How to build a strategic narrative

By Mark Bonchek, Shift Thinking’s founder and CEO, Harvard Business Review

It's a common refrain in executive suites these days: "We need a new narrative."

It's not enough any more to say "we make widgets." With changes happening so quickly from so many directions - competition, regulation, technology, talent, customer behavior - it's easy for one's story to become generic or outdated.

You want a story that inspires employees, excites partners, attracts customers, and engages influencers. A story that is concise but comprehensive. Specific but with room to grow. One that defines the company’s vision, communicates the strategy, and embodies the culture.

The natural step is to give the assignment to an agency. Most branding firms will come back with a tagline and positioning statement. Most advertising agencies with creative treatments and marketing
campaigns. Most PR firms with messaging and communication plans. These are useful tactics but aren't the kind of strategic narrative you are looking for. Read more.

The strategic narrative: A better way to communicate change
By Chris Cancialosi, contributor, Forbes

If you think your company's strategy conversations should only take place at the most senior level, you could unknowingly be crippling your company's bottom line. Research shows that companies whose members have a clear understanding of where the organization is headed and how their daily activities contribute to the success of the organization consistently outperform the competition. When communicating change within your organization, senior leaders need to relay company goals and strategy to all employees, and the most effective way to do this is through a strategic narrative.

A strategic narrative centers on a leader's ability to articulate a clear and compelling vision and strategy for the future of the organization. Christine Cavanaugh-Simmons of CCS Consulting Inc. specializes in helping leaders develop skills in this area. She describes a strategic narrative as "a written and spoken story of an imagined future captured in a 'before,' 'now,' and 'to be' sequence." Rather than presenting a series of bullet points and clip art in a PowerPoint deck, a powerful strategic narrative paints a picture of how a company's past, present, and future fit together in a broader strategy context. Read more.

A guide to strategic and sustainable nonprofit storytelling
By Julie Dixon, Center for Social Impact Communication for the Meyer Foundation

When we began researching the topic of nonprofit storytelling in the summer of 2013, there were a few things of which we were (fairly) certain. One, storytelling was a hot topic -- and not just among nonprofits. Bloggers have heralded it the "#1 Business Skill of the Next Five Years," brands have embraced it as a way to authentically engage consumers across digital platforms, and an overwhelming amount of Internet real estate has been devoted to offering insights and tips on how and why organizations should tell their stories.

Which leads us to our second certainty: we've reached a point of resource overload. As of January 2014, there were more than 140,000 books on the topic available at Amazon.com; more than 9,300 Google search results devoted to nonprofit storytelling specifically, and -- at peak times -- upwards of 60 tweets an hour using the hashtag #storytelling. Yet, a key question remained in our minds: were any of these resources truly useful to smaller nonprofits? Read more.
Sponsor's insight

Face-to-face with a fraudster: become a human lie detector

By Bryan Callahan, director Forensics and Valuation services, BKD

Despite Hollywood story lines to the contrary, most fraudsters are unassuming, hardworking and ostensibly trustworthy. They have worked at your company for a long time, have a family and seem like "good" people. Most are college-educated and have no criminal history.

That's why, when they decide to commit a fraud, it's usually something that weighs heavily on their minds. They are constantly stressed about it, thinking about it and worrying they are going to be caught. The conscious or subconscious stress they experience displays itself in certain behaviors. If you are investigating a potential fraud in your organization, you can detect these behaviors if you are paying close attention.

If you suspect fraud has occurred and are planning on confronting a fraudster, look for the following behaviors indicating possible deception:

- A pause or hesitance to answer your questions
- An increase in his or her rate of speech - he or she is uncomfortable and want the deception to be over with as soon as possible
- If you hear him or her say "To tell you the truth..." or "To be frank...," he or she may not be truthful or frank about the statement that follows.
- Responding to your question with a question such as, "You think I did this?" or "How could I have possibly taken the money?" is an indicator of possible deception.

Read more.

LOCAL NEWS

People on the move

Exodus Refugee Immigration has named Cole Varga as executive director. He served as interim executive director since December and is the former director of operations.

Tolly Dewey was recently named the Overseas Council's vice president of finance. She brings an extensive background, as a senior business leader and CPA, with over 20 years of experience in nonprofit, oil, gas, and manufacturing with

The Hendricks County Economic Development Partnership (HCEDP) has hired Lora Steele as marketing and communications manager. She previously worked as the outreach advisor for Marian University’s Adult Programs. — Inside Indiana Business
multinational Fortune 500 companies, including Sony, Qualcomm and ConAgra.

The March of Dimes has selected **Lisa Carpenter** as director of the organization’s Northwest Indiana region. She previously served on Lake Area United Way’s development team as senior relationship manager where she was committed to securing support from major Lake County corporations. — *Inside Indiana Business*

**The Indiana Philanthropy Alliance** has hired **Elisabete (Lissa) Bradley** as communications and marketing manager. She previously worked with Indianapolis-based, architecture/engineering firm American Structurepoint.

**Paul Hayden** has been appointed director of Indiana Landmarks’ new Northeast Field Office in Wabash. He has been with the organization for 10 years as a community preservation specialist in the South Bend office.

**The Mind Trust** has added **Joe White** and **Kristin Hines** to its team. White will serve as director of school support and was the former executive director of The Excel Center, a network of nine charter schools across Indiana. Hines was hired as director of school incubation and previously was City of Indianapolis’ charter schools director where she oversaw 39 charter schools, serving about 13,000 students.

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**Announcements**

**IndyHub** will again showcase 100 nonprofit and civically-minded organizations at **IndyVolved** on June 9 from 6:00 - 8:30 p.m. at the Central Library this summer. Connect with thousands of 20-and-30-somethings who are looking to expand their network, volunteer or get involved. Exhibitor applications are due April 20. For more information, **click here**.

Indiana University’s **Serve IT**, which connects university students who have in-demand technology skills with nonprofit organizations that need them, is celebrating its fifth year of service. **Read more.**

Indianapolis Mayor Joe Hogsett announced a partnership that aims to increase STEM education programs at Indianapolis Public Schools. Thanks to a $250,000 donation from Indianapolis-based American Structurepoint, all IPS schools will have the opportunity to offer **Project Lead The Way** programs. **Read more.**

**Arts for Learning** has received a $20,000 LRNG Innovators Challenge Grant from the National Writing Project (NWP). The award, which is given to innovative programs that connect in-school and out-of-school learning, will help support Arts for Learning’s “Creating with Confidence: Design Thinking for Public Art” project with art students from Warren Central High School and a partnership with Herron School of Art and Design.

**Indiana Members Credit Union** (IMCU) was awarded $10,000 from CU Solutions Group for an award winning video. The Annual Share the Love Campaign campaign invited credit unions nationwide to submit a video to showcase its work. IMCU will provide school supplies and uniforms for underserved children with the award.

**Central Indiana Bicycling Association** awarded Jameson Camp $1,750 in support of its biking and repairs activities for summer camp.
The American Pianists Association has announced the five finalists for the 2017 American Pianists Awards. The winner, to be announced in Indianapolis in April 2017, will receive the Christel DeHaan Classical Fellowship valued at more than $100,000. Read more.

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**Professional development**

**Giving Sum** will select and announce its $20,000 grant partner at a celebration event tonight (April 5th) from 6:00 -7:30 p.m. at the Harrison Center for the Arts. Guests are welcome to join and celebrate the finalists during a live-pitch competition. FMI, click here.

**Ask a lawyer for free** on April 12 from 2:00-6:00 p.m. for onsite locations click here or call 317-269-2000 on the same day from 2:00-8:00 p.m. to receive a free telephone consultation.

**Putting the WHY in your leadership journey** on April 12 from 8:30 a.m. to noon at Purdue Extension Institute for Sustainable Leadership (1202 E 38th St., Discovery Hall, Suite 201.) First in a five-part leadership development series. Individual workshops: $20 +$2.09 fee per workshop; series $75 + $5.12 fee. For more information and to register, click here.

**Developing and delivering volunteer training, part 2** on April 14 at 8:00 a.m. at Indiana Landmarks (1201 Central Ave.). Learn the keys to effectively delivering training sessions for adult learners, including using questions, activities, "reading the room" and more. Cost: $17. To register, click here.

**Nonprofit board governance seminar** on April 19 from 8:00 -10:00 a.m. at Meridian Hills Country Club (7099 Spring Mill Rd.). A board is legally responsible for the operation of the organization that it serves. In addition to standards of conduct, as the governing body, a board must maintain support for management and staff, and ensure operations run smoothly and in accordance with the law. Seating is limited for this free seminar, so please RSVP to Jill Robisch at jillrobisch@nbofi.com or 317-267-1691 by April 14.

**Get the most out of your board** webinar on April 28 at 2:00 p.m. This webinar will offer tactics to help recruit board members more strategically, better connect members to mission, and engage the board more fully in giving, fundraising and governance. Cost: $75 early bird/ $96 after April 21. Learn more.

**AFP-IN Spring conference and partner fair** on April 29 from 9:00 a.m. to 2:30 p.m. at IUPUI (Hine Hall Auditorium/875 W. North St.). Featuring special guest, John A. List, department of economics chair at the University of Chicago and a leading expert on experimental economics. AFP-IN and the Lilly Family School of Philanthropy are partnering to bring List to Indianapolis for the Arthur C. Frantzreb lecture series. Cost: $125 members; $175 non-members. To register, click here.

**Understanding nonprofit collaboration** on May 21 from 1:30 - 3:30 p.m. at the Central Library at
(40 E. St. Clair St., Knall Meeting Room). Increasing prominence as a tool for enhanced efficiency and strengthened service delivery, collaboration's advantages, disadvantages, potential and pitfalls must be understood by all savvy nonprofit professionals. This workshop is best for those who have already established a nonprofit organization. Free. To register, click here.

**Indiana Summit for Economic Development** sponsored by BY5, Partnerships for Early Learning and the Indiana Early Learning Advisory Committee on June 7 from 10:00 a.m.- 4:00 p.m. at Horizon Convention Center (401 S. High St., Muncie). For more information, click here.

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Volunteer opportunities

*Please send your needs and donations of supplies, equipment, and furniture plus volunteer opportunities and requests to IndyNews@NotforProfitNews.com.*

**Asante Children's Theatre** needs volunteers on April 13 from 10:30 a.m. - 1:30 p.m. and April 15 from 10:30 a.m. - 4:00 p.m. to assist staff in moving salvageable and recyclable items, cleaning and organizing storage space at the Madame Walker Theatre Center offices (617 Indiana Ave.) and at its office space at Forest Manor Professional Development Center (4501 E. 32nd St.). Items will be taken to a Goodwill Drop-Off Center, donated to the Julian Center or discarded. Please contact Diane Lewis, volunteer coordinator at 317-627-4755 or via e-mail at dlewis@asantechildrenstheatre.org.

**Foundation for Autism Resources (FAR)** needs volunteers for FAR's first-ever inclusive gaming for charity event at EBASH (E. 82 St.). No knowledge of Minecraft needed just a willingness to help support youth. To learn more about the event, click here and contact Shana shana@autismresource.org.

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Swap

*To submit an item, click here.*

**DONATE:** HP 3600n Color Laserjet printer and print cartridges. Used in professional office environment for marketing materials. Works well. Please pick up on or before April 8. Contact Amy at ahoward@kaufmanglobal.com.
Crowdfunding sparks backlash. The crowdfunding field has ballooned to over $34 billion in just a few years, according to Massolution, up from $880 million in 2010, so it is perhaps inevitable to see some backlash.

FLSA changes. The Department of Labor forwarded final Fair Labor Standards Act changes to the Office of Management and Budget in an effort to "modernize and streamline eligibility for overtime.

The philanthropic attitudes of the ultra-wealthy. The results of a recent survey of approximately 400 of the world's leading private bankers and wealth advisors reveal some interesting findings about philanthropy in those circles.

Phishing scams and tax-related identity theft. To combat tax-related identity theft, taxpayers should be aware of what the IRS does and doesn't do to notify them of an issue on their account.
Sponsors’ insights

Alerding CPA Group. **Two benefits-related tax credits just for small businesses.** Tax credits reduce tax liability dollar-for-dollar, making them particularly valuable.

Radiancy Coaching Partners. **Dreaming big means becoming a great problem solver.** There are two parts to any dream worth pursuing. The first is a vision of what you really want. Or some people may describe it as a destination on a map.

**Services**

Our sponsor marketplace serves to further connect our readers with our advertisers who are focused on serving nonprofits. Please keep in mind that you should always check references before hiring a consultant or vendor. Contact Bryan at Bryan@charitableadvisors.com or 317-752-7153 to learn how your business or organization can become a sponsor of the Not-for-Profit News.

**Legal/Administrative**

**Charitable Allies:** nonprofit that provides affordable, experienced nonprofit legal services.

**Human resources**

**Synergy:** professional employer organization (PEO), Synergy assumes the risk and liability of employing employees, and administers payroll, benefits and human resources.

**FirstPerson:** professional advisory firm that creates meaningful work experiences through benefits, HR and wellness solutions.

**Technology, software, services**

**FTM LLC:** software advisor to improve organization's financial operations with system implementation, training and support.

**Netlink, Inc.:** An information technology service provider delivering best practice information, technology guidance, implementation and support

**Banking/asset management**

**The National Bank of Indianapolis:** the bank of choice for nonprofit organizations.

**Transition/retirement**

**Alerding CPA Group:** provides board governance, training, consulting and succession planning.

**Charitable Advisors:** BoardSource-certified governance trainer, support for board-led ED/CEO search process.

**Metamorphosis Change**

**Agents:** Specializes in leadership transitions and organizational development for small to mid-sized nonprofits and associations.

**Education/training**

**School of Public and Environmental Affairs at IUPUI:** At SPEA, people learn how to work in government, nonprofit and business
in order to contribute to nonprofits' mission and success.

**Finance/accounting/bookkeeping**

**Alerding CPA Group:** accounting firm with nonprofit experience provides audits, accounting, tax services, planning and board governance.

**BKD:** CPAs and advisors offering services in assurance, tax, risk management, technology and forensic to closely-held businesses, nonprofit organizations and individuals.

**FTM LLC:** works solely with nonprofits on bookkeeping, audit preparation, outsourced controller and CFO services.

**VonLehman CPA & Advisory Firm:** serves over 300 diverse nonprofit clients by providing expertise in assurance services, accounting, tax, internal controls, OMB compliance, performance improvement, board governance and consulting.

**Fund development**

**The Indiana Philanthropy Alliance:** brings back its Directory of Indiana Grantmakers. The searchable, online database, includes profiles for over 1,000 funders of Indiana nonprofits. Pre-order now for early-bird pricing; available at the end of the first quarter.

**Johnson, Grossnickle and Associates:** Authentic strategic and philanthropic consulting firm that offers client-focused, highly-customized solutions. The firm specializes in assisting nonprofit groups with strategic planning, capital campaigns, development audits, feasibility studies and general fundraising counsel.

**Leadership Development**

**Radiancy Coaching Partners:** Leadership coaching and personal development for nonprofit staff, volunteers and board members to help get the right projects done with heart.

**Leadership Indianapolis:** develops and mobilizes a robust pipeline of community leaders to address and solve the issues and opportunities facing the growing metro area.

**Real estate**

*Get that extra office space leased or that extra building sold by using the new NFP News real estate section to let people know you have extra space, an extra building or even residential property for sale. Photos and*
**Affordable Near-Southside office space**

**DOWNTOWN** 300 to 10,000 sq. ft. Great location at I-65 and South Keystone Avenue (3530). Five minutes from downtown with easy access to all Indianapolis. Free parking. Many restaurants nearby. Other nonprofits on site. Low rates: $10 to $12 per square foot depending on space size. Call Ron at: 317-702-6079.

**The Sol Center is the perfect place for your next gathering**

Host your next business meeting, board meeting, social gathering or board retreat at the Sol Center, home to Meal on Wheels. Located downtown, its 2,500-square-foot ballroom is handicap accessible and seats 150 people. The space offers such amenities as a state-of-the-art A/V system, dual 10 ft. x 7 ft. ceiling-mounted screens, small stage and podium, a caterer's staging kitchen, coatroom and free-lighted parking. Rental income is used to subsidize meals for our low-income clients. For information, contact Vicki Burdick at 317-252-5558.

**Vibrant nonprofit setting**

Conveniently located near Butler University, Christian Theological Seminary, and the Indianapolis Museum of Art (42nd and Michigan Rd.) and available to all “nonprofit” organizations representing education, advocacy, faith and social services. Amenities include special introductory rates, full-service leases, nicely-equipped conference rooms of various sizes, ample free parking, and helpful on-site management. Contact us at 317-923-3617 or iic@indianainterchurch.org.

**For emerging nonprofits**

**Nonprofit co-working office space** in historic Lawrence Village near Fort Harrison State Park. The co-working space, 6,800 sq. ft., is fully furnished and includes WiFi, elevator access and parking and is offered by Launch Cause. The nonprofit is dedicated to helping emerging nonprofit organizations. Multiple leasing options are available and space scholarships. [Learn more.](#)

**Westside church for sale**

1402 N. Belleview Place, asking price is **$700,000**. Spacious three-level church (18,900 square feet) with 600-seat sanctuary capacity; lower-level fellowship hall; beautiful stained glass windows; heated baptism pool; commercial kitchen. Plenty of options for office and classroom space. Great location for community outreach; located five minutes from downtown on a bus line. Facility has been approved for childcare ministry operation as well. For more information, please call the church office at 317-635-1942.
Located on the IUPUI campus
A full-service commercial office building with a total of approximately 9,400 rentable square feet located on the third floor. The space has two individual suites - one approximately 1,900 square feet and the second 7,400 rentable square feet. Close to Indianapolis downtown retail and dining facilities, just off Indiana Avenue and West Street. Parking near the offices. Space is available for tenant occupancy. For more detailed information, please contact Thomas M. Popcheff at tomp@stti.org or 317-634-8171.

This week's jobs
To view all jobs, visit the Not-for-profit News jobs' board.

Job ad special of $77 for Intern/Americorps posts through April. Please send ad copy to Kristen at ads@charitableadvisors.com. Deadline is Sunday evenings for Tuesday's newsletters.

EXECUTIVE

Executive Director - Community Health Clinic, Inc. (CHC). The Community Health Clinic, Inc. (CHC) is a 501(c)(3) non-profit healthcare facility that provides excellent and affordable medical care consistent with... more

Executive Director - Purchased. The Executive Director of Purchased will have responsibility for overseeing the operations of the organization with direct responsibility for fund and... more

Senior Vice President of Planning and Operations - The Mind Trust. Senior VP of Planning and Operations (SVPPO) will be threefold: 1) developing a detailed roadmap and timeline for executing The Mind... more

ADMINISTRATIVE/MEMBERSHIP

Member Services Coordinator - National Association of Social Workers (NASW). NASW Indiana Chapter is seeking a Member Services Coordinator to serve as a primary point of contact with members and other supporting entities... more
FUND DEVELOPMENT/BUSINESS DEVELOPMENT

Vice President of Development - Heartland Film. The Vice President of Development will serve as the primary fundraising officer for Heartland Film and will be responsible for all individual and... more

Director of Major Gifts - Cathedral High School. Become a key member of a highly successful development department and significantly impact the future of current and prospective students. Help... more

Donor Representative - Kiwanis International. Responsible for performing donor processing, data entry, timely acknowledgement letters, preparation of reports, and responding to... more

Director of Major Gift and Planned Gifts - Indianapolis Museum of Art. The Indianapolis Museum of Art is dedicated to enriching lives through meaningful experiences with art and nature. For nearly 130 years, the... more

Major Gift Officer - Indianapolis Museum of Art. The Indianapolis Museum of Art is dedicated to enriching lives through meaningful experiences with art and nature. For nearly 130 years, the... more

Development Director - Little Sisters of the Poor. The Little Sisters of the Poor are religious women of strength and a spirit of courage with the Heart of Jesus. The Little Sisters of the Poor are seeking... more

Sales Area Director, Indianapolis/St. Louis - BidPal, Inc. As a BidPal Area Director, you will focus on selling BidPal's full range of fundraising products and services to customers in your region. The... more

MARKETING/PUBLIC RELATIONS

Marketing and Public Relations Manager - United Way of Central Indiana. The Marketing and Public Relations Manager is a key member of the UWCI's Engagement Team, which oversees the UWCI's brand, strategic marketing... more

Audience Development Coordinator - The Center for the Performing Arts. The Center for the Performing Arts seeks Audience Development Coordinator to support the Center's sales and community outreach... more

Communications & Media Manager - The Center for the Performing Arts. The Center for the Performing Arts seeks Communications & Media Manager, who will be responsible for assisting with the development... more

Community Relations Coordinator - Indiana Donor Network. As a Community Relations Coordinator you'll be responsible for developing and coordinating education and awareness programs and partnerships... more

PROGRAMS

Program Support Assistant (part-time) - Art With a Heart. The Program Support Assistant is a part-time position requiring at least 10 and up to 30 hours per week. 15-20 hours a week is the expected average... more

FINANCE/ACCOUNTING
Bookkeeper-Accounting - Indiana Association of United Ways. Indiana Association of United Ways, a nonprofit membership organization, has an immediate opening for a staff bookkeeper-accountant to join our... more

Bookkeeper (part-time) - St. George Orthodox Church. The Bookkeeper has primary responsibility for maintaining the timeliness and accuracy of the St. George financial records. The Bookkeeper reports... more

90-day ads

Indianapolis Teaching Fellows. Train to become a certified teacher in Indianapolis with Indianapolis Teaching Fellows. Transform your academic background and professional experience into a high-impact career as a certified teacher in... more

Last week's jobs

EXECUTIVE

President - Heartland Film. Heartland Film is a nonprofit arts organization founded in 1991 with the mission to inspire filmmakers and audiences through the transformative power of film... more

Executive Director - Safe Families for Children. The Executive Director of Safe Families for Children - Central Indiana is responsible for the operation, growth and development of all Safe Family... more

Executive Director - Hamilton County Area Neighborhood Development (HAND), Inc. HAND is seeking an Executive Director to provide leadership to a dynamic nonprofit community development corporation serving the fastest growing... more

Executive Director - Percussive Arts Society, Inc. Worlds largest music service organization of drummers & percussionists, located in downtown Indianapolis, seeks a new Executive Director. For full job... more

ADMINISTRATIVE/LEADERSHIP

Executive Assistant - Richard M. Fairbanks Foundation. The Executive Assistant provides administrative support for the President & CEO and coordinates administrative support functions for the Foundation... more
Finance & Administrative Manager - Near North Development Corporation. Full-time professional position reporting to the President of the corporation, responsible for day-to-day 'back office' operations of a small non-profit housing...more

Assistant Director - Center Operations - Family Development Services. The Assistant Director - Center Operations position of Family Development Services is a field position designed to assist...more

FUND DEVELOPMENT/MEMBERSHIP

Development Officer - Fairbanks. Fairbanks is a 70 year old addiction treatment center focused on recovery. Hope Academy is a 10 year old charter high school for students in recovery...more

Senior Director Donor Relations and Special Projects - Ball State University. Do you have non-profit or higher education experience in fundraising? Would you like to work with an energetic group of staff at a newly unified foundation...more

Development Positions - Ohio Valley Voices. Ohio Valley Voices, a leader in teaching deaf and hard of hearing children to speak, is building its development team as it seeks to secure the future of its Programs...more

PROGRAMS

Mobile Pantry Coordinator - Gleaners Food Bank. The Mobile Pantry Coordinator is responsible for coordinating Gleaners' Mobile Pantry program. This will be accomplished by working with existing Mobile...more

Director of Education - United Way of Central Indiana. At United Way of Central Indiana, we recognize that the key to success is a strong and cohesive team that works through shared values to achieve our...more

Director of Compliance & Risk Management - Tangram. Responsible for maintaining the integrity of the agency legal, regulatory, quality assurance, and compliance and risk management systems. Also fosters an agency wide culture...more

Health Care Coordinator & Nurse Trainer (LPN) - Tangram. As a Health Care Coordinator & Nurse Trainer (LPN), you will be responsible for providing client care coordination, assisting with program management, and for providing...more

Behavior Consultant - Tangram. Behavior Consultants are directly responsible to the Director of Behavioral Health Services for ensuring that all behavior health services are identified and agreed upon...more