

# Capacity Building Reading List

Useful resources for each capacity building area

## Leadership Development

Title	Author(s)	Year	Synopsis
Executive Director's Guide: The Guide for Successful Nonprofit Management	Deborah Linnell, Zora Radosevich, & Jonathan Spack	2002	The guide includes examples and advice on leadership; mission; program development; evaluation; strategic planning and thinking; governance; fund development; public relations; community development and government relations; human resources; financial management; technology planning; and managing change. Chapters can be read together or stand on their own.
Crucial Conversations – Tools for Talking When Stakes Are High	Kerry Patterson, Joseph Grenny, Ron McMillan & Al Switzler	2002	Learn how to keep your cool and get the results you want when emotions flare. <i>Crucial Conversations</i> gives you the tools you need to step up to life's most difficult and important conversations, say what's on your mind, and achieve the positive resolutions you want. Whether they take place at work or at home, with your neighbors or your spouse, crucial conversations can have a profound impact on your career, your happiness, and your future. With the skills you learn in this book, you'll never have to worry about the outcome of a crucial conversation again.
Fierce Conversations: Achieving Success at Work & in Life, One Conversation at a Time	Susan Scott	2004	Scott provides a model for honest and open communication within an organization, drawing on her experience as a consultant who teaches executives how to communicate dynamically and more effectively.
First, Break All the Rules: What the World's Greatest Managers Do Differently	Marcus Buckingham & Curt Coffman	1999	The authors (from the Gallup Organization) share insights from an in-depth study of successful managers across a wide variety of situations, from Fortune 500 companies to small, entrepreneurial endeavors.
The Five Life Stages of Nonprofit Organizations: Where You Are, Where You're Going, and What to Expect When You Get There	Judith Sharken Simon, with J. Terence Donovan	2001	Simon uses a life-stage model to help nonprofits understand their organization's current status as a way of preparing for future growth.
Managing the Nonprofit Organization: Principles and Practices	Peter F. Drucker	1990	The nonprofit sector is growing rapidly, creating a major need for expert advice on how to manage these organizations effectively. Management legend Peter Drucker provides excellent examples and explanations of mission, leadership, resources, marketing, goals, and much more. Interviews with nine experts also address key issues in this booming sector.

## Leadership Development, continued

Title	Author(s)	Year	Synopsis
Seven Turning Points: Leading through Pivotal Transitions in Organizational Life	Susan Gross	2009	Gross discusses seven typical problems encountered by every organization in times of change, including options for dealing with difficult people and situations, and suggestions for the roles and responsibilities of key stakeholders.
The Executive Director's Guide to Thriving as a Nonprofit Leader	Mim Carlson & Margaret Donohoe	2010	Carlson and Donohoe discuss the roles that an executive director of a small nonprofit must play: visionary, change agent, relationship builder, community creator, and "resource wizard." The authors also provide advice related to leadership and career transitions.
The Ultimate Board Member's Book	Kay Sprinkel Grace	2010	Grace provides a succinct, thorough explanation of the responsibilities of a nonprofit board member; several reader reviews comment that they provide this book to new board members or use on board retreats.
The Nonprofit Board Answer Book	BoardSource	2007	<i>The Nonprofit Board Answer Book</i> follows a question-and-answer format, enabling you to quickly find an answer to a burning question you have right now. At the same time, it's easy to pick up and read straight through, either cover to cover or one section at a time. At the end of each question-and-answer pairing, you'll find suggested action steps, which offer ways to put the information to a practical use on your own board.
How to Manage an Effective Nonprofit Organization	Michael A. Sand	2005	Board members will learn how to run effective meetings and get and keep the best people on their team. Busy staff will learn how to maximize opportunities to obtain grant funds while minimizing the time spent. Grant writers will learn how to prepare better proposals and how to manage the funds once they get them. Agencies will learn how to establish an outstanding volunteer program and how to form community coalitions that work. And everyone will learn effective strategies to help improve supervisory, personnel, and general management skills.
The Invisible Gorilla	Christopher Chabris & Daniel Simons	2010	This book uses a wide assortment of stories and counterintuitive scientific findings to reveal an important truth: our minds don't work the way we think they do. We think we see ourselves and the world as they really are, but we're actually missing a lot. The authors combine the work of other researchers with their own findings on attention, perception, memory, and reasoning to reveal how faulty intuitions often get us into trouble. <i>The Invisible Gorilla</i> reveals the numerous ways our intuitions can deceive us, but it's more than a catalog of human failings. Also explained is why people succumb to these everyday illusions and what we can do to inoculate ourselves against their effects.

## Organizational Development

Title	Author(s)	Year	Synopsis
Bookkeeping Basics: What Every Nonprofit Bookkeeper Needs to Know	Debra L. Ruegg & Lisa M. Venkatrathnam	2003	This book provides the user with a plain language explanation of the basics in bookkeeping.
Forces for Good	Leslie Crutchfield & Heather McLeod Grant	2007	Crutchfield uses a case study format to present real-world examples showcasing best practices for nonprofit organizations.
Fundraising for Social Change	Kim Klein	2011	This book provides information on how to cultivate a community of supporters, planning and conducting major gifts campaigns, using direct mail effectively, conducting capital and endowment campaigns, using the Internet, the relationship between the development director and the executive director, and fundraising for the future. Klein provides hands-on, practical strategies and accessible techniques.
How to Form a Nonprofit Corporation	Anthony Mancuso	2009	Mancuso walks the reader through the process of starting a 501(c)(3), including samples documents and guidance for completing forms.
RelationShift: Revolutionary Fundraising	Michael Bassoff & Steve Chandler	2001	Bassoff debunks many myths around fundraising and explains how nonprofits can turn a depressed economy to their advantage by focusing on creating meaningful relationships.
ROI [Return on Investment] for Nonprofits: The New Key to Sustainability	Tom Ralser	2007	Ralser details the methods and processes nonprofits can use to demonstrate the value of their services. He focuses on using results as a way to keep funders happy and increase revenue.

## Program Development

Title	Author(s)	Year	Synopsis
"Design Thinking for Social Innovation" in <i>Stanford Social Innovation Review</i> (Winter 2010)	Tim Brown & Jocelyn Wyatt	2010	The authors propose how simple changes in the practical design of social programs can greatly increase their effectiveness; they also provide a series of steps for nonprofits to engage in "design thinking"— a creative process that emphasizes the generation of ideas through inspiration, ideation, and implementation. Available at: <a href="http://www.ssireview.org/articles/entry/design_thinking_for_social_innovation">http://www.ssireview.org/articles/entry/design_thinking_for_social_innovation</a>
"Scaling Impact: How to Get 100x the Results with 2x the Organization" in <i>Stanford Social Innovation Review</i> (Summer 2010)	Jeffrey Bradach	2010	This article discusses several tools and strategies to help expand successful programs into new locations, including: converting bricks to clicks (using Web-based tools); building networks; investing in developing staff, blending service with advocacy; changing people's ideas of what is possible; and strengthening the nonprofit sector as a whole. Available at <a href="http://www.ssireview.org/articles/entry/scaling_impact">http://www.ssireview.org/articles/entry/scaling_impact</a>
"Scaling Social Impact: Strategies for Spreading Social Innovations" in <i>Stanford Social Innovation Review</i> (Spring 2004)	J. Gregory Dees, Beth Battle Anderson, & Jane Wei-Skillern	2004	The authors introduce their "five R's" scheme for disseminating innovative ideas and projects: readiness, receptivity, resources, risk, and returns. Available at <a href="http://www.ssireview.org/pdf/2004SP_feature_dees.pdf">http://www.ssireview.org/pdf/2004SP_feature_dees.pdf</a>
365 Ideas for Recruiting, Retaining, Motivating, and Rewarding Your Volunteers: A Complete Guide for Nonprofit Organizations	Sunny Fader	2010	According to the U.S. Department of Labor, 26.7 percent of the population volunteered in 2006. Unfortunately, while the population is increasing, the percentage of Americans who volunteer is decreasing each year. This means you must hang onto and keep your volunteers happy and coming back, perhaps bringing new volunteer recruits with them. This book is packed with hundreds of simple and inexpensive ways to motivate, challenge, and reward your volunteers. With real life, proven examples and case studies from actual nonprofit organizations, you can use this book daily to boost morale and productivity and find fundraising activities. This is your opportunity to build an organization that people love to volunteer, and you can do so by using these quick, effective, humorous, innovative, and simply fun solutions. Make your organization a happy place to volunteer, and reap the benefits.

## Collaboration and Community Engagement

Title	Author(s)	Year	Synopsis
Strategic Communications for Nonprofit Organizations: Seven Steps to Creating a Successful Plan	Sally J. Patterson & Janel M. Radtke	2009	This resource provides a guide for nonprofit boards and staff to develop effective communication strategies and work plans in an age of “information overload.” The authors present an easy-to-follow program that can be adapted for a variety of purposes such as PR, advocacy, fundraising, etc.
The Fieldstone Nonprofit Guide to Forming Alliances: Working Together to Achieve Mutual Goals	Linda Hoskins & Emil Angelica	2005	Hoskins and Angelica approach collaboration as a continuum and ask nonprofits to recognize the wide range of ways to work with others, giving particular consideration to less formal alliances over complex partnerships. The authors also present information to help nonprofits decide what kind of alliance to create given their circumstances and needs, as well as tips on planning, starting, and strengthening an alliance.
Community Building: What Makes It Work—A Review of Factors Influencing Successful Community Building	Amherst H. Wilder Foundation	1997	This guide reveals 28 keys to help build community more effectively, pulled from lessons learned from successful community building initiatives across the country.
Collaboration Handbook: Creating, Sustaining, and Enjoying the Journey	Michael Winer & Karen Ray	1994	This manual provides guidance on how to initiate, grow, and support a successful collaboration among nonprofits, community groups, and institutions.
The Nimble Collaboration: Fine-Tuning Your Collaboration for Lasting Success	Karen Ray	2002	This resource is targeted toward making existing partnerships more effective.
The Nonprofit Mergers Workbook Part 1: The Leader’s Guide to Considering, Negotiating, and Executing a Merger	David La Piana, with Robert Harrington	2008	This workbook walks the reader through the entire merger process, from assessing reasons and readiness to finding a partner, negotiating the deal, and completing the merger.
Collaboration: What Makes It Work	Paul W. Mattessich, Ph.D., Marta-Murray-Close, Barbara R. Monsey (Wilder Research Center)	2001	This is not an academic report! It provides useful information to help you: <ul style="list-style-type: none"> <li>- Expand your thinking about ways to help your project succeed</li> <li>- Gain background information before beginning a collaboration</li> <li>- Compare your situation with others</li> <li>- Determine if your plans include necessary ingredients</li> <li>- Uncover and resolve trouble spots</li> <li>- Choose between cooperation, coordination, and collaboration.</li> </ul>

## Evaluation of Effectiveness

Title	Author(s)	Year	Synopsis
Benchmarking for Nonprofits: How to Measure, Manage, and Improve Performance	Jason Saul	2004	This resource serves as a guide to each step of the benchmarking process, including definitions, examples, and forms and worksheets to help nonprofits begin the process.
The Manager's Guide to Program Evaluation: Planning, Contracting, and Managing for Useful Results	Paul W. Mattessich	2003	Mattessich provides a jargon-free approach to developing an evaluation framework for programs, including a very accessible explanation of logic models.

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