

**Value
Creation
Co.**

Quick Start Guide
Strategic Thinking for Non-Profit Leaders

The world needs more value creators (like you!)

Do you want to advance your career?

Discover how to create more value for the organization you work for... and do it.

Do you want to improve your non-profit?

Discover how to create more value for your stakeholders... and do it.

Do you want to make better HR decisions?

Help employees discover how they can create more value for the organization... and help them do it (and reward them for it).

V-REEL® **Your Non-Profit**

value - rareness - erosion - enablers - longevity

Value. You have to start there. A lot of people talk about having a vision. To do so, you must think about the value you're going to create. That means understanding other people and learning what will create value for them.

The V-REEL® Framework is a guide to help you do exactly that and takes it a step further. To create winning value—lead the competition, develop distinctive competencies, protect those competencies, and achieve longevity—requires thinking beyond the vision or value proposition.

This guide is designed to help you and your team work through the entire V-REEL® Framework for strategy development. When you've made it through, you will have a clear, well-conceived plan for taking yourself, your team, and your organization forward to a win in the market.

Strategic thinking in five simple steps.

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1. Consider Value & Rareness—Who do you create value for, and how?
 2. Identify distinctive competencies
 3. Identify and prioritize eroding factors
 4. Identify and prioritize enabling factors
 5. Consider longevity-How long before things change?
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Once you complete the five steps above you should have a good idea if and how to move forward. Use V-REEL® to help you think through how you create value, what may come along to erode that value, what you can put in place to defend against those eroding factors, and how long that plan will last before things change. V-REEL® will guide you to find the sense of confidence and clarity that comes from sound strategic thinking.

V-REEL® IS VALUE - RARENESS - EROSION - ENABLERS - LONGEVITY

Value & Rareness: Who do you create value for and how?

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1. Articulate your value proposition.
 2. Inventory the resources and capabilities you need to achieve your value proposition.
 3. Identify which resources and capabilities are rare in your market.
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Use the worksheets that follow to complete the steps above and keep working through considerations of value creation and rareness until you have a strong sense of the resources and capabilities that might set you apart from the competition. For non-profits, often the competition is for funding and volunteers. Resources and capabilities that set you apart among other grant seekers, for example, are potential distinctive competencies. Be sure to take note of any you uncover. You'll know you're ready to move past value and rareness to consider eroding factors when you've identified at least a few potential distinctive competencies.

VALUE + RARENESS = POTENTIAL DISTINCTIVE COMPETENCY

Who do you create value for?

Hint: As a non-profit, you need to create value for those you serve as well as those who provide funding and resources, perhaps volunteers, too.

Write a quick sentence to summarize how you create value for each stakeholder.

This is your value proposition. Go for done, not perfect. You will refine this as you work through V-REEL®.

What resources and capabilities does your company use or need in order to deliver on your value proposition? Make a list.

Hint: This may take some time. Think about all the people, tools, relationships, etc. that your company uses or needs to deliver value. Some are tangible, some intangible.

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Of those, which are rare in your market? Circle your rare resources & capabilities.

Hint: Here we are looking to find your distinctive competencies: Something you have that is of value and is rare to your market.

Distinctive Competencies Inventory

Use the space below to list the items that you circled from the previous page. These are your potential distinctive competencies. As you work through V-REEL®, you may discover more distinctive resources and capabilities. You can add them to this list. These are the things that distinguish you in your market and that you need to work to protect from eroding factors.

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Identify and Prioritize Eroding Factors

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1. List Eroding Factors for each potential distinctive competency
 2. Calculate the Erosion Rating for each
 3. Prioritize
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*Eroding factors are anything that could come along and diminish your ability to use your distinctive competencies to create value in your market. Use the Erosion matrix on the following page to consider Eroding Factors **only** for those items you listed on the previous page.*

Distinctive Competency	Eroding Factor Works against distinctive competency	Likelihood Scale of 1-10, with 10 being currently exists or certain to occur	Impact Scale of 1-10, with 10 having profound and significant impact on the organization	Erosion Rating Likelihood x Impact

Hint: You may have quite a few eroding factors to think about. Print multiples of this page if needed.

Identify and Prioritize Enabling Factors

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1. List Enabling Factors for each of the three top-rated eroding factors
 2. Calculate the Enabler Rating for each
 3. Prioritize
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Enabling factors are those things you can put into place to protect your distinctive competencies by defending against the most threatening eroding factors. It's important to think about what might happen and what you can do to extend your distinction in the market. Use the Enablers matrix on the following page to identify and prioritize enablers so that you know what you need to do to remain competitive and win in the marketplace.

Eroding Factor List those with the highest erosion ratings	Enabling Factor List as many enabling factors as you can think of that may work against each eroding factor	Frequency of Need Scale of 1-10, with 1 being rarely and 10 being daily	Impact of Not Having Enabler Scale of 1-10, with 10 being a profound negative impact on the organization	Enabling Score Frequency x Impact

Note: Some people will not be inclined to complete the above exercise. Even if you do not choose to use the matrix, be sure to consider which of your enabling factors are most critical to your ability to create value and be rare in your market. Write down the top 3-5 items.

Consider your longevity.

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1. Review your Erosion and Enablers matrices and ask yourself: How long do I have?
 2. Do you have enough time to put Enablers in place before Erosion sets in? If not, what can you do about it? Add your answers to your Enablers matrix.
 3. If you find you cannot put Enablers in place soon enough, revisit your value proposition and consider if it needs to change or if you need additional resources and capabilities.
 4. Work through V-REEL® with any new potential distinctive competencies to be sure you put enablers in place to defend against erosion.
 5. Once you've worked all distinctive competencies through V-REEL®, prioritize. What do you need to do first? Second? Your enablers matrix will show you your strategic priorities.
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