spectrum nonprofit services

Scenario Positioning Framework

ANALYZE YOUR CURRENT CONTEXT

Affirm your mission and financial position.

UNDERSTAND COMMUNITY SUPPLY AND DEMAND

Reconnect with your communities' evolving needs.

IDENTIFY LEVERS TO ACTIVATE

Assess which levers you can pull to make space for change.

[Learn more about Scenario Positioning (National Council of Nonprofits article: "The Power of Nonprofit Repositioning: An Alternative to Scenario Planning")]

Key Questions to Consider When Assessing Current Context

Focus Area	Key Questions
Market Context	What forces have created or are likely to create a change with likely material consequences? Is our whole field similarly at risk, or just our organization? Are the operating circumstances changed for the foreseeable future, or might they change again in response to a legal or political shift? What are our regular partners doing that leadership might take into consideration? What are others in our field of practice doing that leadership can learn from? What are others in our field doing that the organization can join in?
Revenue	Are there any revenue streams that are highly dependent on a few sources? What are the organization's strengths in managing these revenue streams? Are there opportunities to invest in these strengths? How volatile are the organization's revenue streams and sources? What external events can impact the organization's revenue streams?

Defining and Analyzing the Business Model	What is driving impact? What drives financial viability? What is funding the organization's highest impact programs? How is the organization generating unrestricted revenue? How has the business model changed over the last two years? How is the market influencing the map? How might it change in the future? How are strategic challenges reflected in the map?
Understanding each Financial Risk Level	What are our key revenue drivers? Which funding sources are likely to be affected? Are revenue decreases anticipated to be minimal, moderate, or severe? If revenue dips, what financial reserves can the organization draw on to sustain operations?
Understanding Financial Runway	How does the organization's cash flow currently look like? Are there foreseeable challenges with my cashflow in the future? What external events would impact the organization's cashflow? What is the organization's liquid reserve? What policies are in place to draw from this reserve? How many months can the organization sustainably draw from the reserve before action needs to be taken? How much time do I have to make key strategic decisions based on my cash flow and reserve?

Worksheets for Determining the Path Forward

Building the Team

Staff/Board Member	Role/Responsibility	Key Strengths/Relationships

Centering Social Capital

Who are the key relationships that:	Key Stakeholders	Key Next Steps to Nurture/Strengthen Relationship
Will provide timely, emerging information critical to our decision-making process?		
Garner public support to influence key decision-makers?		
Are potential partners that strengthen our capacity?		