

ENGINE OF IMPACT

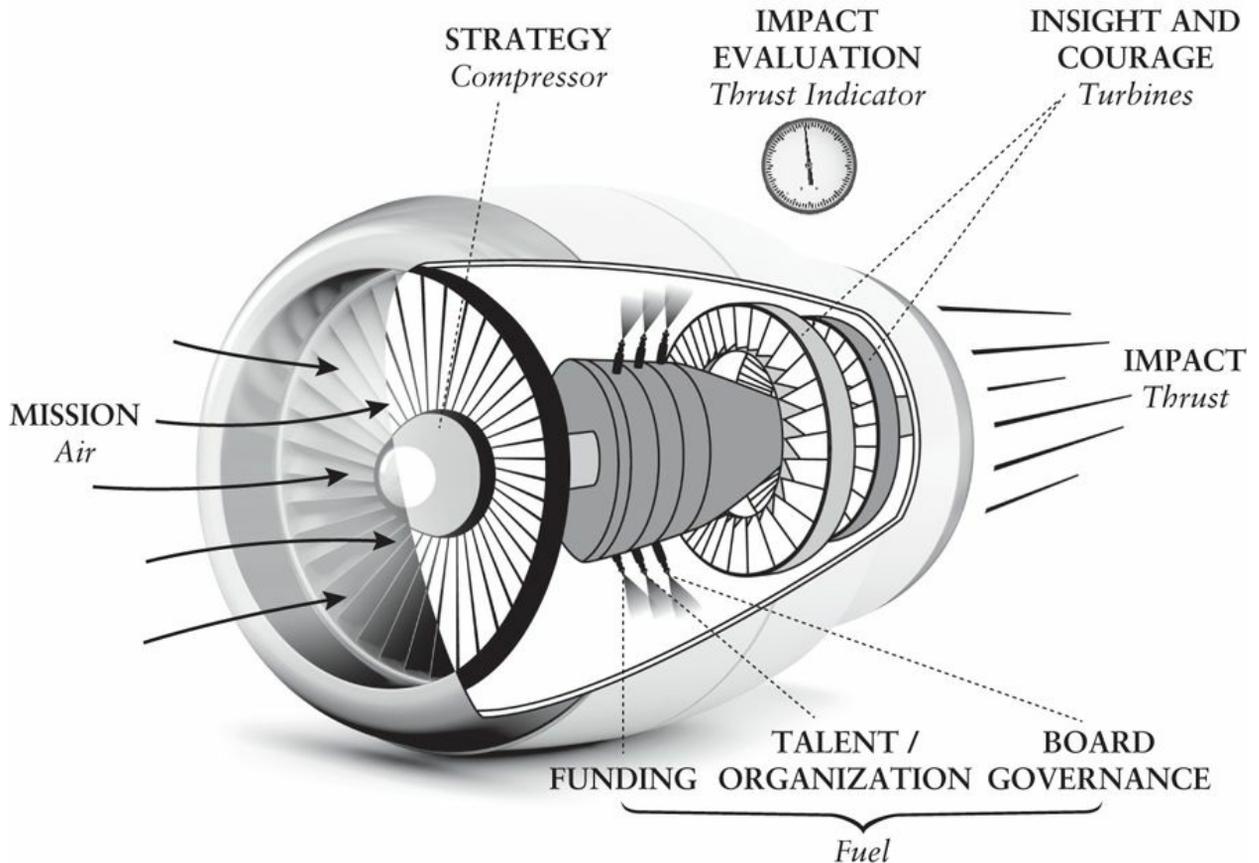


FIGURE 1 Engine of Impact: The components of strategic leadership
SOURCE: William F. Meehan III and Kim Starkey Jonker.

LANDESA

Landesa, an organization that works to obtain land rights for the rural poor, has also adopted a compelling theory of change. That theory of change is reflected in a sequence of five logic steps, each of which is informed by empirical evidence:

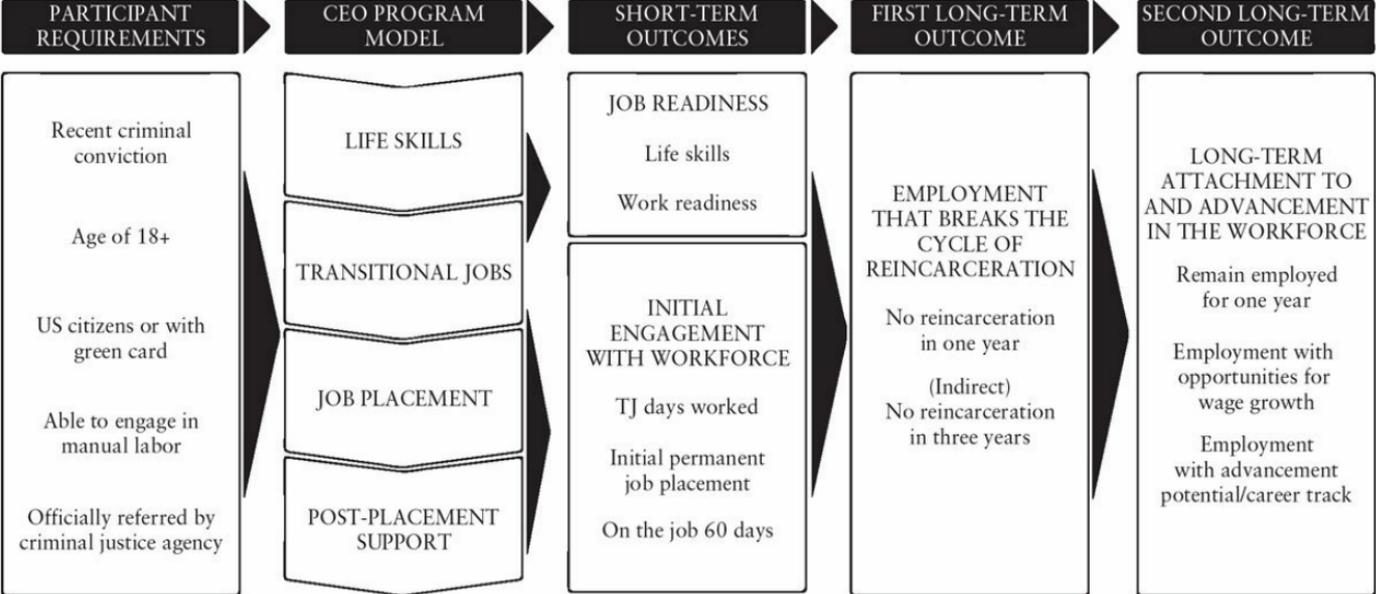


FIGURE 2 CEO’s program model

SOURCE: “CEO Theory of Change,” Center for Employment Opportunities, accessed August 31, 2016, <http://ceoworks.org/about/what-we-do/mission-vision>. Reprinted with permission.

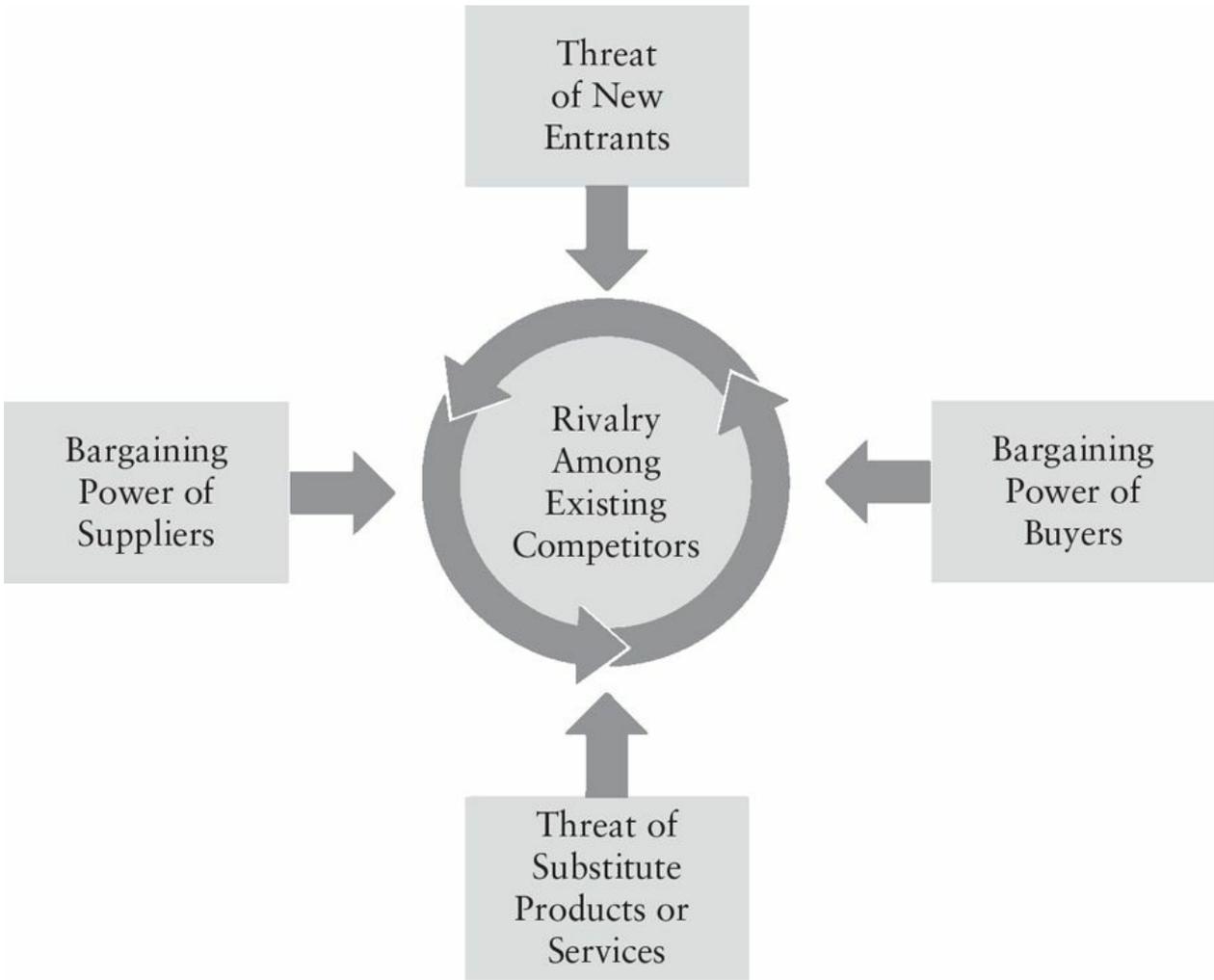


FIGURE 3 Porter's five-forces model
SOURCE: Michael E. Porter, "The Five Competitive Forces That Shape Strategy," *Harvard Business Review*, January 2008. Copyright © 2008 by Harvard Business Publishing; all rights reserved. Reprinted with permission.

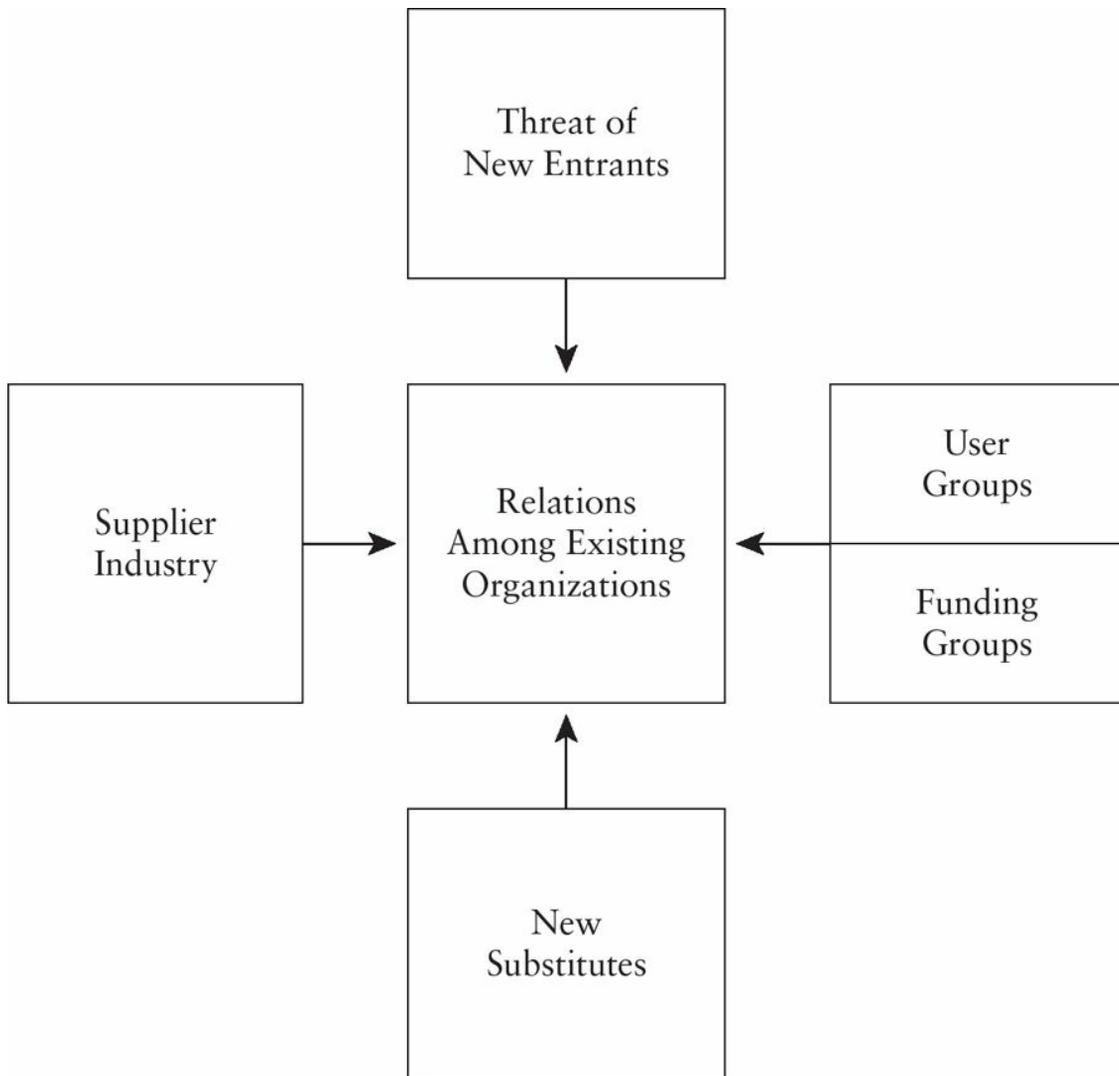


FIGURE 4 Oster's six-forces model

SOURCE: Sharon M. Oster, *Strategic Management for Nonprofit Organizations: Theory and Cases* (Oxford: Oxford University Press, 1995): figure 3.1, "Six Force Chart for Nonprofit Industry Analysis," 30. Copyright © 1995 by Oxford University Press, Inc. By permission of Oxford University Press, USA.

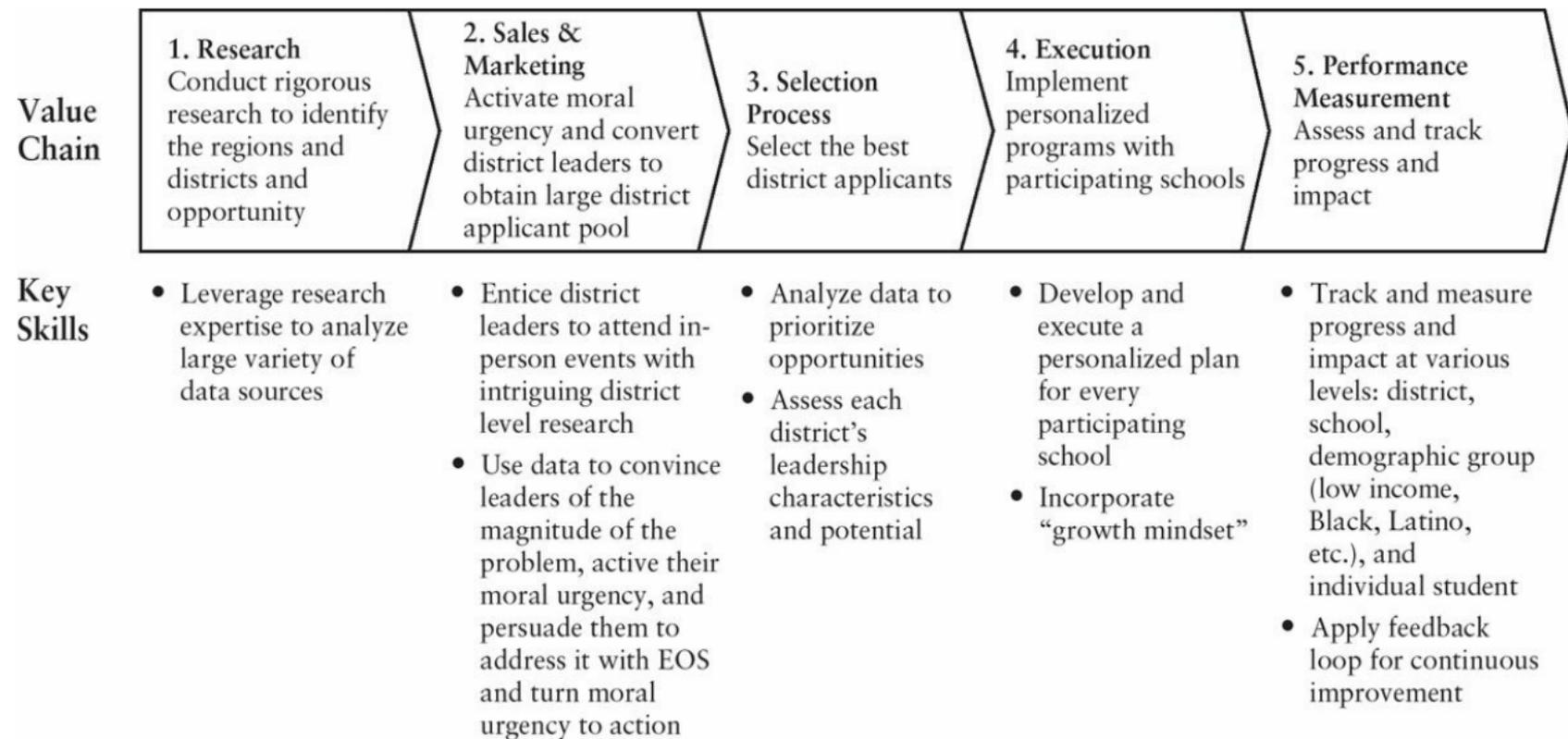


FIGURE 5 EOS's key skills across the value chain

SOURCE: William F. Meehan III and Kim Starkey Jonker, informed by William F. Meehan and Davina Drabkin, "Equal Opportunities Schools: Finding the Missing Students," Case No. SM-240, Stanford Graduate School of Business, 2015.

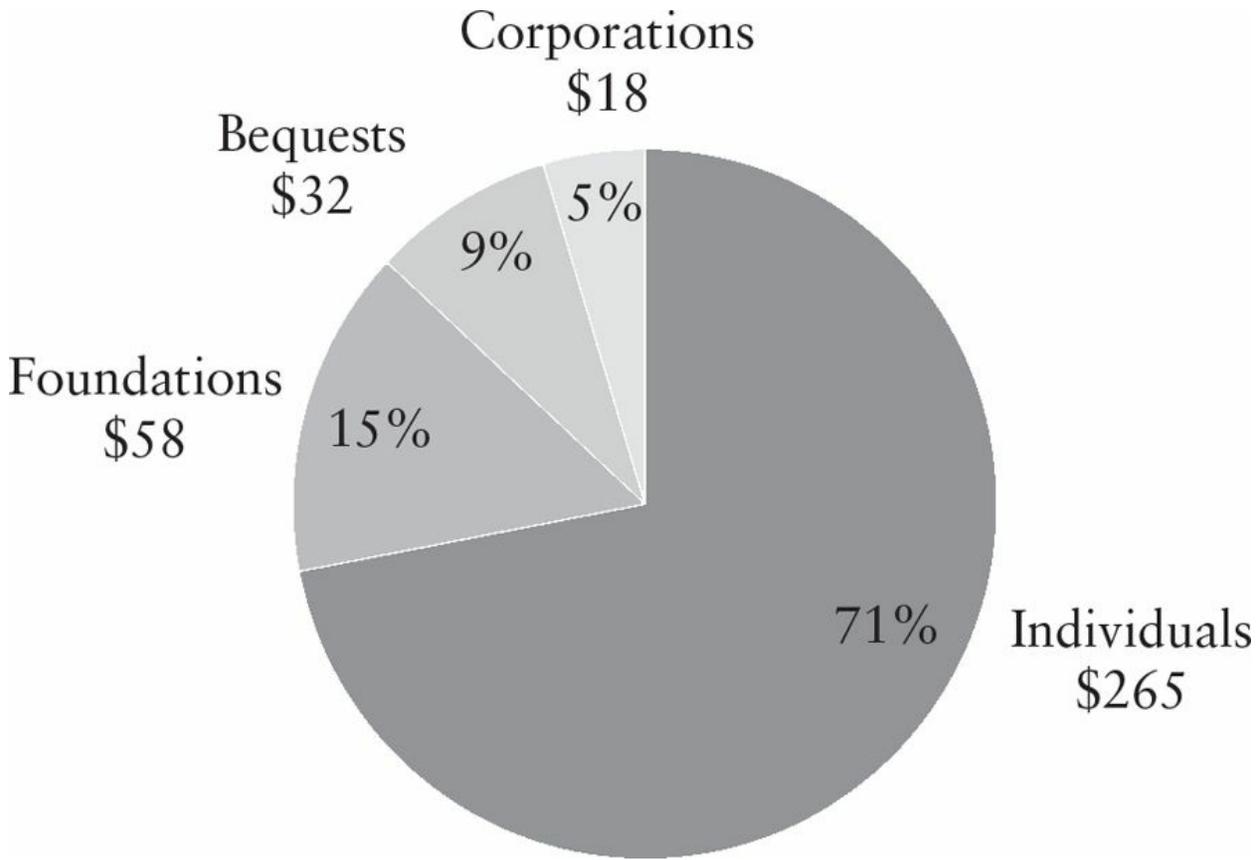


FIGURE 6 Charitable contributions in the United States by donor type, 2015 (in billions)
SOURCE: *Giving USA 2016: The Annual Report on Philanthropy for the Year 2015* (Chicago: Giving USA Foundation, 2016), 27, 238. Data used with permission.

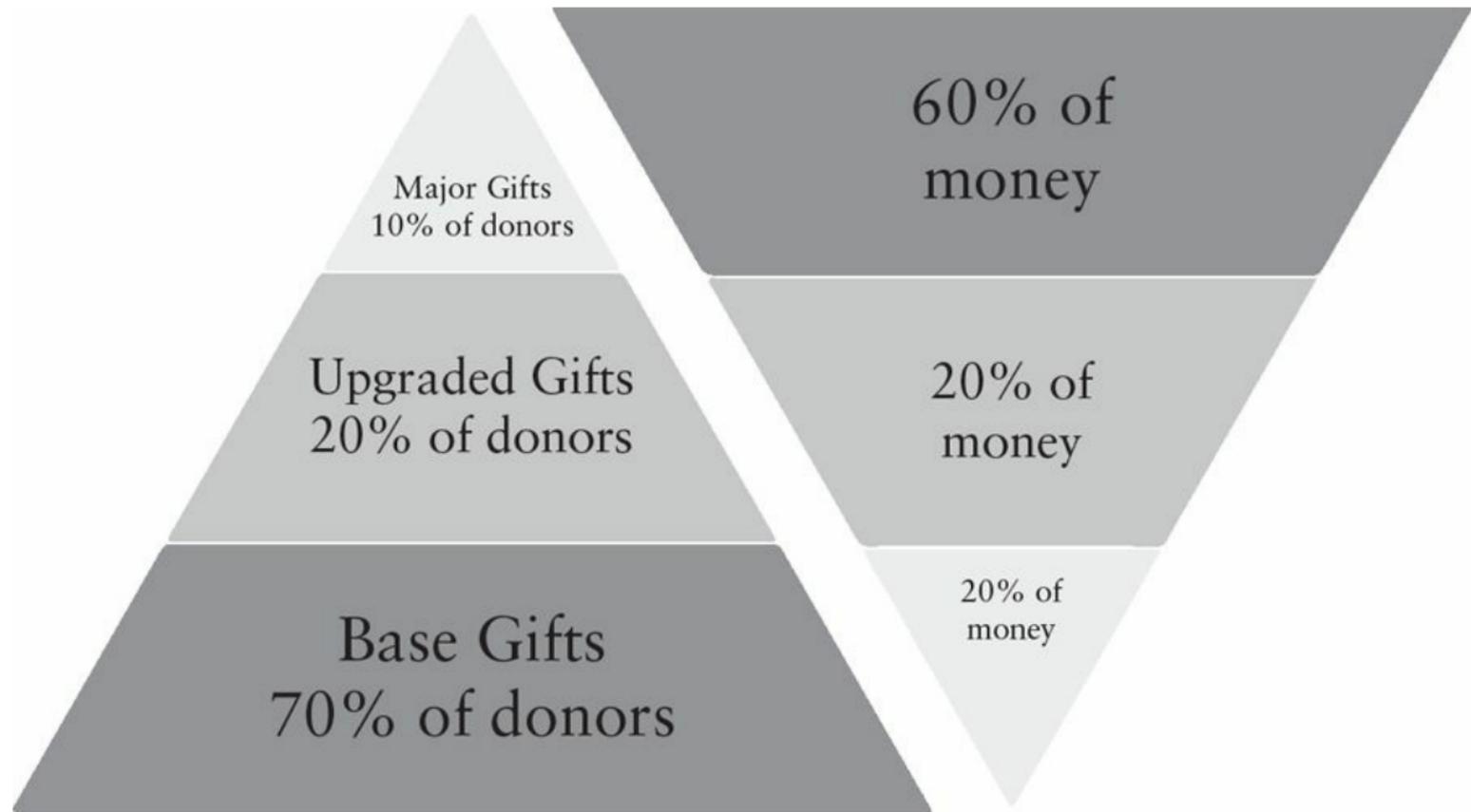
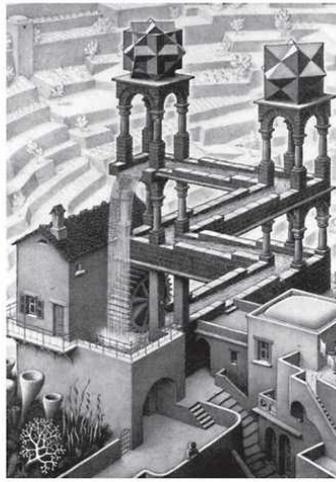


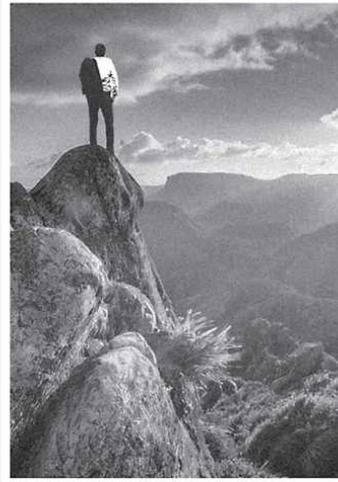
FIGURE 7 Giving trends (based on field experience)

SOURCE: The Fund Raising School, Lilly Family School of Philanthropy, Indiana University, *Developing Annual Sustainability Study Guide*. Used with permission.

Strong



The Waterfall
"Reality or illusion..."

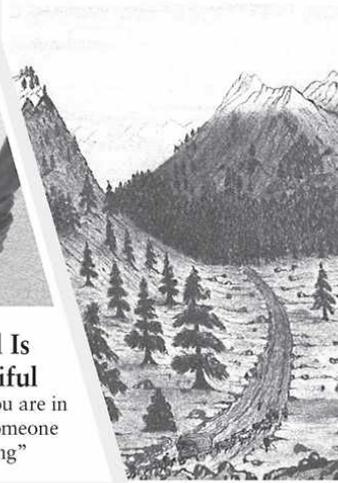


Promised Land
"...I have been to the mountaintop..."

Finding the Fuel
(Organization and Talent, Funding, Board Governance)



Scale Jail
"Do not pass go. Do not collect \$200."



Small Is Beautiful
"...when you are in front of someone suffering"

Field of Dreams
"Build it, and they will come..."

Weak

Weak

Building and Tuning Your Engine of Impact
(Mission, Strategy, Impact Evaluation, Insight and Courage)

Strong

FIGURE 8 Readiness-to-scale matrix

SOURCE: William F. Meehan III and Kim Starkey Jonker. M. C. Escher's "Waterfall." Copyright © 2016 The M. C. Escher Company—The Netherlands. All rights reserved. <http://www.mcescher.com>. Reprinted with permission.



FIGURE 9 Distribution of today's nonprofits in the readiness-to-scale matrix
 SOURCE: Data are drawn from William F. Meehan III and Kim Starkey Jonker, 2016 Stanford Survey on Leadership and Management in the Nonprofit Sector, Stanford Graduate School of Business, 2016, engineofimpact.org/survey.