate for the size of ABC Organization. Employees are rewarded with incentives that reflect their individual perception of reward. Leaders found a specific benefit of a small organization is that management can talk directly to individuals and find ways to reward employees that are unique to that employee. This type of innovative engagement provides employees with an engaging workforce and an example of how to work individually with each client. Leadership built a culture of trust, engagement, and transparency that allows for honest feedback, and an innovative workplace. Leaders will continue to grow and develop the workforce appraisal, bonus, compensation and incentive process within the operational software system.

Workforce and leader development. To assist with the formal development of the workforce, new employees attend a new employee training program. New employees work with their direct manager to develop a 90-day training plan that includes specific training needs and requirements of the position. Leaders and management conduct one-on-one meetings with direct report employees to discuss training needs. During weekly touchpoint meetings leaders and employees discuss performance, processes, issues, and employee feedback is solicited. The operational software system is still under development and will, in time, be a comprehensive data resource. Leaders are able to address core competencies through the operational software system data available now. In the short-term training programs are developed and adapt from this data. Long term, leaders will incorporate feedback from monthly advisory groups to assist in developing

action plans. Employees are a pivotal part of the organizational change, performance, and innovation. Employee feedback and inclusion in decision making supports the transparent and innovative culture established by leaders.

Organizational transparency and the active inclusion of employees in the decision-making process supports the ethical business practices established by ABC organizational leaders. Employees are encouraged to speak up and weigh in on ethical dilemmas and organizational practices and processes. Through an open and collaborative environment, employees bring varied viewpoints on the effectiveness of client services. These perspectives are used to change and develop client facing processes and services. Change and challenges to the status quo are supported by leadership and part of the foundational development of employees within ABC Organization. Employees contribute to the organizational learning and development process through challenges to the current process, and the unique skills, perspectives, and experience they bring to the organization. Employee feedback systems include company meetings, surveys, and CEO roundtables.

Learning and development outcomes are not directly correlated to workforce engagement and key business results. Leaders anticipate moving forward they will be able to gather and analyze this type of data through the operational software systems. Employee engagement data is gathered through feedback provided by employees in company meetings, surveys, and CEO roundtables. The data gathered from these sources is used to improve services and processes, and to provide new and different training and development opportunities for employees.

ABC Organization leaders developed a career progression plan during an organizational restructure in 2017. Through the career progression plan current employees are given first opportunity to fill vacant and new positions prior to going to open market job postings. Managers use the performance review process as an opportunity to discuss individual employee performance and career aspirations, and to develop a plan to attain career development goals. Though there is not a formal secession or leadership development plan in place, through the career progression plan, management can identify employees that may be able to fill next-level roles. Employees are coached and trained to take on different or increasing roles of responsibility as defined through the career development discussions.

Operations

Work processes. Review of work processes includes information regarding product and processes design, process development and improvement, supply-chain management, and innovation management.

Product and process design. Key services are developed as a result of client needs assessments and requirements from funding sources. Key services are aligned with the organizational mission to end veteran homelessness. Funding from grant sources typically has strict use and reporting requirements. Philanthropic funding sources characteristically do not have specific use or reporting requirements. Philanthropic funding is used to augment services provided through grant funding and for services not defined within grand funding programs. Federal and state regulations and reporting guidelines are integrated into the service and funding processes. The key work processes

are client interviews, assessment of suitability, intake, continues client support, and housing placement and support. Leaders hired an outsourced customer relationship management consultant team to help them implement the operational software system and analyze how to better serve clients and enhance reporting data.

Process management and improvement. To ensure work processes meet key process requirements there is consistent communication between regional leaders, program directors, and key staff. There is a focus to ensure employees have access to the tools they need to perform job functions and employees are actively supported. With the implementation of the operational software system, leaders are able to pull data and analyze performance measures and indicators quickly. Measurements and metrics will continue to become more critical as additional data is made accessible through the operational software system, including in-process measurements. Additional data and measurements provide leaders with timely information allowing them to make decisions and change direction if needed to meet client needs and increase performance and competencies. Key support processes are identified and developed with input from all levels of leadership and key staff.

Supply-chain management. Supply-chain is managed at the lowest possible level within the organization. The operations team works with leaders as needed and in a support role. The addition of regional leadership improved organizational responsiveness and effectiveness. Regional leaders are provided financial guidance as to spend limits and are then responsible to manage all aspects of their areas of accountability. Larger vendors and partners are vetted at the executive leadership level. Well run and evaluated veteran

run businesses are given priority opportunity to become vendors. Supplier's performance is evaluated in relation to quality of product or service provided. Formal feedback is not provided to vendors. Poorly performing vendors are replaced quickly.

Innovation management. In an effort to stay current, relevant, and pursue innovative solutions, best practices from similar organizations are reviewed and analyzed for applicability. Employees are actively involved in developing new process and are expected to be change agents for continuous improvement. Decision makers are encouraged to take appropriate risks that are within the confines of their scope of responsibility and accountability. At the enterprise level, risk decisions are balanced against grant requirements and reporting. There is a low level of risk acceptance for decisions that would put future grant funding at risk. To make financial and other resources available to pursue innovative opportunities leaders collaborate with other organizations assisting the homeless or veterans, donors, and other organizations when possible.

Operational effectiveness. Review of organizational effectiveness includes information regarding process efficiency and effectiveness, management of information systems, and safety and emergency preparedness.

Process efficiency and effectiveness. To control costs, an annual budget is developed and then approved by the board of directors. Leaders manage expenses according to the budget dollars allocated to specific projects, process, or services. Approximately 70% of the enterprise budget dollars comes from government grant funding. Each government grant is managed individually within the enterprise budget and

expensed according to guidelines set forth within the grant parameters. Non-grant expenditures are managed in alignment with the enterprise budget and considering revenues and cash. Operational processes are developed to promote efficiencies and effectiveness. To ensure a quick turnaround time on direct financial assistance requests, up chain approvals are required within a 24-hour period allowing for timely payments to clients. Other programs and requests within ABC Organization are run in a similar manner as the direct financial assistance request.

To prevent potential errors and rework, when possible, processes are moved from a manual process to a technological solution. The implementation of technology adds efficiency and effectiveness to processes through a strengthening of review and approval processes, thereby increasing capability to perform additional tasks and reduce errors. Formal process performance audits are not regularly done. Informal process improvement and effectiveness analysis and discussions are part of the day-to-day activities within ABC Organization. Grant funding expenditures are monitored to ensure compliance with grant requirements. Balance of cost control with client services is a persistent consideration. The cost of services is evaluated and measured through review of the monthly financial reports. As is typical within the nonprofit industry, there is constraint relative to the need for services and funding for those services. Leaders make a conscious effort to utilize resources to make the most significant impact. Gaps between need and resources is addressed through securing additional funding when possible.

Management of information systems. The operational software system is a crucial technological addition to the process improvement strategy. The selection of the

technology partner providing the operational software system was carefully vetted for reliability. The operational software system provider was selected after analysis of the providers reputation, adequacy for use within a small nonprofit organization, provider size and longevity, and security platform and capabilities. An outsourced information technology firm provides information technology services, advance threat detection and monitoring, and network vulnerability scans. Care is taken to secure access to data on a need to have basis. Sensitive data such as social security numbers, date of birth, etc. is secured within the system, reducing the potential for client private data exposure. The use of technology solutions reduces data exposure risk.

Security awareness and threats are priority considerations. Rather than trying to build technology expertise inhouse, leaders selected to outsource the information technology and security to a trusted provider partner. The provider delivers services that detect potential threats to software and installs patches to all machines within the network. Leaders share their technology plan with the provider partner to prioritize projects in order of importance. Quarterly meetings are held with the outsourced technology partner to discuss next steps and to advance organizational capabilities. To protect from cybersecurity threats, firewalls and threat monitoring work in conjunction to guard from outside cyber-attacks. The information technology security provider provides leaders with data regarding possible attempts to breach the organization or of potential vulnerabilities. ABC organizational leaders work with the information technology partner to resolve or respond to matters accordingly.

Safety and emergency preparedness. Employees are provided a safe environment to perform their job functions. Through comprehensive human resource policies and procedures and purposeful management practices, leaders set the foundation for a safe work environment. When appropriate, locks and are placed on buildings, offices, and rooms. Employees and clients have limited access to secure areas on a need admittance basis only. Employees are expected to adhere to workforce behavior policies. Violations of the workforce behavior policies are addressed immediately. In cases of emergency or inclement weather, employees have the opportunity to work from home. There is not a formal emergency or disaster plan in place. Leadership decides at the time of the event as to the appropriate action needed. ABC organizational leaders are considering development of formal emergency and disaster preparedness plans. Information technology emergency and disaster preparedness is handled through the outsourced information technology provider.

Measurement, Analysis, and Knowledge Management

Measurement, analysis, and improvement of organizational performance. Review of measurements, analysis, and improvement of organization performance includes information regarding performance measurement, analysis, review, and improvement.

Performance measurement. Financial information is documented within the accounting software system and results are reported on a monthly basis. Program data and client service information is documented and analyzed through the operational software system. The operational software system is a recent upgrade. The data and

analytic potential will grow over time, providing greater capability to measure and track organizational performance measures. Leaders are provided key metrics through dashboards. As the data within the operational software system continues to mature, the metrics and dashboard data will deepen and provide leaders with additional relevant statistics on performance. ABC organizational leaders changed the client tracking process in 2017 to more accurately capture client usage of services. The process changed from tracking number of client interactions to tracking and measuring client interactions with specific services. With these changes, leaders can more effectively measure client interaction, service usage, workforce capability, and organizational performance.

For strategic planning year 2018, strategic objectives were assigned to specific leaders and staff to implement, track, and report on. The increased direct accountability positively impacts the completion of the global strategic plan. Leaders capture and analyze key organizational performance measures to ensure the organizational financial position is positive and able to support strategic objectives, continuing operations, and future viability (see Table 9). Financial data is used by leaders to make informed decisions. Trending budget and historical data is compared to budget plan to evaluate organizational performance and proactively address potential unintended diversions from the strategic and budget plan. Comparative market data is obtained through local and national studies and resources. Leaders identified a need to enhance client feedback opportunities that could impact decisions and organizational performance.

Table 9

Key Performance Measures

Key organizational performance measures	Review term
Total revenue relative to expense and budget	Monthly and end of year
Total expense relative to revenue and budget	Monthly and end of year
Cash reserves and account receivable relative to historic	Monthly and end of year
Government grant financial metrics/compliance/constraints	Continuous
Clients served by program line year-over-year	Monthly and end of year

Performance analysis and review. Review of ABC organizational performance and capabilities are reviewed and analyzed through financial measurements. With the implementation of the operational software system, future key performance measurements will include client and employee data, engagement information, client services, efficiency metrics, and organizational and workforce capacity and capabilities. Workforce capabilities are assessed along with global efforts to build organizational capacity and project prioritization. Captured data is reviewed and analyzed in group and individual settings with various levels of the workforce, which allows for a wide variety of perspectives to be considered during the analysis. Financial and program performance metrics are reviewed monthly. Strategic planning teams meet monthly to review action plan tasks progress and to assess the need for adjustments to the action plan or tasks. Leaders have developed an open and transparent culture, allowing employees to ask questions, challenge direction, and suggest adjustments to strategy and action plans, which increases the potential to fulfill strategic objectives. During their quarterly

meetings, the board of directors' reviews progress on strategic objectives, action plan progress, and key organizational performance measurements.

Performance improvement. ABC Organizational leaders plan a continuation of organizational and workforce capability development and heightened technology and measurement reporting through the next three years. Long range budgeting for multiple years supports the operational and workforce evolution. Program and financial projections reflect the strategic priorities, and organizational and workforce evolution. Through the continued development of internal technology and measurements, leaders will have additional and deeper data points to make decisions and measure organizational performance. Through the enhanced metrics, leaders can compare and contrast internal data sets to external sets.

Historical data from short term and long tern trending, along with external data can provide leaders with crucial data regarding strategic objective feasibility, action plan processes, organizational and workforce effectiveness and efficiencies, and client and workforce engagement. Variances between projections and outcomes are discussed and remediation action is taken if necessary. Leaders address variances as an opportunity to review the effectiveness and accuracy of projections and plans. Continuous improvement is emphasized through the organization. Leaders conduct focused discussions regarding all aspects of organizational performance through the lens of developing a stronger organization for the future. Strategic priorities and action plans are deployed to the workforce, strategic partners, and community partners through formal meetings, training

events, and announcements. Effective deployment includes appropriate support to complete tasks and a continuous cycle of feedback and adjustments.

Information and knowledge management. Review of information and knowledge management includes information regarding data, information, and organizational knowledge.

Data and information. Leaders are early in the process of implementing technology systems that will provide data, measurements, and add efficiencies to increase organizational and workforce capabilities. Through technology solutions, efficiencies are added to the internal approval and review processes, client processing, and grant monitoring processes. An increase in the type and volume of data enhances the credibility of the baseline expectations that will be used to measure organizational performance. The operational software system was vetted prior to purchase to ensure the system was appropriate for the intended use and is scalable as leaders increase the depth of analytics. Employees are trained to properly use the software to ensure input data is complete and accurate. Employees will have access rights to segments of the operational software systems commensurate with their job functions and organizational level. Select employees will have shared access to client files that will improve activity coordination, employee collaboration, and the overall experience for the client. The implementation of a technology solution for case management enhances client confidentiality because client files are in a digital format and secured through access control protocols. Dashboards and enhanced reporting capabilities will continue to be of value as leaders expand measurements and metrics development.

Organizational knowledge. Organizational knowledge is developed through formal and informal sources. Employees receive formal job training that relates directly to their function and are provided steady ongoing training to improve skills, knowledge, aptitude, and capabilities. Organizational knowledge is shared through technology and through group and individual employee interactions. There is conscious effort to ensure that information is shared so no one individual is the sole keeper of information. Through the operational software system employees can share knowledge and information. Data from various internal and external sources is correlated to asses organizational performance and progress to strategic objective and action plan completion.

Information is shared between key community and government partners. The collaboration of these entities allows for a transfer of unique knowledge and a wide-ranging dialog that encourages new ideas. Internally, employee groups meet to collaborate and discuss strategic objectives and action plan progress, provide feedback on various issues, and introduce new ideas. Through these meetings, leaders receive valuable feedback and perspectives. Best practices are shared through formal and informal training programs and through the network of state-wide leaders. There currently is not a clearly established set of metrics to identify regional performance. Leaders are developing these metrics as part of the organizational and workforce development strategy. Information gathered from the metrics will provide leaders with data and direction on what actions need to take place to increase organizational and workforce capabilities.
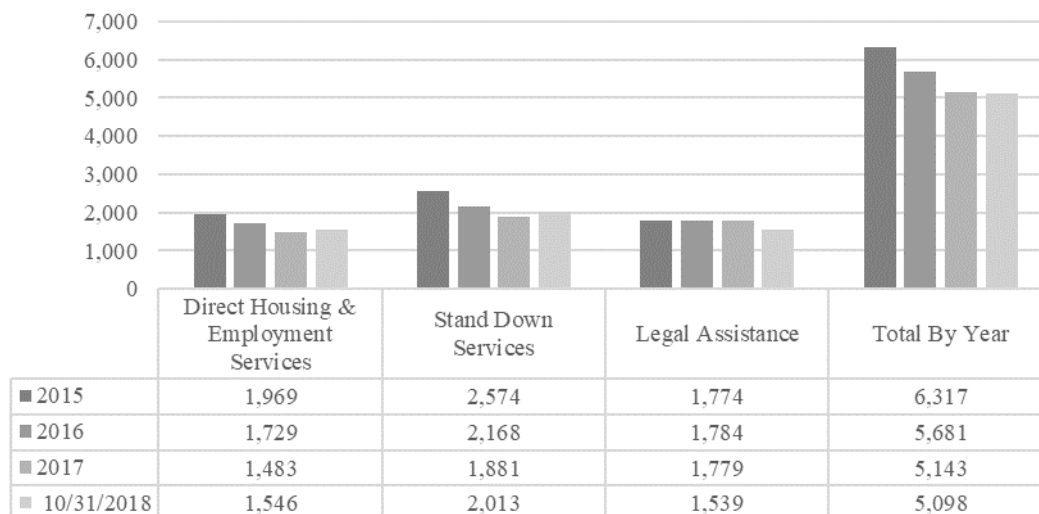
Collection, Analysis, and Preparation of Results

Product and Process Results

  Customer-focused product and service. ABC organizational leaders develop and enhance service offerings as appropriate to fulfill the organizational mission to end veteran homelessness within the state of service. The services provided through ABC Organization address the needs of homeless and potentially homeless veterans. Partnerships are effectively managed as to not duplicate services provided through other entities and to support services provided through ABC Organization. Through a newly implemented operational software system, leaders are gaining additional insight and perspective as to how and what services clients use. Leaders anticipate evaluating the developing data to measure client engagement and satisfaction, and to provide insight into the need for and effectiveness of specific services.

  Services are provided to at risk military veterans through formal programs within ABC Organization, at Stand Down events where there are a variety of partners offering additional services, and through referral programs where clients are directed to services not provided through ABC Organization. Government and community veteran service organizations are critical partners that provide different services and augment the services provided through ABC Organization. The number of veterans assisted through the various programs is fluctuating by type of assistance year over year (see Figure 8). ABC organizational leaders are developing additional service metrics to assist them in analyzing client service usage data, allowing them to be better prepared to identify and proactively address trending and shifting usage patterns.

	Direct Housing & Employment Services	Stand Down Services	Legal Assistance	Total By Year
■ 2015	1,969	2,574	1,774	6,317
■ 2016	1,729	2,168	1,784	5,681
■ 2017	1,483	1,881	1,779	5,143
■ 10/31/2018	1,546	2,013	1,539	5,098

Figure 8. Product and service data 2015 – 2018. Note: Client service tracking changed in 2017 to better address capabilities. Years prior to 2017 each client interaction was tracked. From 2017 forward clients are tracked by client rather than by interaction.

Work process effectiveness. ABC organizational leaders are continuing to enhance and develop effectiveness measurements and metrics for client onboarding, timing of first interaction to getting a client into shelter, legal services, employment services, and client referrals to partnering organizations (see Figure 9). Client onboarding time is a new measurement developed in 2018 that will be captured going forward. The streamlining of the client onboarding process positively impacted the client experience by removing roadblocks for employees (see Figure 10). The implementation of the operational software system will assist with providing increasingly more expansive data that leaders will use to maximize organizational efficiencies and process effectiveness. The timing to get a client into shelter is dependent on various factors. Factors for shelter timing include the region within the state, single veteran compared to a veteran with a family, and medical issues. Veterans in need of immediate shelter and with special needs,

a family, or medical problems are placed in hotels until more permanent shelter is available. Time to housing assistance and services is impacted by type of assistance needed. Veterans experiencing potential eviction from their current housing typically receive assistance sooner than those veterans needing shelter placement.

Client Onboarding	Client into Shelter	Legal Services
3 – 4 days	Same day to a week depending on client circumstances	2 – 3 days

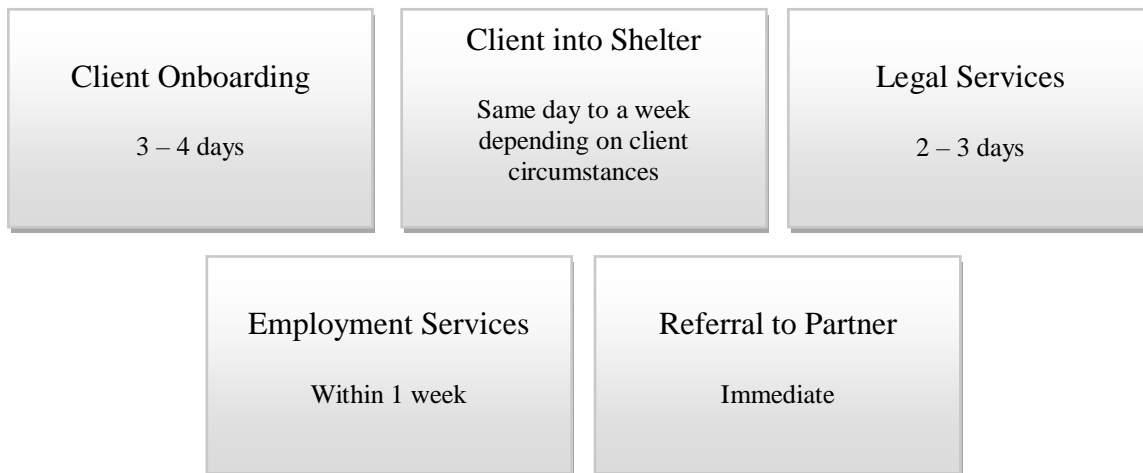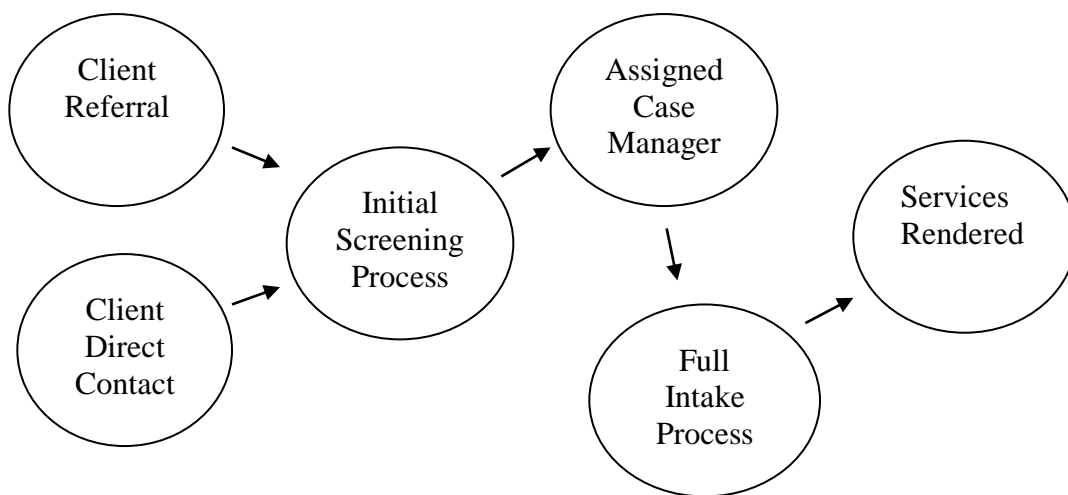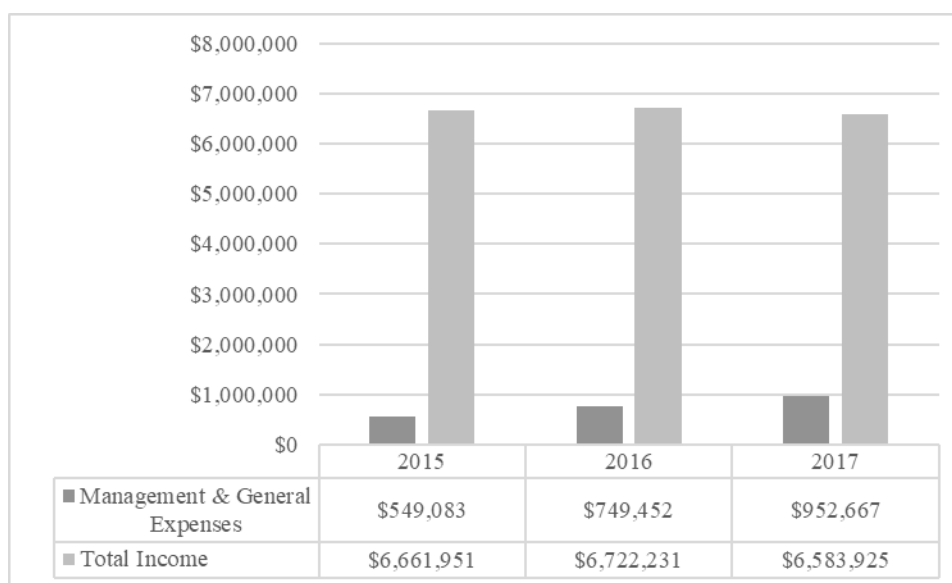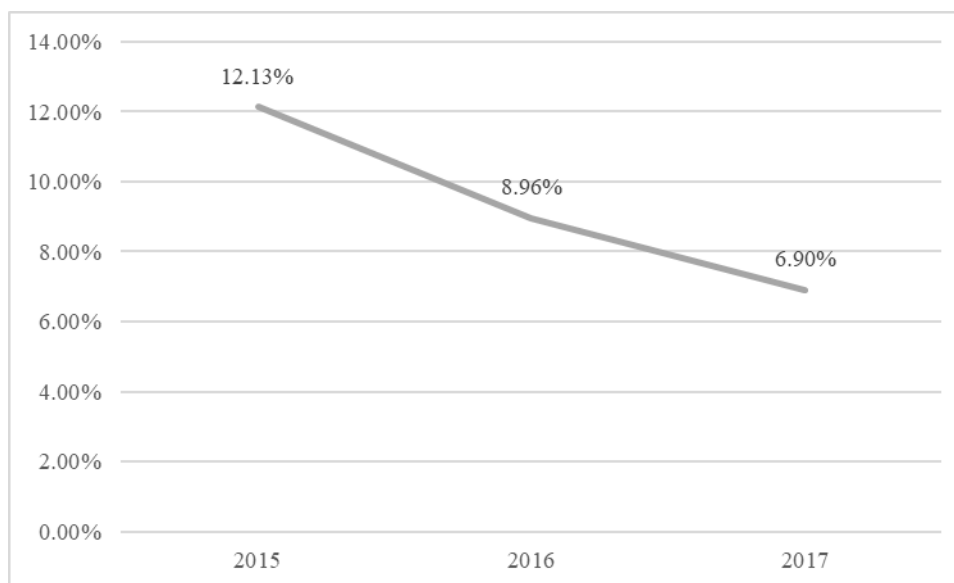| Employment Services	Referral to Partner
Within 1 week	Immediate

Figure 9. Client time to services.

Figure 10. Employee onboarding process.

ABC organizational leaders focused on balancing administrative overhead with providing services to clients, improving organizational and workforce capabilities, and enhancing the employee and client experience. Management and general expenses, and total income increased year-over-year from 2015 through 2017 (see Figure 11). Adjusting the dollar data into a ratio (see Figure 12) provided a clearer depiction of expenses compared to total income. Organizational leaders have decreased the percentage overhead of 12.13% in 2015 to 6.90% in 2017. The number of clients served is a consideration when evaluating expense efficiencies. The recorded number of clients served in 2017 is lower than in 2015 (see Figure 13). During 2017, the measurement tracking data changed, as a result, the overlay data of clients served is skewed until additional years of data is captured.

	2015	2016	2017
■ Management & General Expenses	$549,083	$749,452	$952,667
▪ Total Income	$6,661,951	$6,722,231	$6,583,925

Figure 11. Management and general expenses compared to total income.

Figure 12. Management and general expenses compared to total income ratio
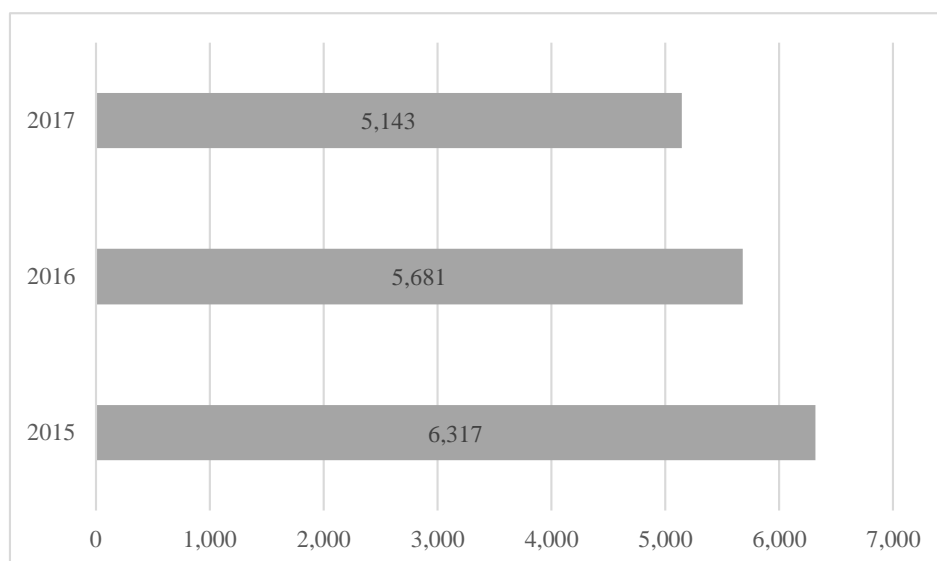
Figure 13. Clients served 2015 -2017. Note: Client service tracking process changed in 2017 to capture specific client service usage. Prior to 2017, each client interaction was tracked.

Safety and preparedness. ABC Organizational leaders are conscious of the physical safety of employees and resident veterans. Access to facilities and data is reasonably secured. Human resources policies regarding appropriate workplace communication and actions are in place and provided to employees. Management is accountable to actively address any deviations from the human resource policy and safety concerns in their areas of responsibility. Informal emergency and disaster practices primarily address workforce dismissal due to inclement weather. ABC Organizational leaders are considering development of formalized workforce emergency and disaster recovery plans to expand the informal process in place. Information technology business continuity and disaster recovery is outsourced to the organizational information technology provider. Organizational leaders are confident in the technology providers ability to provide and support business continuity and disaster recovery services.

Supply-chain. Executive leaders made changes to the supply chain process to drive decisions down into the organization to the lowest possible decision level. Regional and area leadership makes purchase and vendor decisions within their recognized level of authority and budget. Large expenses and vendors are analyzed and approved through corporate leadership. There is not a formal supplier or vendor performance assessment process in place. Suppliers and vendors are informally evaluated through internal discussions and feedback is not typically shared with the vendor. ABC Organization leaders do not have imminent plans to formalize the vendor assessment process.

Customer Results

Customer satisfaction and engagement. Information gathered through the
present survey processes and through indirect and direct interaction processes provide ad
hoc and inconsistent data (see Table 10). ABC Organizational leaders are developing a
formalized customer satisfaction and engagement process to mature the process and
increase understanding of the client experience. Leaders anticipate using data from the
enhanced data and measurements to obtain information from various client segments to
address potential gaps in service or experience.

Table 10

Customer Engagement and Satisfaction Processes and Effectiveness

Channel	Data source	Effectiveness rating
Survey	Grant process	Low
	Resident clients	Unknown–new process
	Served Ccients	Low
Direct and indirect client interaction	Clients	High
	Key community partners, Stakeholders, and agency partners	Moderate
Social media	Facebook	Moderate

Workforce Results

Workforce capability and capacity. Upon taking over leadership of ABC
Organization in 2016 the CEO began development of a plan to enhance workforce
capability and capacity (see Table 11). The action plan became part of the strategic
direction set by the board of directors and executive management. The data and

actionable information gained through the process of deploying the plan and the

introduction of sophisticated operational software provides leaders with information and

metrics to proactively address workforce capability and capacity. Leaders will use future

data to adjust processes, training, and expectations.

Table 11

Workforce Capability and Capacity Enhancement Plan

Action	Positive result
Implementation of HR software system	Formal HR policy, procedures, and processes Defined workforce performance expectations Formal onboarding process Employee development plans
Development of formal Training program	Skills development Assessment of current competencies Employee development Increased organizational performance Increased workforce performance Workforce taking on additional responsibilities
Implementation of operational software system	Specific performance measurements and metrics Sophisticated case management Client experience Workforce effectiveness
Implementation of communication Plan	Transparency Workforce engagement and satisfaction Employee retention Innovation Diversity of thought and perspective Challenge to the status quo Trust Collaboration Decision-making Workforce desire to increase participation in committees and improvement processes

There is not a formal success planning process in place or identified within the

organizational strategic plan. The development of a formal succession plan could

positively impact workforce capabilities and increase organizational effectiveness in the event of loss of personnel. The volunteer workforce is minimal. Volunteers are included in the workforce during large events Leaders are analyzing the impact adding volunteers into the daily functions and processes may have on workforce capability and capacity.

Workforce climate. ABC organizational leaders focus on providing a positive safe work environment and competitive benefits that meet current employee needs, retain employees, and entice new employees (see Figure 14). A primary objective for leaders is to become an employer of choice. Leaders are developing measurements, metrics, and data from the operational software systems to continue to enhance the work environment within ABC Organization. In an effort to keep and attract top talent and develop workforce capability, leaders intend to continue to focus on the workforce environment.

Workforce Climate

- Safe facilities
- Training
- Time off policy
- Salary
- Tuition reimbursement
- Open commincation
- Retirement plan
- HR practices and policies
- Employee empowerment
- Health/Vision/Dental care

Figure 14. Workforce benefits, processes, and practices.

Workforce engagement and performance. ABC organizational leaders are developing deeper and varied measurements and metrics to measure workforce engagement and performance. The analysis of formal and informal communication techniques, operational processes and procedures, cultural standards, and feedback

expectations are currently used to capture and analyze workforce engagement and performance data. Leaders developed a 10-pronged approach to engaging employees and increasing performance (see Figure 15). The organizational mission is at the center of all services, activities, and measurements.
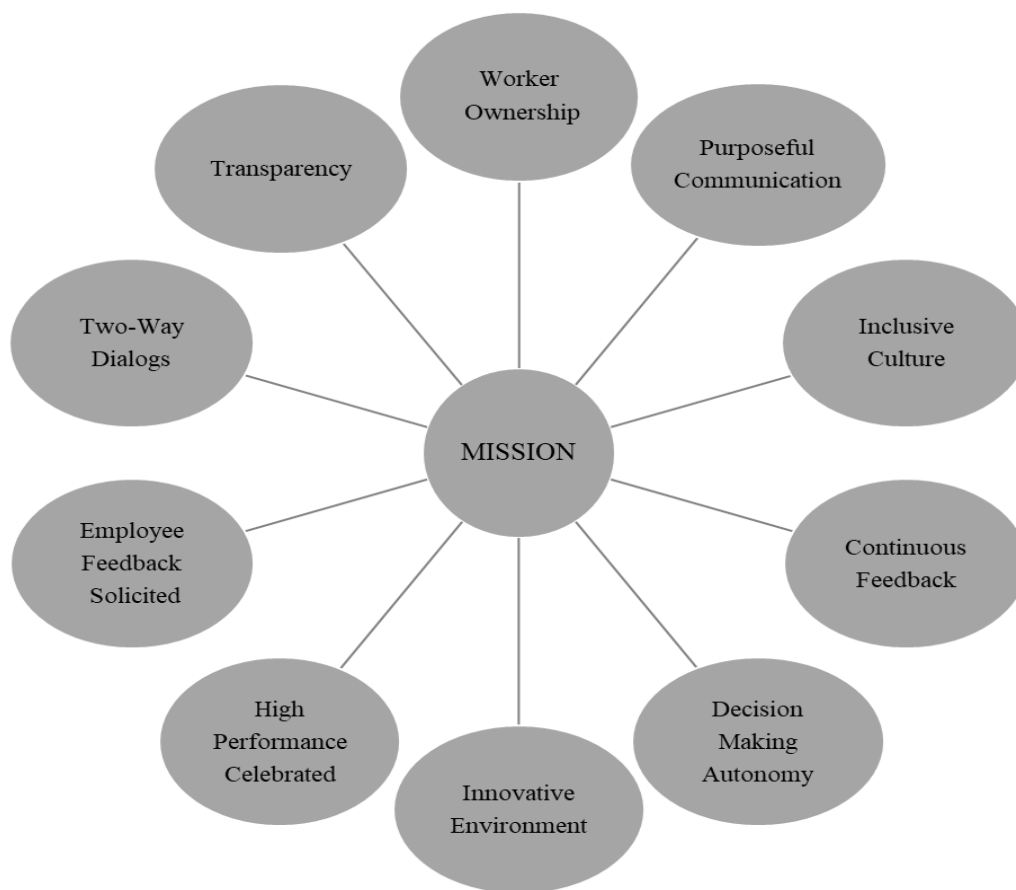
Figure 15. Workforce engagement and performance factors.

In 2017, employees taking an employee engagement survey strongly agreed that they were highly engaged. The implementation of the operational software system was a critical component of developing a deeper understanding of employee engagement and performance. In 2018, employees took a survey centered on employee engagement (see Figure 16). In the 2018 survey, 83.87% of the employees rated their engagement as

strongly agree or agree. Leaders set 90% as the optimal employee engagement ranking. Leaders will continue to enhance measurements and metrics, focus on this area, and make modifications as needed to address workforce engagement.
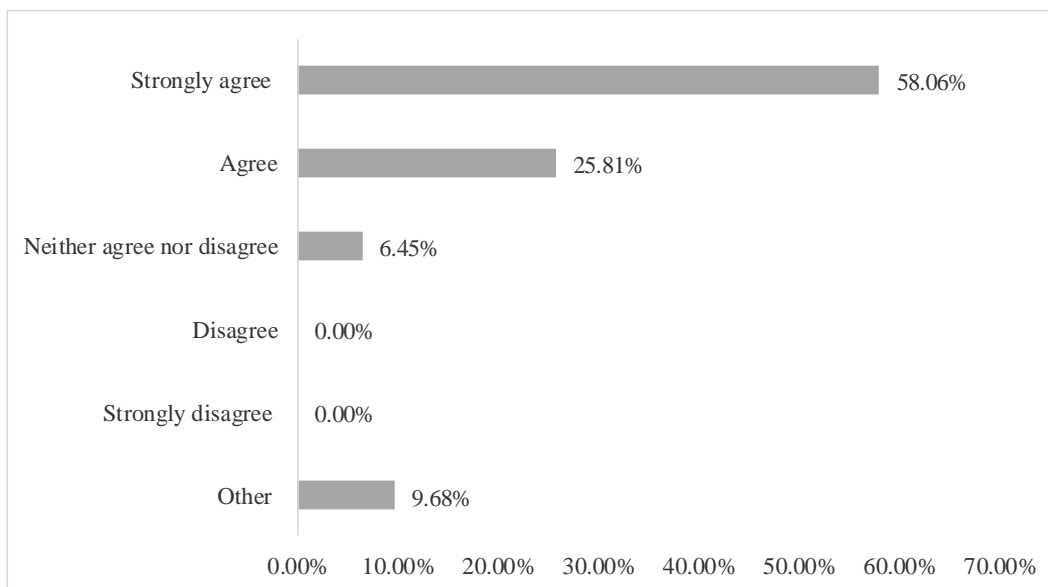
Figure 16. Workforce engagement survey–2018.

Workforce development. A specific focus on employee development and welfare increased employee effectiveness and engagement. ABC organizational leaders developed a 90-day onboarding and training plan for employees that addresses workforce development (see Table 12). Required third-party training, including web-based grant renewal training is identified and tracked to ensure compliance with grant requirements. Core competencies, rewards, incentive pay, bonuses, appraisals, and individual development opportunities are tracked through the operations software system and the human resources software system. Leaders strategically developed processes and technology solutions to enhance employee development opportunities. The development
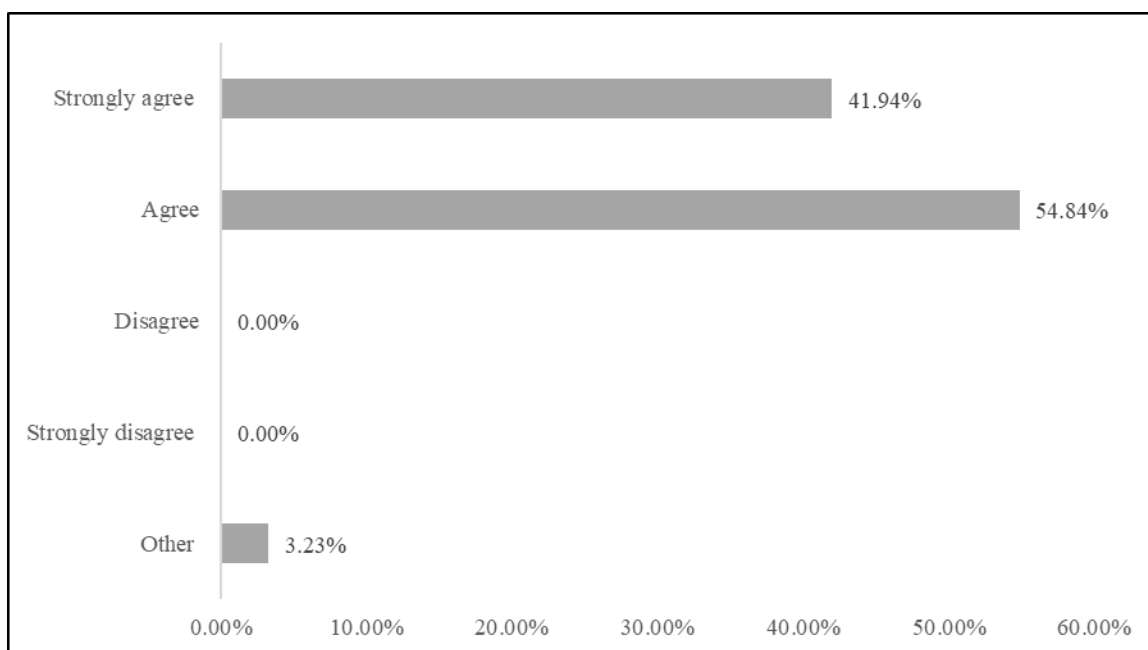
of employees is a continuing area of emphasis for organizational leaders. In a 2018

survey, 96.67% of employees supported and found value in the all employee training

sessions (see Figure 17). Longer term strategic initiatives include an ongoing effort to

enhance employee development, training, and the employee experience.

Table 12

Workforce Onboarding and Training Process

Training topic	Length of training	Actions
New hire set-up	1 – 14 days prior to new hire arrival	Prepare new hire HR paperwork Computer and supply set-up
Administration procedures	1 – 14 days after initial hire	Staff and partner introductions Employee handbook review Formal employee handbook acknowledgement Training on office technology and processes
Client information	20 – 25 days after administration procedure training	Training on client technology Training on services Interdepartmental functions and processes Begin working position duties
Vetlaw procedures	5 – 10 days after client information	Learn Vetlaw referral system and usage
Organizational	1 – 5 days after initial hire	Learn what other departments do Learn how to interact with other departments
Mentor training	7 – 14 days after organizational	Shadow experienced employee Training on websites and software
Scheduling	5 – 10 days after mentor training	Check in on training process Review gaps or issues Review employee standards and time off
Job description	5 – 10 days after scheduling	Supervisor review of progress and expectations Employee handbook signoff
Communication	5 – 10 days after job description	Review of organizational communications Training on communication systems
Mandatory training	15 – 20 days after communication	Completion of mandatory grant training

Horizontal bar chart showing response percentages:
- Strongly agree: 41.94%
- Agree: 54.84%
- Disagree: 0.00%
- Strongly disagree: 0.00%
- Other: 3.23%

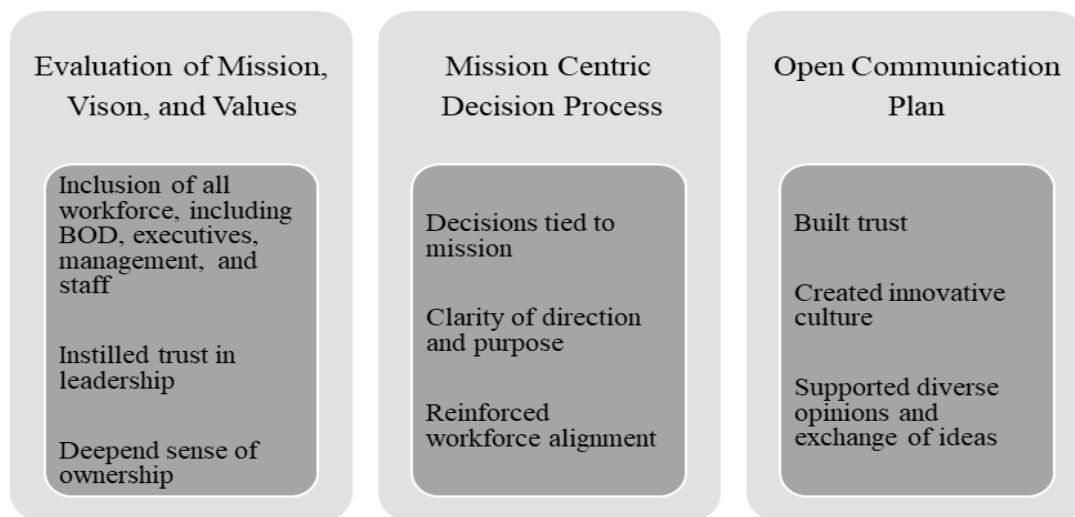X-axis: 0.00%, 10.00%, 20.00%, 30.00%, 40.00%, 50.00%, 60.00%

Figure 17. Workforce all employee training – 2018.

Leadership and Governance Results

   Leadership, governance, and societal responsibility. ABC organizational leaders developed processes and took specific actions to align key elements to ensure completion of the organizational mission and build workforce capability (see Figure 18). The new leadership installed in 2016 focused on building workforce capability development, organizational alignment, and the development of an inclusive and empowering organizational culture. Leaders intend to continue to focus on developing workforce capabilities through culture, technology, and a commitment to workforce development. The number of clients served increased year-over-year with few additional employees. The implementation of technology added significant efficiencies to the

process, which enhanced the employee and client experience. Leaders will continue to use technology to enhance employee and client experiences, thereby, increasing organizational effectiveness and efficiencies, and developing workforce capabilities.

Evaluation of Mission, Vison, and Values	Mission Centric Decision Process	Open Communication Plan
Inclusion of all workforce, including BOD, executives, management, and staff Instilled trust in leadership Deepend sense of ownership	Decisions tied to mission Clarity of direction and purpose Reinforced workforce alignment	Built trust Created innovative culture Supported diverse opinions and exchange of ideas

Figure 18. Key elements of organizational success and building workforce capability.

The board of directors actively participates in the strategic planning process and oversees organizational governance. All employees are part of the strategic planning process, which increases workforce commitment to the strategy. The board of directors actively oversees the strategic planning process and governance responsibilities. The CEO is directly accountable to the board of directors. The CEO has direct responsibility for strategic plan implementation and for the daily operations of ABC Organization. The board of directors is comprised of eight board members, including the board chair. Board members typically have military experience. The board of directors and the CEO are formalizing a board of director selection and election policy and process. Leadership is developing a formal succession plan and process.

Legal and ethical standards and expectations are clearly communicated to employees, stakeholders, and partners. Violations are addressed swiftly, and appropriate action is taken. Government grants are a primary source of funding. There are appropriate procedures and checks in place to control processes and to ensure that government grant requirements and Internal Revenue Service Code requirements are met. ABC organizational 990 forms are filed annually as required. There are organizational procedures and processes in place to track payment requests and payments. Outside audit firms validate organizational financials. Transparency is a fundamental dictate within ABC Organization. Audited financials are posted on the organizational website for public viewing. There are no material exceptions noted in the external audits for the years 2015 through 2017. The reputation of ABC Organization throughout social media, the community, and with partners is positive.

The services provided through ABC Organization directly benefit society. All levels of ABC organizational workforce understand and are committed to the organizational mission to end military veteran homelessness within the state. The key community served through the services of ABC Organization are homeless and potentially homeless military veterans and their families. Assisting at-risk military veterans directly and positively effects the social and economic conditions in the areas aided by the services provided through ABC Organization. By maintaining positive and collaborative relationships with partners and stakeholders, key communities are served. Leaders will continue to broaden the reach of services provide through increased media, a

focus on serving the client, a positive work environment, and a clear focus on the organizational mission.

Strategy implementation. ABC organizational leaders developed short-term and long-term strategic plans. Leaders are focused first on developing the appropriate infrastructure to address workforce capabilities, organizational efficiencies and effectiveness, funding streams, and deepening government and community alliances. Short-term strategic objectives are measured on a three-year implementation timeframe. ABC organizational leaders are meeting 2018 through 2020 strategic action plan timeframes for strategy initiatives (see Table 13). Developing workforce capabilities is a crucial aspect of long-term organizational success. Workforce systems and technology are supporting strategies that are foundational to developing workforce capabilities and organizational effectiveness. The funding stream is a constant priority for ABC organizational leaders. Without continuous grant and private funding, the ability to provided services is hindered. Leaders review strategic objective progression and adjust plans as needed. The development and implementation of the strategic objectives set by the board of directors and senior management are on schedule.

Table 13

Strategic Initiatives Completion Progress to Plan 2018 - 2020

Strategic initiatives	Progress completion level
Improve management processes	Meeting progress expectation
Improve data collection	Meeting progress expectation
Diversify funding sources	Meeting progress expectation
Understand and expand housing options	Meeting progress expectation
Expand and improve alliances	Meeting progress expectation
Be an employer of choice by providing the team with tools and resources to succeed with their clients and their personal goals	Meeting progress expectation
Consistent best practices implementation of client services throughout the state	Meeting progress expectation

Financial and Market Results

  Financial performance. The financial position of ABC Organization is sound.

Financial statements are audited annually through an independent audit firm. There were

no issues found in a review of the independent annual financial audits. ABC

organizational leaders utilize funding from grants and private donations effectively, are

controlling expenses, and are managing growth (see Figure 19). The majority of funding

comes from government grants, which leaders recognized as a potential threat to future

funding sustainability (see Figure 20). Efforts are underway to increase private

philanthropic funding through the hiring of a development director. Leaders are

proactively keeping expenses inline as they develop critical infrastructure (see Figure 21).

The purchase and implementation of technology solutions, amplified focus on employee

benefits and workforce capability, the client experience, and fund-raising efforts

increased expenses. The increased expense is an appropriate outlay of funds and are

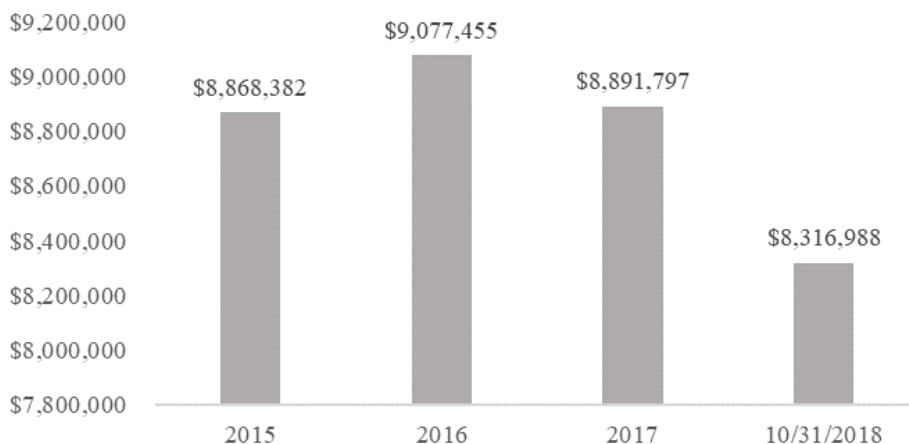aligned with the strategic objectives set by the board and executive management.

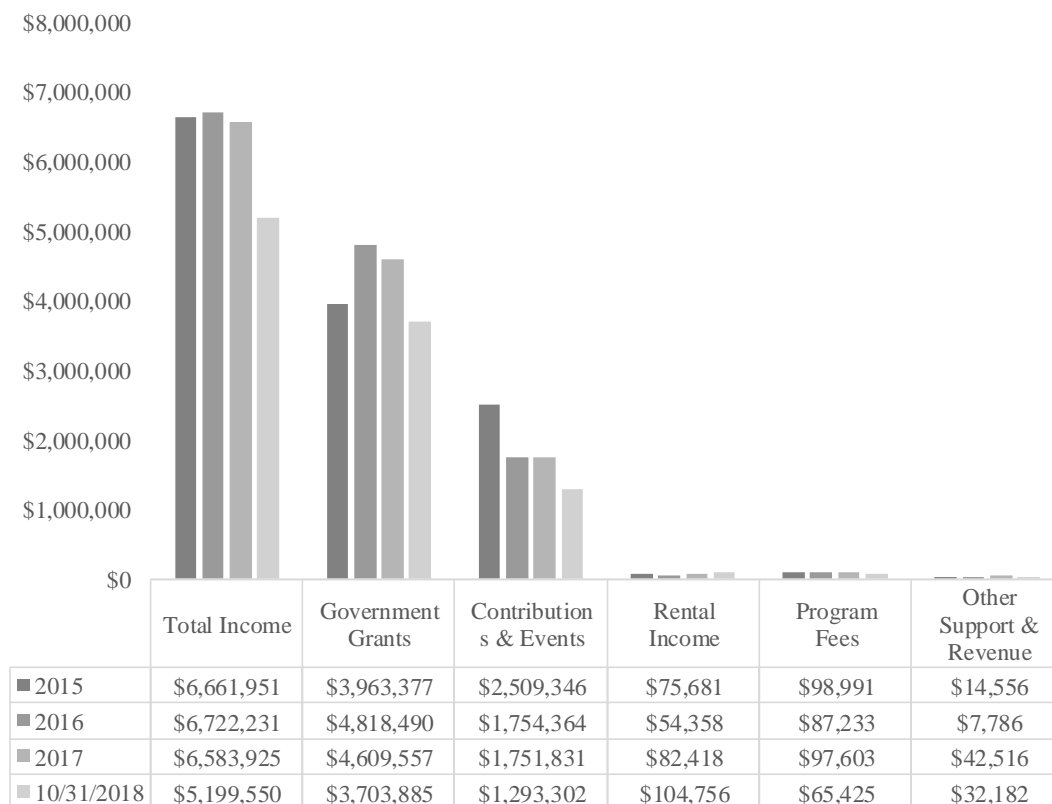*Figure 19.* Financial performance–total assets.

	Total Income	Government Grants	Contributions & Events	Rental Income	Program Fees	Other Support & Revenue
2015	$6,661,951	$3,963,377	$2,509,346	$75,681	$98,991	$14,556
2016	$6,722,231	$4,818,490	$1,754,364	$54,358	$87,233	$7,786
2017	$6,583,925	$4,609,557	$1,751,831	$82,418	$97,603	$42,516
10/31/2018	$5,199,550	$3,703,885	$1,293,302	$104,756	$65,425	$32,182

Figure 20. Financial performance–income.

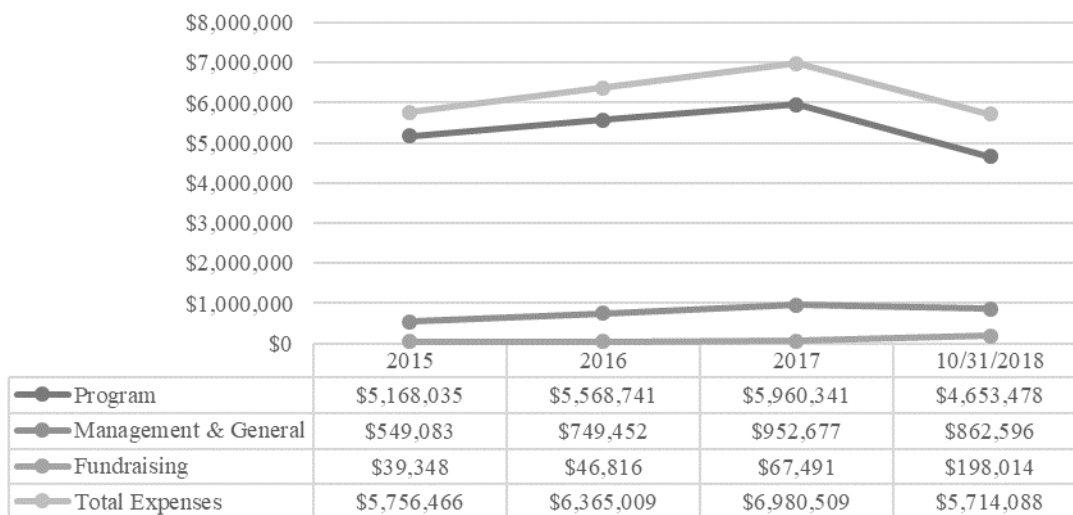|	2015	2016	2017	10/31/2018
Program	$5,168,035	$5,568,741	$5,960,341	$4,653,478
Management & General	$549,083	$749,452	$952,677	$862,596
Fundraising	$39,348	$46,816	$67,491	$198,014
Total Expenses	$5,756,466	$6,365,009	$6,980,509	$5,714,088

Figure 21. Financial performance–expenses.

Market comparison. The market in which ABC Organization functions encompasses an entire state. Differing market, employment, and economic conditions exist within this geographic spread. Information found through the state Council of Nonprofits provided state-wide comparison data. ABC organizational leaders recognized workforce wage as a potential retention challenge. This challenge is shared across all nonprofit organizations within the state. The average annual wages within the nonprofit sector lags in comparison to the for-profit and government sectors (see Figure 22). The primary funding source for ABC Organization is government funding, which is typical of nonprofits with $5 million plus in annual revenue (see Figure 23). Nonprofit board of directors have the primary responsibility of organizational governance, including financial oversight. Board of directors need insight into financial statements on a regular basis to address organizational oversight. Financial statement review by nonprofit board of directors within the state vary (see Figure 24). The board of directors of ABC

Organization review financial statements on a quarterly basis, which is within the norm
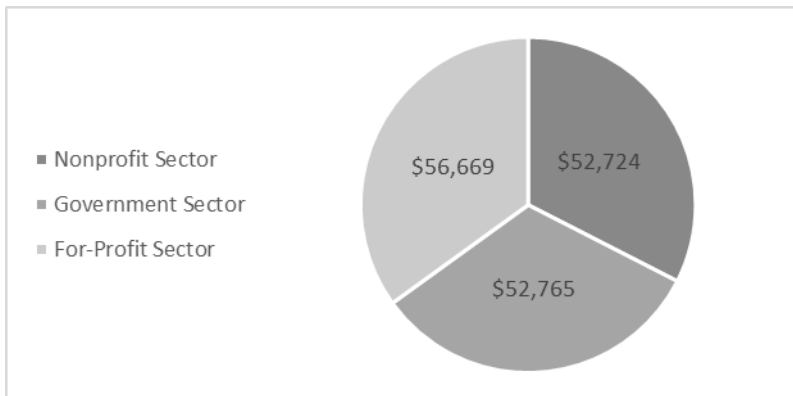
for other nonprofits within the state.

Figure 22. Annual average wages in state by sector–2017. Data obtained from Minnesota
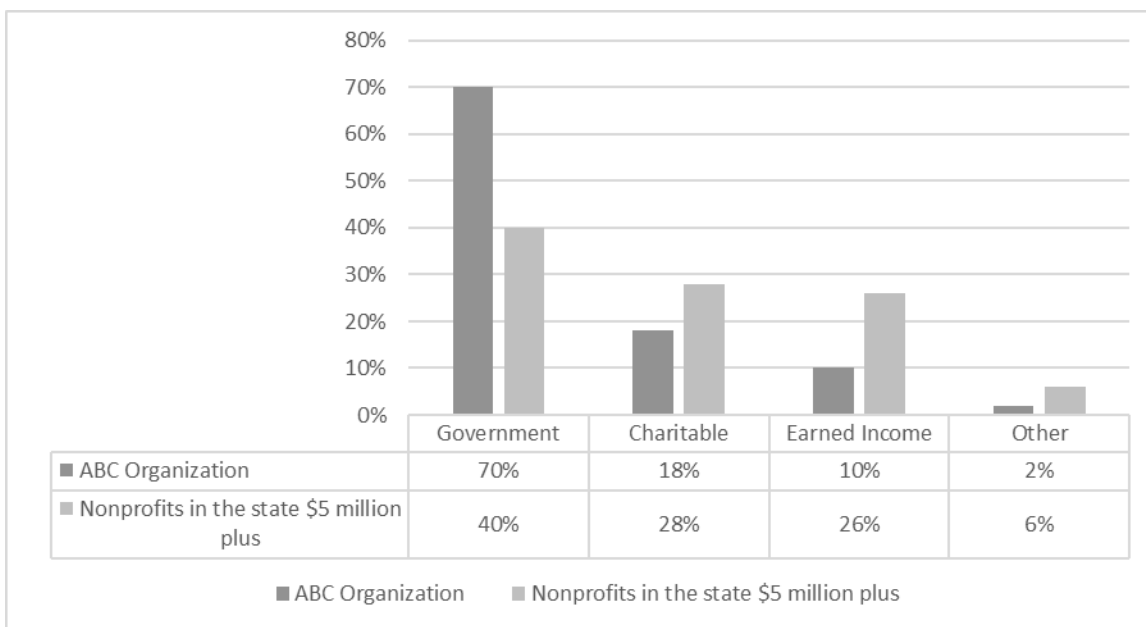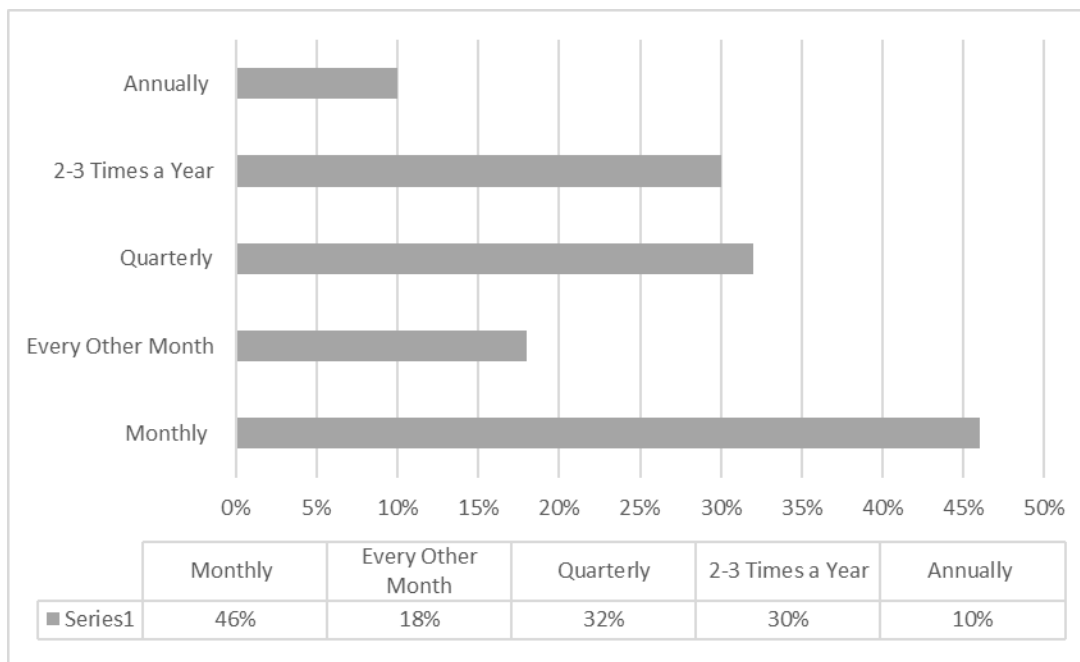Nonprofit Economy Report: A statewide and regional analysis–2017.

Figure 23. Average percentage of revenue for state nonprofit organizations–2017. Data
for nonprofits of $5 million or more compared to ABC Organization. Data obtained from
2018 Minnesota Nonprofit CFO Report.

Figure 24. Nonprofit board of director financial statement review frequency–2017. Data obtained from 2018 Minnesota Nonprofit CFO Report.

Key Themes

Process strengths. The organizational mission is central to the formation of all services, communication, decisions, activities, processes, and measurements. ABC leader's singular focus of fulfilling the organizational mission of ending veteran homelessness within the state assists to align the workforce with performance. Workforce alignment with the organizational mission allowed for changes in culture, enhanced individual performance and capabilities, higher organizational performance, and the introduction of advanced processes, systems, and measurements with little resistance within the organization. This mission focused results expands to partnering organizations. ABC leaders select community and government partners, grant and funding sources, and suppliers that support and align with the organizational mission.

The expansion of new process development began as new leadership took over management in 2016. Leaders recognized the need to develop system and procedural processes to the meet new organizational direction and aggressive strategic objectives. Strategy development and implementation went from a hierarchical top down approach to a holistic organizational effort. Workforce participation in the strategic planning process amplified trust for leadership and aligned the workforce with the organizational strategic direction. Workforce involvement in the implementation of the strategic initiatives furthered aligned the workforce, created an environment of autonomy, and encouraged a collaborative culture. Formal and informal open communication practices advanced the progression to an effective and mission focused workforce.

Specific procedural processes were implemented to increase workforce capability and build workforce and organizational capacity. Workforce capability was addressed with the development and enhancement of human resource procedures, training opportunities, and a formal onboarding process. The implementation of technological systems within the human resources, operations, and case management processes positively impacted the workforce and client experiences. Technology solutions increased workforce capabilities and organizational efficiencies. The foundational development of effective procedural and technological processes positions ABC organizational leaders to meet short-term and long-term strategic objectives.

Process opportunities. The enhanced formal procedural and technological processes are newly implemented. Further process and technology developments and enhancements are essential for the continued expansion of organizational and workforce

capabilities. Through the continued refinement of human resources processes, there are added workforce benefits related to performance expectations, task clarity, and additional opportunities to develop capabilities. The continued advancement of technology systems and processes provides a solid foundation for improved and future efficiencies, which have the potential to enhance the workforce and client experiences.

There is not a formal succession planning process within the organization or identified as a strategic initiative. The development of a formal succession planning process improves ongoing workforce capabilities through continued workforce development, which is a key strategic initiative. Leaders can use the succession planning process to identify potential gaps in skills and knowledge, as well as, protect against loss of productively in the event of personnel loss. An effective succession plan is particularly critical for executive-level leaders. Without proper preparation, the loss of executive leadership has the potential to derail organizational direction and strategy, thereby, placing the achievement of the organizational mission at risk.

Results strengths. The infrastructure built by ABC organizational leaders is designed to attain strategic objectives, is scalable as the organization matures and grows, and supports sustainability. ABC organizational leaders purposefully and systematically built an organizational culture where the workforce is rewarded for actively participating in the development of new ideas, implementation of plans, and for taking ownership of roles. A renewed emphasis on building workforce capabilities ignited deeper global commitment and passion from employees. Improved workforce engagement resulted in greater organizational alignment positively effecting efficiencies, capabilities, and actions

that directly align with the organizational mission. The expansion of external partnerships and non-grant funding sources strengthens the organizational financial position and allows for more access to services by at-risk military veterans. Organizational leaders work effectively as an executive leadership team, are progressive thinkers, are aligned as a leadership team, and use various leadership styles to successfully lead ABC Organization.

Results opportunities. ABC organizational leaders are methodically addressing strategic plan objectives. As ABC organizational leaders continue to focus on developing processes to address identified strategic objectives, focusing on the development of new objectives that identify and manage emerging risks and opportunities is vital. Leaders self-identified the need to continue to improve and enhance organizational measurements and metrics. The implementation of technology solutions will enable leaders to continue to extend the type, level, and amount of data analyzed. Leaders are developing additional funding strategies and sources to supplement government grant funding that is the primary source of funding. Additional at-risk military veterans can be served through the development of varied funding sources. Volunteers are engaged in limited circumstances and are not a significant part of the ABC organizational workforce. Exploring additional opportunities for volunteer participation could ease pressure on the paid workforce allowing for the development of additional workforce and organizational capability and capacity.

Project Summary

As pressure for increased organizational performance and the effects of a growing need for services collide, leaders of nonprofit organizations are expected to deliver services in a resourceful manner. Proactively addressing the need for services and organizational effectiveness is crucial to organizational success and sustainability. Sanzo-Perez et al. (2017) posited that nonprofit leaders need to proactively address increasing service demands through the development of workforce capabilities and internal resources. Leadership ability, skills, and experience is a crucial component of organizational success (Bish & Becker, 2016). When leadership capabilities are deficient, organizational performance and mission completion suffer. Despard (2016a) identified that 44% to 71% of leaders within the nonprofit sector fail to improve performance, service delivery, and leadership capabilities. Strong nonprofit organizational leadership and workforce capabilities improves the services provided to at-risk individuals and the community.

In this study, I analyzed a variety of strategies ABC organizational leaders used to address workforce capability within a growing and changing nonprofit organization. The ability of leaders to effectively engage workers and motivate the workforce to meet performance expectations has a significant impact on organizational success. Leaders have a direct and influential effect on employee behaviors and ultimately on organizational performance (Prati & Karriker, 2018). Workforce capabilities effect every aspect of organizational performance, and according to Zareen et al. (2015) are crucial at every organizational level. Understanding the effects of leader influence on employee

performance and engagement increases the opportunity for workforce capability development.

Each participant in this study provide valuable information of short- and long-term strategic actions and provided insight into specific areas that require additional action to fully address workforce capabilities. The findings and recommendations of this study are important to nonprofit senior leaders, as they provide strategies to address workforce capabilities and vision into leader effectiveness. Leaders of other nonprofit organizations may benefit from the information provide in this study as a variety of strategies and recommendations are identified that address workforce capability areas. Furthermore, the information and data analyzed provided additional insight regarding the impact of technology systems, communication, measurements and metrics, volunteer potential, and funding sources in relation to organizational effectiveness and efficiency. The implications for social change in this study includes the potential to provide valuable strategies to senior leaders of nonprofit organizations that increase workforce capabilities and thereby, influence their ability to deliver and enhance services to the community and at-risk individuals.

Contributions and Recommendations

Nonprofit leaders are often challenged with meeting increasing demands for service with limited resources. Maximizing the available resources is a crucial aspect of organizational performance and the ability to meet service demands. Building workforce capability increases knowledge and skills, enhances the client experience, is a factor of workforce engagement and satisfactions, and advances efforts to improve organizational

processes and competences. Development of and follow through on appropriate strategies and processes can assist in the expansion of workforce capabilities, leading to a knowledgeable and engaged workforce. Organizational effectiveness is also impacted by the level of workforce capability within the organization. I identified areas of opportunity and made recommendations to address these areas.

The services provided through ABC Organization are crucial to assisting in the reduction and ultimately the elimination of need for their services. There are few volunteer opportunities within ABC Organization. Full-time and a few part-time employees comprise the workforce. The change of management in 2016 precipitated organizational changes that positively impacted culture and employee engagement. The foundational organizational components of the organizational mission, vision, and values were reviewed and revised to reflect the developing empowering culture. Strategy development became a holistic process, involving all employees.

Employee processes and systems were developed and began to be consistently administered. The introduction of technology systems, and specific procedures and processes reinforced the development of workforce capability. I recommend that ABC organizational leaders continue with their strategic plan and actions to further develop and define workforce expectations, provide development and training opportunities, and enhance human resource technology systems and processes. I encourage leaders to continue to reach out and include all levels of organizational workers in decisions and strategy as appropriate. Additionally, I recommend ABC organizational leaders

incorporate the board of directors in the plans for training opportunities and building organizational workforce capabilities.

ABC organizational leaders are effectively implementing technology into workforce, client, financial, and operational processes. The addition of technology-based resources increased organizational effectiveness and efficiencies, and human resource processes. The workforce and client experiences are positively impacted through the information sharing and time saving capabilities of the operational software. Human resource processes and procedures, and workforce performance expectations and documentation have significantly improved with the introduction of human resource software. I recommend that leaders continue to define and refine human resource processes and procedures and continue to provide clarity around workforce expectations to assist in maintaining and enhancing the employee experience.

With the development of technological systems, ABC organizational leaders have established a solid foundation for the expansion of organizational measurements and metrics. Leaders self-identified the need to enhance the capture and use of measurement and the evaluation of metrics. Data captured within the human resource and operational software systems are crucial measurements that will provide valuable organizational performance, and employee and client satisfaction data. Creating a formal client, employee, and partner survey and feedback process will provide data points that will assist leaders in making organizational performance and workforce decisions. I recommend that leaders continue and enhance the capture and analysis of data obtained from operational and human resource systems. Another recommendation is for leaders to

develop and implement a formal feedback and survey process to obtain valuable information from clients, partners, and employees.

Funding is typically an area of focus for nonprofit organizational leaders. Funding for services provided through ABC Organization are primarily provided through government grants. Government grants constitute 78% of ABC organizational funding. Nonprofit organizations in the same state of similar size receive 40% of their funding from government grants. The unique military veterans demographic of clients that request services through ABC Organization effects the higher government grant funding rate. A diversification of funding sources can stabilize funding fluctuations and create additional opportunity for ABC Organization to serve additional clients. Leaders identified the importance and need for additional funding sources. ABC organizational leaders recognized the criticality of creating stronger community and partner relationships in their quest to diversify funding. I recommend that ABC organizational leaders actively follow their plan to solicit additional and varied funding sources, and to enhance community and partners relationships.

As ABC organizational leaders are focused on developing workforce capabilities, expanding technology solutions, increasing measurements and metric analysis, diversifying funding, and enhancing community and partnerships. A volunteer workforce could provide added value and efficiencies. Involving individuals from the community and partnering organizations could have a positive impact on the other organizational strategies. Volunteerism as part of daily operational activities is an area that has yet to be actively pursued by ABC organizational leaders. Volunteers participate in large activities,

such as the Stand Down events, or in telethon fund raising activities. I recommend that leaders evaluate the value of volunteers as an operational volunteer workforce.

Researchers studying my research and those conducting similar research may benefit from the strategies used by nonprofit leaders and recommendations provided to nonprofit leaders developing workforce capabilities in an environment of increasing demand for services. I recommend future researchers use a different conceptual framework to explore the strategies nonprofit leaders use to build workforce capability to address increasing serve demands. An organizational performance conceptual framework could provide a different viewpoint on this topic. Conducting a qualitative multiple case study that included nonprofit organizations that served dissimilar clients may provide additional data and perspective. Future researchers could also deepen the population sample to additional levels of management within the nonprofit organization. The results of this study when disseminated within the academic and professional community may provide useful information and strategies to effectively develop workforce capabilities.

Section 4: Executive Summary of Key Themes

Project Summary

The purpose of this qualitative single-case study was to explore the strategies nonprofit leaders use to build workforce capabilities to address increasing service demands. As a participant in Walden University's consulting capstone, I worked with an assigned organization located in midwestern United States that serves homeless military veterans. I used purposeful sampling to identify three executive leaders as the population for this study. To obtain insight into the operations and identify opportunities, I performed semistructured interviews, reviewed internal and external documents and data, website and social media sites, and analyzed other nonprofit organizations to obtain a clear understanding of the needs of clients, the workforce, and the communities served. Data collected and analyzed resulted in the identification of four themes: process strengths, process opportunities, results strengths, and results opportunities.

I offered recommendations to client leaders to assist in enhancing organizational efficiencies and effectiveness. The results of this study support the need to for nonprofit leaders to review workforce processes and procedures, technology systems, a volunteer workforce, and funding sources to sustain and increase organizational services and efficiencies. The client leaders provide state wide services and housing to homeless military veterans with limited workforce; therefore, it is imperative that client leaders understand how to develop workforce capability, organizational efficiency, measurements, and funding strategies to sustain organizational operations and growth.

Contributions and Recommendations

The results I identified in this study may provide strategies and implementation practices that leaders of nonprofit organizations can use to build workforce capability and organizational effectiveness in an increasing service demand environment. The contributions to business practices include strategies and information learned to improve workforce capabilities, organizational efficiencies, volunteerism, and funding options. The contributions to social change include a clearer understanding of strategy development, workforce capability development, and organizational alignment that contributes to fulfilling the organizational mission and addressing demands for service, thereby creating a positive impact on the community through increased service to at-risk individuals.

My recommendations for future enhancements and implementation include a continued development of technological systems and processes, measurements and metrics, nongovernment funding sources, and volunteer opportunities. The ongoing development and refinement of effective strategy initiatives is crucial for the continued expansion of services, organizational effectiveness, partnership relationships, and development of workforce capabilities. Furthermore, my recommendations include the formation of a formal volunteer program that would relieve workforce pressure and assist in the timely delivery of housing and other services provided to at-risk military veterans.

References

Abdalla, M. M., Oliveira, L. G., Azevedo, C. E. F., & Gonzalez, R. K. (2018). Quality in

    qualitative organizational research types of triangulation as a methodological

    alternative. *Administracao, 19,* 66-98. doi:10.13058/raep.2018.v19n1.578

Afsar, B., & Masood, M. (2018). Transformational leadership, creative self-efficacy, trust

    in supervisor, uncertainty avoidance, and innovative work behavior of nurses. *The*

    Journal of Applied Behavioral Science, 54, 36-61.

    doi:10.1177/0021886317711891

Afsar, B., Badir, Y. F., Saeed, B. B., & Hafeez, S. (2017). Transformational and

    transactional leadership and employee's entrepreneurial behavior in knowledge –

    intensive industries. *The International Journal of Human Resource Management,*

    28, 307-332. doi:10.1080/09585192.2016.1244893

Afshari, L., & Gibson, P. (2016). How to increase organizational commitment through

    transactional leadership. *Leadership & Organization Development Journal, 37,*

    507-519. doi:10.1108/LODJ-08-2014-0148

Alagaraja, M., & Githens, R. P. (2016). Capacity and capability building for national

    HRD: A multi-level conceptual framework. *Human Resource Development*

    Review, 15, 77-100. doi:10.1177/1534484315623908

Alcadipani, R., Westwood. R., & Rosa, A. (2015). The politics of identity in

    organizational ethnographic research: Ethnicity and tropicalist intrusions. *Human*

    Relations, 68, 79-106. doi:10.1177/0018726714541161

Allameh, S. M., Pool, J. K., Kazemi, R. V., & Mostafavi, M. (2015). The impact of emotional intelligence on transformational leadership and leader effectiveness. *Latin American Journal of Management for Sustainable Development, 2,* 83-93. Retrieved from https://publons.com/journal/74872/latin-american-journal-of-management-for sustainab

Al-Yami, M., Galdas, P., & Watson, R. (2018). Leadership style and organizational commitment among nursing staff in Saudi Arabia. *Journal of Nursing Management, 26,* 531-539. doi:10.1111/jonm.12578

Anderson, C. A., Leahy, M. J., DelValle, R., Sherman, S., & Tansey, T. N. (2014). Methodological application of multiple case study design using modified consensual qualitative research (CQR) analysis to identify best practices and organizational factors in the public rehabilitation program. *Journal of Vocational Rehabilitation, 41,* 87-98. Retrieved from https:content.iospress.com/articles/journal-of-vocational-rehabilitation/jvr709

Anderson, M. H., & Sun, P. Y. T. (2015). The downside of transformational leadership when encouraging followers to network. *The Leadership Quarterly, 26,* 790-801. doi:10.1016/j.leaqua.2015.05.002

Anderson, M. H., & Sun, P. Y. T. (2017). Reviewing leadership styles: Overlaps and the need for a new full-range theory. *International Journal of Management Reviews, 19,* 76-96. doi:10.1111/ijmr.12082

Anderson, V. (2017). Criteria for evaluating qualitative research. *Human Resource Development Quarterly, 28,* 125-133. doi:10.1002/hrdq.21282

Annink, A. (2017). Using the research journal during qualitative data collection in a

cross-cultural context. *Entrepreneurship Research Journal, 7*(1), 1-17.

doi:10.1515/erj-2015-0063

Antonakis, J., & House, R. J. (2014). Instrumental leadership: Measurement and

extension of transformational-transactional leadership theory. *The Leadership

Quarterly, 25,* 746-771. doi:10.1016/j.leaqua.2014.04.005

Arnold, K. A., Connelly, C. E., Walsh, M. M., & Martin Ginnis, K. A. (2015).

Leadership styles, emotion regulation, and burnout. *Journal of Occupational

Health Psychology, 20,* 481-490. doi:10.1037/a0039045

Asrar-ul-Haq, M., & Kuchinke, K. P. (2016). Impact of leadership styles on employees'

attitude towards their leader and performance: Empirical evidence from Pakistani

banks. *Future Business Journal, 2,* 54-64. doi:10.1016/j.fbj.2016.05.002

Atanasova, S., Kamin, T., & Petric, G. (2018). The benefits and challenges of online

professional-patient interaction: comparing views between users and health

professional moderators in an online health community. *Computers in Human

Behavior, 83,* 106-118. doi:10.1016/j.chb.2018.01.031

Avolio, B. J. (1999). *Full leadership development: Building the vital forces in

organizations.* Thousand Oaks, CA: Sage Publications.

Baesu, C., & Bejinaru, R. (2015). Innovative leadership styles and the influence of

emotional intelligence. *USV Annals of Economics & Public Administration*, 15,

136-145. Retrieved from

http://annals.seap.usv.ro/index.php/annals/articles/viewFile/814/733

Baily, L. F. (2014). The origin and success of qualitative research. *International Journal of Market Research, 56,* 167-184. doi:10.2501/IJMR-2014-013

Baldrige Excellence Framework (2017-2018). Retrieved from https://www.nist.gov/ baldrige/publications/baldrige-excellence-framework/businessnonprofit

Banks, G. C., McCauley, K. D., Gardner, W. L., & Guler, C. E. (2016). A meta-analytic review of authentic and transformational leadership: A test for redundancy. *The Leadership Quarterly, 27,* 634-652. doi:10.1016/j.leaqua.2016.02.006

Barnham, C. (2015). Quantitative and qualitative research. *International Journal of Market Research, 57,* 837-854. doi:10.2501/IJMR-2015-070

Baskarada, S., Watson, J., & Cromarty, J. (2017). Balancing transactional and transformational leadership. *International Journal of Organizational Analysis, 25,* 506-515. doi:10.1108/IJOA-02-201600978

Bass, A. E., & Milosevic, I. (2018). The ethnographic method in CSR research: The role and importance of methodological fit. *Business & Society, 57,* 174-215. doi:10.1177/000765031664866

Bass, B. M., & Avolio, B. J. (1994). *Improving organizational effectiveness through transformational leadership.* Thousand Oaks, CA: Sage Publications.

Bastug, M., Ertem, I. S., & Keskin, H. K. (2017). A phenomenological research study on writer's block: Causes, processes, and results. *Educations + Training, 59,* 605-618. doi:10.1108/EY-11-2016-0169

Belk, R. W. (2017). Qualitative research in advertising. *Journal of Advertising, 46,* 36-47. doi:10.1080/00913367.2016.1201025

Benia, L. R., Hauck-Filho, N., Dillenburg, M., & Stein, L. M. (2015). Assessment and

evaluation techniques for child sexual abuse. The NICHD investigative interview

protocol: A meta-analytic review. *Journal of Child Sexual Abuse, 24,* 259-279.

doi:10.1080-10538712.2015.1006749

Bennett, E. E., & McWhorter, R. R. (2016). Opening the black box and searching for

smoking guns: Process causality in qualitative research. *European Journal of

Training and Development, 40,* 691-718. doi:10.1108/EJTD-07-2015-0049

Bish, A., & Becker, K. (2016). Exploring expectations of nonprofit management

capabilities. *Nonprofit and Voluntary Sector Quarterly, 45,* 437-457.

doi:10.1177/0899764015583313

Blanchard, K. (2010). *Leading at a Higher Level.* Upper Saddle River, NJ: Prentice Hall.

Boateng, A., Akamavi, R. K., & Ndoro, G. (2016). Measuring performance of non-profit

organisations: Evidence from large charities. *Business Ethics: A European

Review, 25,* 59-74. doi:10.1111/beer.12108

Boddy, C. R. (2016). Sample size for qualitative research. *Qualitative Market Research:

An International Journal, 19,* 426-432. doi:10.1108/QMR-06-2016-0053

Bosse, T., Duell, R., Memon, Z. A., Treur, J., van der Wal, C. N. (2017). Computational

model-based design of leadership support based on situational leadership theory.

*Simulation: Transactions of the Society for Modeling and Simulation

International, 93,* 605-617. doi:10.1177/0037549717693324

Boyatzis, R. E., Thiel, K., Rochford, K., & Black, A. (2017). Emotional and social

intelligence competencies of incident team commanders fighting wildfires. *The

Journal of Applied Behavioral Science, 53, 498-516.

doi:10.1177/0021886317731575

Bradbury-Jones, C., Breckenridge, J., Clark, M. T., Herber, O. R., Wagstaff, C., &

Taylor, J. (2017). The state of qualitative research in health and social science

literature: A focused mapping review and synthesis. *International Journal of*

Social Research Methodology, 20, 627-645. doi:10.1080/13645579.2016.1270583

Breevaart, K., & Bakker, A. B. (2018). Daily job demands and employee work

engagement: The role of daily transformational leadership behavior. *Journal of*

Occupational Health Psychology, 23, 338-349. doi:10.1037/ocp000082

Brinkmann, S. (2016). Methodological breaching experiments: Steps toward theorizing

the qualitative interview. *Culture & Psychology, 22,* 520-533.

doi:10.1177/1354067X16650816

Bryan, T. K. (2017). Multilevel learning in nonprofit organizations. *Journal of Nonprofit*

Education and Leadership, 7, 91-109. doi:10.18666/JNEL-2017-V7-I2-7870

Buch, R., Martinsen, O. L., & Kuvaas, B. (2015). The destructiveness of laissez-faire

leadership behavior: The mediating role of economic leader-member exchange

relationships. *Journal of Leadership & Organizational Studies, 23,* 115-124.

doi:10.1177/1548051813515302

Buch, R., Thompson, G., & Kuvaas, B. (2016). Transactional leader-member exchange

relationships and followers' work performance: The moderating role of leaders'

political skill. *Journal of Leadership & Organizational Studies, 23,* 456-466.

doi:10.1177/1548051816630227

Burns, J. M. (1978). *Leadership.* New York, NY: Free Press.

Caillier, J. G. (2016). Do transformational leaders effect turnover intentions and extra-role behaviors through mission valence? *American Review of Public Administration, 46,* 226-242. doi:10.1177/0275074014551751

Caillier, J. G., & Sa, Y. (2017). Do transformational-oriented leadership and transactional-oriented leadership have an impact on whistle-blowing attitudes? A longitudinal examination conducted in US federal agencies. *Public Management Review, 19,* 406-422. doi:10.1080/14719037.2016.1177109

Cairns-Lee, H. (2015). Images of leadership development from the inside out. *Advances in Developing Human Resources, 17,* 321-336. doi:10.1177/1523422315587897

Campbell, J. W. (2018). Efficiency, incentives, and transformational leadership: Understanding collaboration preferences in the public sector. *Public Performance & Management Review, 41,* 277-299. doi:10.1080/15309576.2017.140332

Cappellaro, G. (2017). Ethnography in public management research: A systematic review and future directions. *International Public Management Journal, 20,* 14-48. doi:10.1080/10967494.2016.1143423

Carmichael, T., & Cunningham, N. (2017). Theoretical data collection and data analysis with gerunds in a constructivist grounded theory study. *The Electronic Journal of Business Research Methods, 15,* 59-73. Retrieved from www.ejbrm.com

Ceri-Booms, M., Curseu, P. L, & Oerlemans, L. A. G. (2017). Task and person-focused leadership behaviors and team performance: A meta-analysis. *Human Resource Management Review, 27,* 178-192. doi:10.1016/j.hrmr.2016.09.010

Cetin, M. O., & Kinik, F. S. F. (2015). An analysis of academic leadership behavior from the perspective of transformational leadership. *Social and Behavioral Sciences, 207,* 519-527. doi:10.1016/j.sbspro.2015.10.122

Chandra, Y., & Shang, L. (2017). An RQDA-based constructivist methodology for qualitative research. *Qualitative Market Research: An International Journal, 20,* 90-112. doi:10.1108/QMR-02-2016-0014

Charles, C., & Kim, M. (2016). Do donors care about results? An analysis of nonprofit arts and culture organizations. *Public Performance & Management Review, 39,* 864-884. doi:10.1080/15309576.2015.1137775

Chaimongkonrojna, T. & Steane, P. (2015). Effectiveness of full range leadership development among middle managers. *Journal of Management Development, 34,* 1161-1180. doi:10.11108-JMD-01-2014-0002

Chiang, K. F., Wang, H. H., Chien, I. K., Liou, J. K., Hung, C. L., Huang, C. M., & Yang, F. Y. (2015). Healthcare providers' perceptions of barriers in implementing of home telecare in Taiwan: A qualitative study. *International Journal of Medical Informatics, 84,* 277-287. doi:10.1016/j.ijmedinf.2015.01.007

Chung, H. F. L., Wang, C. L., Huang, P., & Yang, Z. (2016). Organizational capabilities and business performance: When and how does the dark side of managerial ties matter? *Industrial Marketing Management, 55,* 70-82. doi:10.1016/j.indmarman.2016.02.014

Clark, K. R., & Veale, B. L. (2018). Strategies to enhance data collection and analysis in qualitative research. *Radiologic Technology, 89,* 482-485. Retrieved from http://www.radiologictechnology.org

Colorafi, K. J., & Evans, B. (2016). Qualitative descriptive methods in health science research. *Health Environment Research, 9*(4), 16-25. doi:10.1177/1937586715614171

Cronin, C. (2014). Using case study research as a rigorous form of inquiry. *Nurse Researcher, 21*(5), 19-27. Retrieved from http://journals.rcni.com/nurse-researcher

Crum-Allen, P., & Palmer, L. B. (2016). Alignment of CTE centers with the Baldrige Quality Award in education criteria: Perceptions of leaders and faculty. *Career and Technical Education Research, 41,* 49-64. doi:10.5328/cter41.1.49

Curtis, G. J. (2018). Connecting influence tactics with full-range leadership styles. *Leadership & Organization Development, 39,* 2-13. doi:10.1108/LODJ-09-2016-0221

Dabke, D. (2016). Impact of leader's emotional intelligence and transformational behavior on perceived leadership effectiveness: A multiple source view. *Business Perspectives and Research, 4*(1), 27-40. doi:10.1177/2278533715605433

Dasgupta, M. (2015). Exploring the relevance of case study research. *Vision, 19,* 147-160. doi:10.1177/0972262915575661

Deichmann, D., & Stam, D. (2015). Leveraging transformational and transactional leadership to cultivate the generation of organization-focused ideas. *The Leadership Quarterly, 26,* 204-219. doi:10.1016/j.leaqua.2014.10.004

De Loo, I., Cooper, S., & Manochin, M. (2015). Enhancing the transparency of accounting research: The case of narrative analysis. *Qualitative Research in Accounting & Management, 12,* 34-54. doi:10.1108/QRAM-02-2013-00007

De Massis, A., & Kotlar, J. (2014). The case study method in family business research: Guidelines for qualitative scholarship. *Journal of Family Business Strategy, 5,* 15-29. doi:10.1016/j.ifbs.2014.01.007

Despard, M. R. (2016a). Strengthening evaluation in nonprofit human resource organizations: Results of a capacity-building experiment. *Human Service Organizations: Management, Leadership & Governance, 40,* 352-368. doi:10.1080/23303131.2016.1140101

Despard, M. R. (2016b). Challenges in implementing evidence-based practices and programs in nonprofit human service organizations. *Journal of Evidence-Informed Social Work, 13,* 505-522. doi:10.1080/23761407.2015.1086719

Despard, M. R. (2017). Can nonprofit capacity be measured? *Nonprofit and Voluntary Sector Quarterly, 46,* 607-626. doi:10.1177/0899764016661425

DeVaro, J., Maxwell, N., & Morita, H. (2017). Training and intrinsic motivation in nonprofit and for-profit organizations. *Journal of Economic Behaviors & Organization, 139,* 196-213. doi:10.1016/j.jebo.2017.04.005

de Waal, A. A., & de Boer, F. A. (2017). Project management control within a

    multicultural setting. *Journal of Strategy and Management, 10,* 148-167.

    doi:10.1108/JSMA-03-2016-0020

Diebig, M., Bormann, K. C., & Rowold, J. (2016). A double-edged sword: Relationship

    between full-range leadership behaviors and followers' hair cortisol level. *The*

    Leadership Quarterly, 27, 684-696. doi:10.1016/j.leaqua.2016.04.001

Dobrai, K., & Farkas, F. (2016). Nonprofit organizations from the perspective of

    organizational development and their influence on professionalization. *Our*

    Economy (Nase Gospodarstvo), 62(2), 25-32. doi:10.1515/ngoe-2016-0009

Dowling, M., Brown, P., Legg, D., & Beacom, A. (2017). Living with imperfect

    comparisons: The challenges and limitations of comparative paralympic sport

    policy research. *Sport Management Review*, 1-13. doi:10.1016/j.smr.2017.05.002

Drew, H. (2014). Overcoming barriers: Qualitative interviews with German elites. *The*

    Electronic Journal of Business Research Methods, 12, 77-86. Retrieved from

    http:/www.ejbrm.com

Duncan, P., Green, M., Gergen, E., & Ecung, W. (2017). Authentic leadership–is more

    than emotional intelligence. *Administrative Issues Journal: Connecting*

    Education, Practice, and Research, 7(2), 11-22. doi:10.5929/2017.7.2.2

Echevarria, I. M., Patterson, B. J., & Krouse, A. (2017). Predictors of transformational

    leadership in nurse managers. *Journal of Nursing Management, 25,* 167-175.

    doi:10.111/jonm.12452

El Toufaili, B. (2018). The influence of subjective factors on the development of the

transformational style of leadership. *Revista de Management Comparat*

International, 19, 124-135. doi:10.24818/RMCI.2018.2.124

Engelbrecht, A. S., Heine, G., & Mahembe, B. (2017). Integrity, ethical leadership, trust

and work engagement. *Leadership & Organization Development Journal, 38,*

368-379. doi:10.1108/LODJ-11-2015-0237

Fazzi, G., & Zamaro, N. (2016). Exploring the interplay between leadership styles and

PSM in two organizational settings. *International Journal of Manpower, 37,* 859-

877. doi:10.1108/IJM-01-2015-0008

Fry, L. W., Latham, J. R., Clinebell, S. K., & Krahnke, K. (2017). Spiritual leadership as

a model for performance excellence: A study of Baldrige award recipients.

Journal of Management, Spirituality & Religion, 14(1), 22-47.

doi:10.1080/14766086.2016.1202130

Fu, N. (2015). The role of relational resources in the knowledge management capability

and innovation of professional service firms. *Human Relations, 68,* 731-764.

doi:10.1177/0018726714543479

Fugard, A. J. B., & Potts, H. W. E. (2015). Supporting thinking on sample sizes for

thematic analyses: A quantitative tool. *International Journal of Social Research*

Methodologies, 18, 669-684. doi:10.1080/13645579.2015.1005453

Fusch, P. I., & Ness, L. R. (2015). Are we there yet? Data saturation in qualitative

research. *The Qualitative Report, 20,* 1408-1416. Retrieved from

http:/www.nova.edu/sss/QR/QR20/9/Fusch1.pdf

Gabriel, Y. (2015). Reflexivity and beyond – a plea for imagination in qualitative research methodology. *Qualitative Research in Organizations and Management: An International Journal, 10,* 332-336. doi:10.1108/QROM-07-2015-1305

Gardner, P. & Johnson, S. (2015). Teaching the pursuit of assumptions. *Journal of Philosophy of Education, 49,* 557-570. Retrieved from www.philosophy-of-education.org/publications/jope.html

Gathungu, E. W. M., Iravo, M. A., & Namusonge, G. S. (2015). Transformational leadership and employee's commitment: Empirical review. *Journal of Humanities and Social Sciences, 20*(7), 1-7. doi:10.9790/0837-20720107

Geier, M. Y. (2016). Leadership in extreme contexts: Transformational leadership, performance beyond expectations? *Journal of Leadership & Organizational Studies, 23,* 234-247. doi:10.1177/1548021815627359

George, B. (2003). *Authentic leadership: Rediscovering the Secrets to Creating Lasting Value.* San Francisco, CA: Jossey-Bass.

Gibson, C. B. (2017). Elaboration, generalization, triangulation, and interpretation: On enhancing the value of mixed method research. *Organizational Research Method, 20,* 193-223. doi:10.1177/1094428116639133

Gilbert, S., & Kelloway, E. K. (2018). Self-determined leader motivation and follower perceptions of leadership. *Leadership & Organization Development Journal, 39,* 608-619. doi:10.1108/LODJ-09-2017-0262

Gilbert, S., Horsman, P., & Kelloway, E. K. (2016). The motivation for transformational leadership scale: An examination of the factor structure and initial tests.

Leadership & Organization Development Journal, 37, 158-180.

doi:10.1108/ODJ-05-2014-0086

Gilstrap, C., White, Z. M., & Spradlin, A. (2015). Authentic leadership communication: Nonprofit leaders and the constitution self. *Journal of Nonprofit Education and Leadership, 5*(2), 47-67. Retrieved from https://js.sagemorepub.com/JNEL

Glaser, L., Stam, W., & Takeuchi, R. (2016). Managing the risks of proactivity: A multilevel study of initiative and performance in the middle management context. *Academy of Management Journal, 59,* 1330-1360. doi:10.5465/amj.2014.0177

Gozukara, I. (2016). Leadership and managerial effectiveness in higher education. *International Journal of Academic Research in Accounting, Finance and Management Sciences, 6*(1), 73-82. doi:0.6007/IJARAFMS/v6-i1/1981

Guinot, J., Chiva, R., & Mallen, F. (2016). Linking altruism and organizational learning capability: A study from excellent human resources management organizations in Spain. *Journal of Business Ethics, 138,* 349-364. doi:10.1007/s10551-015-2603-7

Gunes, E., & Bahcivan, E. (2018). A mixed research-based model for pre-service science teachers' digital literacy: Responses to "which beliefs" and "how and why they interact" questions. *Computers & Education, 118,* 96-106. doi:10.1016/j.compedu.2017.11.012

Hallam, C. R. A., Valerdi, R., & Contreras, C. (2018). Strategic lean actions for sustainable competitive advantage. *International Journal of Quality & Reliability Management, 35,* 481-509. doi:10.1108/IJQRM-10-2016-0177

Hanold, M. (2017). Toward a new approach to authentic leadership: The practice of embodied dialogical thinking and the promise of shared power. *Advances in Developing Human Resources, 19,* 454-466. doi:10.1177/1523422317728940

Harju, L. K., Schaufeli, W. B., & Hakanen, J. J. (2018). A multilevel study on servant leadership, job boredom and job crafting. *Journal of Managerial Psychology, 33,* 2-14. doi:10.1108/JMP-08-2016-0237

Harland, T. (2014). Learning about case study methodology to research higher education. *Higher Education Research & Development, 33,* 1113-1122. doi:10.1080/07294360.2014.911253

Hawkes, A. J., Biggs, A., & Hegerty, E. (2017). Work engagement: Investigating the role of transformational leadership, job resources, and recovery. *The Journal of Psychology, 151,* 509-531. doi:10.1080/00223980.2017.1372339

Heesen, R., Bright, L. K., & Zucker, A. (2016). Vindicating methodological triangulation. *Synthese*, December, 1-15. doi:10.1007/s1129-016-1294-7

Hildenbrand, K., Sacramento, C. A., & Binnewies, C. (2018). Transformational leadership and burnout: The role of thriving and follower' openness to experience. *Journal of Occupational Health Psychology, 23,* 31-43. doi:10.1037/ocp000051

Hoch, J. E., Bommer, W. H., Dulebohn, J. H., & Wu, D. (2018). Do ethical, authentic, and servant leadership explain variance above and beyond transformational leadership? A meta-analysis. *Journal of Management, 44,* 501-529. doi:10.1177/0149206316665461

Hunter, R. F., Gough, A., O'Kane, N., McKowen, G., Fitzpatrick, A., Walker, T.,

    McKinley, M., Lee, M., & Kee, F. (2018). Ethical issues in social media research

    for public health. *American Journal of Public Health, 108,* 343-348.

    doi:10.2105/AJPH.2017.304249

Iivari, N. (2018). Using member checking in interpretive research practice: A

    hermeneutic analysis of informants' interpretation of their organizational realities.

    Information Technology & People, 31, 111-133. doi:10.1108/ITYP-07-2016-0168

Jabeen, F., Behery, M., & Elanain, H. A. (2015). Examining the relationship between

    psychological contract and organizational commitment. *International Journal of*

    Organizational Analysis, 23, 102-122. doi:10.1108/IJOA-10-2014-0812

Jacobsen, C. B., & Andersen, L. B. (2017). Leading public service organizations: How to

    obtain high employee self-efficacy and organizational performance. *Public*

    Management Review, 19, 253-273. doi:10.1080/14719037.2016.1153705

Johanssen, J. (2016). Did we fail? (Counter-) transference in qualitative media research

    interview. *Interactions: Studies in Communications & Culture, 7,* 99-111.

    doi:10.1386/iscc.7.1.99_1

Jonsen, K., Fendt, J., & Point, S. (2018). Convincing qualitative research: What

    constitutes persuasive writing? *Organizational Research Methods, 21,* 30-67.

    doi:10.1177/1094428117706533

Joslin, R., & Muller, R. (2016). Identifying interesting project phenomena using

    philosophical and methodological triangulation. *International Journal of Project*

    Management, 34, 1043-1056. doi:10.1016/j.ijproman.2016.05.005

Kaivo-oja, J. (2017). Towards better participatory processes in technology foresight: How to link participatory foresight research to the methodological machinery of qualitative research and phenomenology? *Futures, 86,* 94-106. doi:10.1016/j.futures.2016.07.004

Katou, A. (2015). Transformational leadership and organizational performance: Three serially mediating mechanisms. *Employee Relations, 37,* 329-353. doi:10.1108/ER-05-2014-0056

Kearns, K. P., Livingston, J., Scherer, S., & McShane, L. (2015). Leadership skills as construed by nonprofit chief executives. *Leadership & Organization Development Journal, 36,* 712-727. doi:10.1108/LODJ-11-2013-0143

Kellner, A., Townsend, K., & Wilkinson, A. (2017). The mission or the margin? A higher-performance work system in a non-profit organization. *The International Journal of Human Resource Management, 28,* 1938-1959. doi:10.1080/09585192.2015.1129636

Kelly, K. (2017). A different type of lighting research – A qualitative methodology. *Lighting Research & Technology, 49,* 933-942. doi:10.1177/1477153516659901

Khan, N. (2014). Qualitative research method: Grounded theory. *International Journal of Business and Management, 9,* 1833-8119. doi:10.5539/ijbm.v9n11p224

Khan, M. N., & Malik, M. F. (2017). My leader's group is my group: Leader-member exchange and employees' behaviours. *European Business Review, 29,* 551-571. doi:10.1108/EBR-01-2016-0013

Khan, Z. A., Nawaz, A., & Khan, I. (2016). Leadership theories and styles: A literature review. *Journal of Resources Development and Management, 16,* 1-7. Retrieved from http://www.jiste.org

Kiersch, C., & Peters, J. (2017). Leadership from the inside out: Student leadership development within authentic leadership and servant leadership frameworks. *Journal of Leadership Education, 16,* 148-168. doi:10.12806/V16/I1/T4

Kihn L. A., & Ihantola, E. M. (2015). Approaches to validation and evaluation in qualitative studies of management accounting. *Qualitative Research in Accounting & Management, 12,* 230-255. doi10.1108/QRAM-03-2013-0012

Kim, H., & Kim, T. (2017). Emotional intelligence and transformational leadership: A review of empirical studies. *Human Resource Development Review, 16,* 377-393. doi:10.1534484317729262

Kim, M. (2015). Socioeconomic diversity, political engagement, and the density of nonprofit organizations in U.S. counties. *American Review of Public Administration, 45,* 402-416. doi:10.1177/0275074013504616

Kirilova, D., & Karcher, S. (2017). Rethinking data sharing and human participant protection in social science research: application from the qualitative realm. *Data Science Journal, 16*(43), 1-7. doi:10.5334/dsj-2017-043

Kopp, B. C., Crump, T., & Weis, E. (2017). The use of semistructured interviews to assess quality of life impact for patients with uveal melanoma. *Canadian Ophthalmological Society, 52,* 181-185. doi:10.1016/j.jcjo.216.10.005

Kornhaber, R. A., de Jong, A. E. E., & McLean, L. (2015). Rigorous, robust and

    systematic: Qualitative research and its contribution to burn care. An integrative

    review. *Burns, 41,* 1619-1626. doi:10.1016/j.burns.2015.04.007

Koutiva, I., Gerakopoulou, P., Makropoulos, C., & Vernardakis, C. (2017). Exploration

    of domestic water demand attitudes using qualitative and quantitative social

    research methods. *Urban Water Journal, 14,* 307-314.

    doi:10.1080/1573062x.2015.1135968

Koys, D. J., & Decotiis, T. A. (2015). Does a good workforce influence restaurant

    performance or does good restaurant performance influence the workforce?

    Journal of Human Resources in Hospitality & Tourism, 14, 339-356.

    doi:10.1080/15332845.2015.1008370

Lacroix, M., & Verdorfer, A. P. (2017). Can servant leaders fuel leadership fire? The

    relationship between servant leadership and followers' leadership avoidance.

    Administrative Sciences, 7(6), 1-11. doi:10.3390/admsci7010006

Lan, J., Wong, C., Jiang, C., & Mao, Y. (2017). The effect of leadership on work-related

    flow: A moderated mediation model. *Leadership & Organization Development

    Journal, 38,* 210-228. doi:10.1108/LODJ-08-2015-0180

Langer, J., & LeRoux, K. (2017). Developmental culture and effectiveness in nonprofit

    organizations. *Public Performance & Management Review, 40,* 457-479.

    doi:10.1080/15309576.2016.1273124

Lee, C., & Clerkin, R. M. (2017). Exploring the use of outcome measurements in human

    service nonprofits: Combining agency, institutional, and organizational capacity

perspectives. *Public Performance & Management Review, 40,* 601-624. doi:10.1080/15309576.2017.1295872

Lee, C., & Nowell, B. (2015). A framework for assessing the performance of nonprofit organizations. *American Journal of Evaluation, 36,* 299-319. doi:10.1177/1098214014545828

Leedy, P. D., & Ormrod, J. E. (2016). *Practical research: Planning and design* (11th ed.). Boston, MA: Pearson.

Lefroy, K., & Tsarenko, Y. (2014). Dependence and effectiveness in the nonprofit-corporate alliance: The mediating effect of objective achievement. *Journal of Business Research, 67,* 1959-1966. doi:10.1016/j.jbusres.2013.11.003

Leung, L. (2015). Validity, reliability, and generalization in qualitative research. *Journal of Family Medicine and Primary Care, 4,* 324-327. doi:10.4103/2249-4863.161306

Liao, H., & Hitchcock, J. (2018). Reported credibility techniques in higher education evaluation studies that use qualitative methods: A research synthesis. *Evaluation and Program Planning, 68,* 157-165. doi:10.1016/j.evalprogplan.2018.03.005

Lin, C. S., Huang, P. C., Chen, S. J., & Huang, L. C. (2017). Pseudo-transformational leadership is in the eyes of the subordinates. *Journal of Business Ethics, 141,* 179-190. doi:10.1007/s10551-015-2739-5

Locke, L. F., Spirduso, W. W., & Silverman, S. J. (2014). *Proposals that work: A guide for planning dissertations and grant proposals (6th ed.).* London, United Kingdom: Sage Publications.

Lopez-Cabrales, A., Bornay-Barrachina, M., & Diaz-Fernandez, M. (2017). Leadership and dynamic capabilities: The role of HR systems. *Personnel Review, 46,* 255-276. doi:10.1108/PR-05-2015-0146

Lyubovnikova, J., Legood, A., Turner, N., & Mamakouka, A. (2017). How authentic leadership influences team performance: The mediating role of team reflexivity. *Journal of Business Ethics, 141,* 59-70. doi:10.1007/s10551-015-2692-3

Ma, X., & Jiang, W. (2018). Transformational leadership, transactional leadership, and employee creativity in entrepreneurial firms. *Journal of Applied Behavioral Science, 54,* 302-324. doi:10.1177/0021886318764346

Maamari, B. E., & Majdalani, J. F. (2017). Emotional intelligence, leadership style and organizational climate. *International Journal of Organizational Analysis, 25,* 327-435. doi:10.1108/IJOA-04-2016-1010

Mahmood, A., & Yadav, L. K. (2017). Occupational stress, emotional intelligence and demography: A study among working professionals. *International Journal of Business Insights & Transformation, 10,* 72-79. Retrieved from http://www.ijbit.org/

Makkonen, H., & Virtanen, K. (2015). Social capital approach on enterprise 2.0: A multiple case study. *Technology Analysis & Strategic Management, 27,* 1212-1225. doi:10.1080/09537325.2015.1061120

Makrakis, V., & Kostoulas-Makrakis, N. (2016). Bridging the qualitative-quantitative divide: Experiences from conducting a mixed methods evaluation in the RUCAS

programme. *Evaluation and Program Planning, 54,* 144-151.

doi:10.1016/j.evalprogplan.2015.07.008

Malterud, K., Siersma, V. D., & Guassora, A. D. (2016). Sample size in qualitative

interview studies: Guided by information power. *Qualitative Health Research, 26,*

1753-1760. doi:10.1177/1049732315617444

Manning, T., & Robertson, B. (2016). A three-factor model of followership: Part 3–

research on followership, a three factor followership framework and practical

implications. *Industrial and Commercial Training, 48,* 400-408. doi:10.1108/ICT-

01-2016-0005

Mariotto, F. L., Zanni, P. P., Moraes, G. H. S. M. D. (2014). What is the use of a single-

case study in management research? *REA -Revista de Administracao de*

Empresas, 54, 358-369. doi:10.1590/S0034-759020140402

Marshall, C., & Rossman, G. B. (2016). *Designing qualitative research* (6th ed.).

Thousand Oaks, CA: Sage Publications.

Mataira, P. J., Morelli, P. T., Matsuoka, J. K., & Uehara-McDonald, S. (2014). Shifting

the paradigm: New directions for non-profits and funders in an era of diminishing

resources. *Social Business, 4,* 231-244. doi:10.1362/204440814X4103454934212

McAdam, R., Humphreys, P., Galbraith, B., & Miller, K. (2017). Developing

management capability within a horizonal supply chain in performance

measurement deployment and evolution: A dynamic capabilities and goal theory

perspective. *Production Planning & Control, 28,* 610-628.

doi:10.1080/09537287.2017.1309706

McBey, K., Karakowsky, L., & Ng, P. (2017). *Can I make a difference here? The impact of perceived organizational support on volunteer commitment.* Journal of Management Development, 36, 991-1007. doi:10.1108/JMD-05-2015-0078

McCarthy, G. A. (2016). Adolescents in second language qualitative research: Managing the interview interface. *New Zealand Studies in Applied Linguistics, 22,* 37-51. Retrieved from http://www.alanz.ac.nz/

McCleskey, J. A. (2014). Situational, transformational, and transactional leadership and leadership development. *Journal of Business Studies Quarterly, 5*(4), 117-130. Retrieved from https://jbsq.org/wp-content-uplaods-2014/06/June_2014_9.pdf

Megheirkouni, M. (2016). Leadership behaviours and capabilities in Syria: An exploratory qualitative approach. *Journal of Management Development, 35,* 636-662. doi:10.1108/JMD-02-2015-0022

Megheirkouni, M. (2017). Leadership styles and organizational learning in UK for-profit and non-profit sports organization. *International Journal of Organizational Analysis, 25,* 596-612. doi:10.1108/IJOA-07-2016-1042

Milic, B., Grubic-Nesic, L., Kuzmanovic, B., & Delic, M. (2017). The influence of authentic leadership on the learning organization level: The mediating role of employees' effective commitment. *Journal for East European Management, 22*(1), 9-38. doi:10.5771/1862-0019-2017-1-9

Minnesota Council of Nonprofits. (2018). *Minnesota nonprofit economy report: A statewide and regional analysis – 2017.* Retrieved from www.minnesotanonprofits.org

Minnesota Council of Nonprofits. (2018). *2018 Minnesota nonprofit CFO report.*

    Retrieved from www.minnesotanonprofits.org

Morse, J. M. (2015a). Data were saturated . . . *Qualitative Health Research, 25,* 587-588.

    doi:10.1177/1049732315576699

Morse, J. M. (2015b). Critical analysis of strategies for determining rigor in qualitative

    inquiry. *Qualitative Health Research, 25,* 1212-1222.

    doi:10.1177/1049732315588501

Moshtari, M. (2016). Inter-organizational fit, relationship management capability, and

    collaborative performance within a humanitarian setting. *Production and*

    Operations Management, 25, 1542-1557. doi:10.1111/poms.12568

Nafukho, F. M., Muyia, M. H., Farnia, F., Kacirek, K., & Lynham, S. A. (2016).

    Developing emotional intelligence skills among practicing leaders: Reality or

    myth? *Performance Improvement Quarterly, 29,* 71-87. doi:10.1002/piq.21215

National Commission for the Protection of Human Subjects of Biomedical and

    Behavioral Research. (1979). The Belmont report: Ethical principles and

    guidelines for the protection of human subjects of research. Washington, DC:

    U.S. Department of Health and Human Services.

Neil, R., Wagstaff, C. R. D., Weller, E., & Lewis, R. (2016). Leader behaviors, emotional

    intelligence, and team performance at a UK government executive agency during

    organizational change. *Journal of Change Management, 16,* 97-122.

    doi:10.1080/14697017.2015.1134624

Nelson, J. A. (2014). The power of stereotyping and confirmation bias to overwhelm accurate assessment: The case of economics, gender, and risk aversion. *Journal of Economic Methodology, 21,* 211-231. doi:10.1080/1350178X.2014.939691

Nguyen, T. T., Mia, L., Winata, L., & Chong, V. K. (2017). Effect of transformational-leadership style and management control system on managerial performance. *Journal of Business Research, 70,* 202-213. doi:10.1016/j.busres.2016.08.018

Niessen, C., Mader, I., Stride, C., & Jimmieson, N. L. (2017). Thriving when exhausted: The role of perceived transformational leadership. *Journal of Vocational Behavior, 103,* 41-51. doi:10.1016/j.jvb.2017.07.012

Nimon, K. F., & Astakhova, M. (2015). Improving the rigor of quantitative HRD research: Four recommendations in support of the general hierarchy of evidence. *Human Resource Development Quarterly, 26,* 231-247. doi:10.1002/hrdq.21219

Northouse, P. G. (2016). *Leadership: Theory and practice* (7th ed.). Thousand Oaks, CA: Sage Publications.

Nowak, R., & Haynes J. (2018). Friendships and benefits? Examining the role of friendship in semi-structured interviews within music research. *International Journal of Social Research Methology, 21,* 425-438. doi:10.1080/1365579.2018.1431192

Oberfield, Z W. (2014). Public management in time: A longitudinal examination of the full range of leadership theory. *Journal of Public Administration Research & Theory, 24,* 407-429. Retrieved from www.jstor.org

Otaghsara, S. M. T., & Hamzehzadeh, H. (2017). The effect of authentic leadership and organizational atmosphere on positive organizational behavior. *International Journal of Management, Accounting, and Economics, 4,* 112-1135. Retrieved from www,ijmae.com

Oznacar, B., & Dericioglu, S. (2017). The role of school administrators in the use of technology. *EURASIA Journal of Mathematics Science and Technology Education, 13,* 253-268. doi:10.12973/Eurasia.2017.00615a

Palumbo, R. (2016). Challenging servant leadership in the nonprofit sector: The side effects of servant leadership. *Journal of Nonprofit Education and Leadership, 6,* 81-98. doi:10.18666/JNEL-2016-V6-I2-6824

Park, J. G., Kim, J. S., Yoon, S. W., & Joo, B. (2017). The effects of empowering leadership on psychological well-being and job engagement: The mediating role of psychological capital. *Leadership & Organizational Development Journal, 38,* 350-367. doi:10.1108/LODJ-08-2015-0182

Park, J., & Park, M. (2016). Qualitative versus quantitative research methods" Discovery or justification? *Journal of Marketing Thought, 3*(1), 1-7. doi:10.15577/jmt.2016.03.01.1

Park, S., Kim, J., Park, J., & Lim, D. H. (2018). Work engagement in nonprofit organizations: A conceptual model. *Human Resource Development Review, 17,* 5-33. doi:10.1177/1534484317750993

Pasha, O., Poister, T. H., Wright, B. E., & Thomas, J. C. (2017). Transformational leadership and mission valence of employees: The varying effects of

organizational level. *Public Performance & Management Review, 40,* 722-740. doi:10.1080/15309576.2017.1335220

Paynter, S., & Berner, M. (2014). Organizational capacity of nonprofit social service agencies. *Journal of Health & Human Services Administration, 37,* 111-145. Retrieved from https://www.jstor.org/journal.jhealhumaservadm

Peachey, J. W., Burton, L., Wells, J., & Chung, M. R. (2018). Exploring servant leadership and needs satisfaction in the sport for development and peace context. *Journal of Sport Management, 32,* 96-108. doi:10.1123/jsm.2017-0153

Pekaar, K. A., van der Linden, D., Bakker, A. B., & Born, M. P. (2017). Emotional intelligence and job performance: The role of enactment and focus on others' emotions. *Human Performance, 30,* 135-153. doi:10.1080/08959285.2017.1332630

Peng, X., & Prybutok, V. (2015). Relative effectiveness of the Malcolm Baldrige National Quality Award categories. *International Journal of Production Research, 53,* 629-647. doi:10.1080/00207543.2014.961207

Peticca-Harris, A., deGama, N., & Elias, S. R. S. T. A. (2016). A dynamic process model for finding informants and gaining access in qualitative research. *Organizational Research Methods, 19,* 376-401. doi:10.1177/1094428116629218

Phaneuf, J. E., Boudrias, J. S., Rousseau, V., & Brunelle, E. (2016). Personality and transformational leadership: The moderating effect of organizational context. *Personality and Individual Differences, 102,* 30-35. doi:10.1016/j.paid.2016.06.052

Popli, S., & Rizvi, I. A. (2016). Drivers of employee engagement: The role of leadership style. *Global Business Review, 17,* 965-979. doi:10.1177/0972150916645701

Prati, L. M., & Karriker, J. H. (2018). Acting and performing: Influences of manager emotional intelligence. *Journal of Management Development, 37,* 101-110. doi:10.1108/JMD-03-2017-0087

Pucher, P. F., Aggarwal, R., Singh, P., Tahir, M., & Darzi, A. (2015). Identifying quality markers and improvement measures for ward-based surgical care: A semistructured interview study. *The American Journal of Surgery, 210,* 211-218. doi:10.1016/j.amjsurg.2014.11.013

Quintana, T. A., Park, S., & Cabrera, Y. A. (2015). Assessing the effects of leadership styles on employees' outcomes in international luxury hotels. *Journal of Business Ethics, 129,* 469-489. doi:10.1007/s10551-014-2170-3

Ridder, H. (2017). The theory contribution of case study research designs. *Business Research, 10,* 281-305. doi:10.1007/s40685-017-0045-z

Rosenthal, M. (2016). Qualitative research methods: Why, when, and how to conduct interviews and focus groups in pharmacy research. *Current in Pharmacy Teaching & Learning, 8,* 509-516. doi:10.1016/j.cptl.2016.03.021

Ross, M. W., Iguchi, M. Y., & Panicker, S. (2018). Ethical aspects of data sharing and research participation projects. *American Psychologist, 73,* 138-145. doi:10.1037/amp0000240

Runfola, A., Perna, A., Baraldi, E., & Gregori, G. L. (2017). The use of qualitative case studies in top business and management journals: A quantitative analysis of recent

patterns. *European Management Journal, 35,* 116-127.

doi:10.1016/j.emj.2016.01.001

Sabella, A., Kashou, R., & Omran, O. (2014). Quality management practices and their

relationship to organizational performance. *International Journal of Operations &*

Production Management, 34, 1487-1505. doi:10.1108/IJOPM-04-2013-0210

Sahu, S., Pathardikar, A., & Kumar, A. (2018). Transformational leadership and turnover:

Mediating effects of employee engagement, employer branding, and

psychological attachment. *Leadership & Organization Development Journal, 39,*

82-99. doi:10.1108/LODJ-12-2014-0243

Salehzadeh, R. (2017). Which types of leadership styles do followers prefer? A decision

tree approach. *International Journal of Education Management, 31,* 865-877.

doi:10.1108?IJEM-04-2016-0079

Samanta, I., & Lamprakis, A. (2018). Modern leadership types and outcomes: The case

of Greek public sector. *Management: Journal of Contemporary Management*

Issues, 23, 173-191. doi:10.30924/mjcmi/2018.23.1.173

Santos, A., Wang, W., & Lewis, J. (2018). Emotional intelligence and career decision-

making difficulties: The mediating role of career decision self-efficacy. *Journal of*

Vocational Behaviors, 107, 295-309. doi:10.1016/j.jvb.2018.05.008

Sanzo, M. J., Alvarez, L. I., Rey, M., & Garcia, N. (2015). Business-nonprofit

partnerships: A new form of collaboration in a corporate responsibility and social

innovation context. *Service Business, 9,* 611-636. doi:10.1007/s11628-014-0242-1

Sanzo-Perez, M.J., Rey-Garcia, M., & Alvarez-Gonzalez, L. I. (2017). The impact of professionalization and partnerships on nonprofit productivity. *The Service Industries Journal, 37,* 783-799. doi:10.1080/02642069.2017.1353976

Saunders, M. N. K., Lewis, P., & Thornhill, A. (2016). *Research methods for business students* (7th ed.). Essex, England: Pearsons Education Unlimited.

Saunders, M. N. K., & Townsend, K. (2016). Reporting and justifying the number of interview participants in organization and workplace research. *British Journal of Management, 27,* 836-852. doi:10.1111/1467-8551.12182

Saxena, R. (2017). Muddling through the passage of qualitative research: Experiences of a novice researcher. *Vision, 21,* 314-322. doi:10.1177/0972262917721423

Sayadi, Y. (2016). The effect of dimensions of transformational, transactional and non-leadership on the job satisfaction and organizational commitment of teachers in Iran. *Management in Education, 30,* 57-65. doi:10.1177/0892020615625363

Schwarz, G., Newman, A., Cooper, B., & Eva, N. (2016). Servant leadership and follower job performance: The mediating effect of public service motivation. *Public Administration, 94,* 1025-1041. doi:10.1111/padm.12266

Schweitzer, J. (2014). Leadership and innovation capability development in strategic alliances. *Leadership & Organizational Development Journal, 35,* 442-469. doi:10.1108/LODJ-01-12-0001

Seyal, A. H., & Rahman, M. N. A. (2014). Testing Bass & Avolio model of leadership in understanding ERP implementation among Bruneian SMEs. *Journal of*

Organizational Management Studies, 2014(2014), 1-18. doi:10.5171/2014.869927

Sharma, P. N., & Pearsall, M. J. (2016). Leading under adversity: Interactive effects of acute stressors and upper-level supportive leadership climate on lower-level supportive leadership climate. *The Leadership Quarterly, 27,* 856-858. doi:10.1016/j.leaqua.2016.08.003

Sierra, J. C. V., & Banzato, C. R. (2016). Implications of theory and research on strategic leadership: A critical review. *Revista Ibero-Americana de Estrategia, 15,* 120-131. doi:10.5585/riae.v15i3.2331

Singh, K. D. (2015). Creating your own qualitative research approach: Selecting, integrating and operationalizing philosophy, methodology and methods. *Vision, 19,* 132-146. doi:10.1177/0972262915575657

Slutskaya, N., Game, A. M., & Simpson, R. C. (2018). Better together: Examining the role of collaborative ethnographic documentary in organizational research. *Organizational Research Methods, 21,* 341-365. doi:10.1177/1094428116676343

Smith, B., & McGannon, K. R. (2018). Developing rigor in qualitative research: Problems and opportunities within sport and exercise psychology. *International Review of Sport and Exercise Psychology, 11,* 101-121. doi:10.1080/1750984X.2017.1317357

Smith, K. (2018). Perceptions of preservice teachers about adaptive learning programs in k-8 mathematics education. *Contemporary Education Technology, 9,* 111-130. doi:10.30935/cet.414780

Soklaridis, S., Kuper, A., Whitehead, C. R., Ferguson, G., Taylor, V. H., & Zahn, C. (2017). Gender bias in hospital leadership: A qualitative study on the experiences of women CEOs. *Journal of Health Organization and Management, 31,* 253-267. doi:10.1108/JHOM-12-2016-0243

Song, Z. (2017). The debate between empirical and broader phenomenological approaches to research. *Tourism Management, 58,* 307-311. doi:10.1016/j.tourman.2016.03.016

Sousa, M., & van Dierendonck, D. (2017). Servant leadership and the effect of the interaction between humility, action, and hierarchical power on follower engagement. *Journal of Business Ethics, 141,* 13-25. doi:10.1007/s10551-015-2725-y

Soysa, I. D., Jayamaja, N. P., & Grigg, N. P. (2016). Operationalising performance measurement dimensions for the Australasian nonprofit healthcare sector. *The TQM Journal, 28,* 954-973. doi:10.1108/TQM-08-2015-0109

Stainton, H. (2018). The 'blogosphere' as a platform for interpretative phenomenological analysis: The case of TEFL tourism. *Current Issues in Tourism, 21,* 1075-1084. doi:10.1080/13683500.2016.1271404

Stewart, A. J. (2016). Exploring nonprofit executive turnover. *Nonprofit Management & Leadership, 27,* 43-58. doi:10.1002/nml.21225

Stone, D. N. (2018). The "new statistics" and nullifying the null: Twelve actions for improving quantitative accounting research quality and integrity. *Accounting Horizons, 32,* 105-120. doi:10.2308/acch-51949

Taylor, J. (2017). Management of Australian water utilities: The significance of transactional and transformational leadership. *Australian Journal of Public Administration, 76,* 18-32. doi:10.1111/1467-8500.12200

Terouhid, S. A., & Ries, R. (2016). People capability: A strategic capability for enhancing organizational excellence of construction firms. *Journal of Modelling and Management,11,* 811-841. doi:10.1108/JM2-04-2014-0028

Teusner, A. (2016). Insider research, validity issues, and the OHS professional: One person's journey. *International Journal of Social Research Methodology, 19,* 85-96. doi:10.1080/13645579.2015.1019263

Thompson, G., & Glaso, L. (2015). Situational leadership theory: A test from three perspectives. *Leadership & Organizational Development Journal, 36,* 527-544. doi:10.1108/LODJ-10-2013-0130

Thompson, K. R., & Blazey, M. L. (2017). What we can learn from the Baldrige criteria: An integrated management model to guide organizations. *Organizational Dynamics, 46,* 21-29. doi:10.1016/j.orgdyn.2016.10.010

Thompson, R. M., & Flynn, C. (2014). Inter-sector senior leader transitions: Experience and outcomes. *International Journal of Public Sector Management, 27,* 85-93. doi:10.1108/IJPSM-03-2012-0034

Tickle, M., Mann, R., & Adebanjo, D. (2016). Deploying business excellence-success factors for high performance. *International Journal of Quality & Reliability Management, 33,* 197-230. doi:10.1108/IJQRM-10-2013-0160

Tognazzo, A., Gubitta, P., & Gerli, F. (2017). Fostering performance through leaders;

behavioral competencies: An Italian multi-level mixed-method study.

International Journal of Organizational Analysis, 25, 295-311.

doi:10.1108/IJOA-07-2016-1044

Townsend, K., McDonald, P., & Cathcart, A. (2017). Managing flexible work

arrangements in small not-for-profit firms: The influence of organisational size,

financial constraints and workforce characteristics. *The International Journal of

Human Resource Management, 28,* 2085-2107.

doi:10.1080/09585192.2015.1136671

Traeger, J. (2016). Embodies generosity – the ethics of doing action research in places

where we work. *Research and Practice, 13,* 3-9.

doi:10.1080/14767333.2015.1130390

Tung, F. C. (2016). Does transformational, ambidextrous, transactional leadership

promote employee creativity? Mediating effects of empowerment and promotion

focus. *International Journal of Manpower, 37,* 1250-1263. doi:10.1108/IJM-09-

2014-0177

Ulriksen, M. S., & Dadalauri, N. (2016). Single case studies and theory-testing: The

knots and dots of the process-tracing method. *International Journal of Social

Research Methodology, 19,* 223-239. doi:10.1080/13645579.2014.979718

Unicomb, R., Colyvas, K., Harrison, E., & Hewat, S. (2015). Assessment of reliable

change using 95% credible intervals for the differences in proportions: A

statistical analysis for case-study methodology. *Journal of Speech, Language, and Hearing Research, 58,* 728-739. doi:10.1044/2015_JSLHR-S-14-0158

Uzonwanne, F. (2015). Leadership styles and decision-making models among corporate leaders in non-profit organizations in North America. *Journal of Public Affairs, 15,* 287-299. doi:10.1002/pa.1530

Valero, J. N., Jung, K., & Andrew, S. A. (2015). Does transformational leadership build resilient public and nonprofit organizations? *Disaster Prevention and Management, 24*(1), 4-20. doi:10.1108/DPM-04-2104-0060

van den Berg, A., & Struwig, M. (2017). Guidelines for researchers using an adapted consensual qualitative research approach in management research. *The Electronic Journal of Business Research Methods, 15,* 109-119. Retrieved from www.ejbrm.com

van Vugt, M., & Ronay, R. (2014). The evolutionary psychology of leadership: Theory, review, and roadmap. *Organizational Psychology Review, 4*(1), 74-95. doi:10.1177/2041386613493635

Vass, C., Rigby, D., Payne, K. (2017). The role of qualitative research methods in discrete choice experiments: A systematic review and survey of authors. *Medical Decision Making, 37,* 298-313. doi:10.1177/0272989X16683934

Wang, X., & Zeng, Y. (2017). Organizational capability model: Toward improving organizational performance. *Journal of Integrated Design and Process Science, 21,* 5-24. doi:10.3233/jid-2017-0005

Watts, L. L., Todd, E. M., Mulhearn, T. J. Medeiros, K. E., Mumford, M. D., &
Connelly, S. (2017). Qualitative evaluation methods in ethics education: A
systematic review and analysis of best practices. *Accountability in Research, 24,*
225-242. doi:10.1080/08989621.2016.1274975

Whiteman, R. S. (2015). Explicating metatheory for mixed methods research in
educational leadership: An application of Habermas's theory of communicative
action. *International Journal of Educational Management, 29,* 888-903.
doi:10.1108/IJEM-06-2015-0077

Willems, J., Jegers, M., & Faulk, L. (2015). Organizational effectiveness reputation in the
nonprofit sector. *Public Performance & Management Review, 39,* 454-475.
doi:10.1080/15309576.2015.1108802

Windsong, E. A. (2018). Incorporating intersectionality into research design: An example
of using qualitative interviews. *International Journal of Social Research
Methodology, 21,* 135-147. doi:10.1080/13645579.2016.1268361

Witmer, H., & Mellinger, M. S. (2016). Organizational resilience: Nonprofit
organizations' response to change. *Work, 54,* 255-265. doi:10.3233/WOR-162303

Wond, T., & Rambukwella, S. (2018). Measuring the value of placements to employers:
A cost-benefit approach. *Industry and Higher Education, 32,* 93-107.
doi:10.1177/0950422218759726

Wong, S. I., & Giessner, S. R. (2018). The thin line between empowering and laissez-
faire leadership: An expectancy-match perspective. *Journal of Management, 44,*
757-783. doi:10.1177/0149206315574597

Word, J., & Park, S. M. (2015). The new public service? Empirical research on job

    choice motivation in the nonprofit sector. *Personnel Review, 44,* 91-118.

    doi:10.1108/PR-07-2012-0120

Wynn, M., & Jones, P. (2017). Knowledge transfer partnerships and the entrepreneurial

    university. *Industry and Higher Education, 31,* 267-278.

    doi:10.1177/0950422217705442

Yahaya, R., & Ebrahim, F. (2016). Leadership styles and organizational commitment:

    Literature review. *Journal of Management Development, 35,* 190-216.

    doi:10.1108/JMD-01-2015-0004

Yang, I. (2015). Positive effects of laissez-faire leadership: Conceptual exploration.

    Journal of Management Development, 34, 1246-1261. doi:10.1108/JMD-02-

    2015-0016

Yates, J., & Leggett, T. (2016). Qualitative research: An introduction. *Radiologic*

    Technology, 88, 225-231. Retrieved from http://www.radiologictechnology.org

Yilmaz, R. M., & Goktas, Y. (2017). Using augmented reality technology in storytelling

    and activities: Examining elementary student's narrative skill and creativity.

    Virtual Reality, 21, 75-89. doi:10.1007/s1055-016-0300-1

Yin, R. K. (2018). *Case study research and applications: Designs and methods* (6th ed.).

    San Francisco, CA: Sage Publications.

Zareen, M., Razzaq, K., & Mujtaba, B. G. (2015). Impact of transactional,

    transformational and laissez-faire leadership styles on motivation: A quantitative

    study of banking employees in Pakistan. *Public Organization Review, 15,* 531-

549. doi:10.1007/s11115-014-0287-6

Zhang, L., Cao, T., & Wang, Y. (2017). The mediation role of leadership styles in integrated project collaboration: An emotional intelligence perspective. *International Journal of Project Management, 36,* 317-330. doi:10.1016/j.ijproman.2017.08.014

Zineldin, M. (2017). Transformational leadership behavior, emotions, and outcomes: Health psychology perspective in the workplace: *Journal of Workplace Behavioral Health, 32*(1), 14-25. doi:10.1080/15555240.2016.1273782

Zohar, D., & Polachek, T. (2017). Using event-level data to test the effect of verbal leader behavior on follower leadership perceptions and job performance: A randomized field experiment. *Group & Organization Management, 42,* 419-449. doi:10.1177/1059601115619079

Zyphur, M. J., & Pierides, D. C. (2017). Is quantitative research ethical? Tools for ethically practicing, evaluating, and using quantitative research. *Journal of Business Ethics, 143,*1-16. doi:10.1007/s10551-017-3549-8

Appendix A: Author Permission for Figure 1

From: tjucaoting@126.com <tjucaoting@126.com>
Sent: Wednesday, April 18, 2018 8:04 PM
To: Catherine B. Smoyer <catherine.smoyer@waldenu.edu>
Cc: zhanglianying@tju.edu.cn; wangyu1769@163.com
Subject: Re: Copyright Permission Request

Dear Catherine，
Thank you for reading the paper . Permission is granted.

Best Regards
Tingting

曹婷

邮箱： tjucaoting@126.com

签名由 网易邮箱大师 定制

On 04/18/2018 05:29, Catherine B. Smoyer wrote:

Greetings,

I am completing a doctorate of business administration at Walden University entitled " Building Workforce Capability in Nonprofit Organizations." I would like your permission to reprint in my doctoral study excerpts from the following:

Zhang, L., Cao, T., & Wang, Y. (2017). The mediation role of leadership styles in integrated project

collaboration: An emotional intelligence perspective. *International Journal of Project*

Management, 36, 317-330. doi:10.1016/j.ijproman.2017.08.014

The excerpts to be reproduced are: An adapted figure of the Dimensions of Emotional Intelligence, as seen below.

The image is blue and white, is approximately 7 inches by 2 inches, Times New Roman 11 font, and the placement of the figure is within the literature section of the doctoral study document.

The requested permission extends to any future revisions and editions of my doctoral study and to the prospective publication of my study. To grant this permission, please respond to this email that permission is granted. Please contact me should you have any questions or need additional information. Thank you very much.

Sincerely,
Catherine Smoyer

Appendix B: Interview Protocol, Research Questions, and Interview Questions

Interview Protocol

1. Greet and thank participant for participation in study

2. Explain study topic and read research question

3. Explain participants rights of participation, including confidentiality and their ability to remove themselves from the study at any time and their right to review, change, correct, and redact data related to their participation

4. Explain the interview process and timing

5. Inform participants I will take notes during the interview

6. Confirm participant would like to participate and consent is signed

7. Confirm participant's permission to record the interview

8. Ask participant if they have any questions

9. Conduct interview – approximately 60 minutes

   a. Ask the 6 predetermined interview questions

   b. Ask follow-up questions

10. After interview, thank participant

11. Explain when they can expect to receive data to review – member checking

12. Ask participant if they have any questions

13. Thank participant for participation

Post Interview Protocol

1. Set date for follow-up member checking meeting

2. Provide participant with copy of all documents, questions, transcripts, and analysis from interview via e-mail

3. Meet via phone with participant to address any concerns, questions, or changes the participant has regarding the data and ask participant any additional clarifying questions

4. Thank participant for their time and remind them they may make changes to their data and participant level at any time

Research Question

What strategies do nonprofit leaders use to build workforce capability to address increasing service demands?

Interview Questions

1. What are the challenges related to building workforce capability?

2. What strategies do you use to build workforce capability?

3. How do you determine the effectiveness of these strategies in building workforce capability and meeting increasing demands for services?

4. How do you measure the effectiveness of the strategies for building workforce capability?

5. What have you found are the key leadership strategy or skill needed to build workforce capability?

6. What additional information would you like to share regarding building workforce capability?