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Leader Impact on Vision/Mission

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Leader Impact on Vision/Mission

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Submitted in partial fulfillment of the requirements for the degree of

Doctor of Education in Organizational Leadership

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DEDICATION

This dissertation is dedicated to my husband, Gordon Davis, who was responsible for me deciding to go back to school, helped edit papers in the early years, encouraged me to keep going even when I had no idea what I was doing, and loved me for being me. That kind of love will last a lifetime. He passed away in the Spring of 2015, but he is always with me. His favorite color was blue, and I began putting blue in my hair when I started my doctoral journey. Every day I see the blue and it reminds me of how much I was and am loved. Thank you to my best friend.

ABSTRACT

Leader Impact on Vision/Mission

by Patricia "PJ" Davis

The purpose of this phenomenological study was to identify and describe the lived
experiences of how a subsequent human social services nonprofit leader navigates,
negotiates, and/or modifies the original vision/mission of the founding leader.
Subsequent leaders for this study included leaders in place after the founding leader
moved on. In the world of nonprofit organizations, leadership changes are as common as
in the for-profit field but hold additional challenges regarding what drives the
organization. For profit businesses bottom line is profit, and nonprofit organizations have
a bottom line of changed lives, two very different reasons for being in business. The
transition of leadership within nonprofit organizations can cause the organization to
follow new paths and journey into areas not present in the original founding
vision/mission, ending in chaos and sometimes even terminating the organization. The
study premise of vision/mission being critical to the foundation of the nonprofit, went
further to look at what happens during leadership transition and how the new leadership
might impact the original vision/mission. The number of nonprofits in California is
upwards of 165,000. This study was limited to a four-county area in Northern California
and was based on human social service nonprofit organizations either participating in
their local HUD (Housing and Urban Development) required Continuum of Care (CoC),
or similar causes, ranging from small to medium in size.

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CHAPTER I: INTRODUCTION

Imagine a young family at risk of losing their only source of housing. Late on a

dreary afternoon, the family sought assistance from a local nonprofit organization hoping

to find a safe and affordable place to stay the night. This nonprofit had been in business

for many years and was well known in the community for caring for those at risk; they

were known by reputation to provide life-saving services such as housing, food, and other

safety-net services. The family walked in expecting to be greeted with warmth and

dignity, but instead were confronted with bureaucracy and disinterest as they were told

the organization no longer provided those services.

Nonprofit organizations often begin when someone identifies a need for services

not currently met by for-profit, government, or other nonprofit organizations

(Kahnweiler, 2011). They were typically established based on the passion of the founder,

who provided a strong and clear purpose. However, like for-profit businesses, nonprofits

experienced leadership turnover. When the founding leader moved on or retired, those

leaders following the founder, or subsequent leaders, could take up the cause and

continue organizational growth in the same direction, or completely change the

vision/mission of the organization (Cober, 2014; Freeman & Siegfried, 2015; Ricke-

Kiely & Andrea, 2012). The story above was an example of what could happen during

leadership change in nonprofit organizations, when a subsequent leader does not hold

true to sustaining the original vision/mission. When leaders change, organizations

change, and service delivery changes, so it becomes the responsibility of new leadership

to address the vision/mission and sustainability (Bass, 2008; Bateh, Heaton, Arbogast, &

Broadbent, 2013). In the for-profit world, this transition of leadership is typically guided

by principles geared toward making a profit (Ogliastri, Jäger, & Prado, 2016). However, in the nonprofit world this transition brings a risk of losing the passion and vision/mission at the hands of the subsequent leaders. It could be a tight fit for nonprofit leaders moving between vision/mission orientation and scarcity of funding (Ogliastri et al., 2016). As such, during times of transition it was necessary for subsequent leaders to understand and identify with the passion and vision/mission of the founding leaders, and to promote an atmosphere of ongoing service delivery (Bess, 2001; Block & Rosenberg, 2002; Chambré & Fatt, 2002; Drucker, 1999; Richmond & Mooney, 2012).

This chapter includes a brief background of nonprofit organizations, their leadership, and a glimpse into vision/mission statements. It also contains a statement of the research problem with justification for the study, the purpose of the study, research questions to be answered by the study, significance of the study, definitions (theoretical and operational), delimitations, and the organization of the study.

Background

In reviewing the literature for this study, it was important to understand the history of how nonprofit organizations became relevant, as well as their value and benefit to society. Britain's Elizabethan Statute of Charitable Uses adopted in 1601 (Hammack, 2002) set in place the doctrine for the development of religious nonprofit organizations. When the American colonies began use of nonprofits they relied on Britain's doctrine as their foundation and continued the limited use to be only religious in nature. Current day nonprofit organizations moved beyond only religious tenor to include social services, health, arts, recreation, education and many more (Hammack, 2002).

To see where nonprofit organizations fell in line with other businesses, it was important to address the three sectors of business in society: governmental, for-profit/private, and nonprofit. Nonprofit organizations filled a gap not met through government or private sources and held a clear and substantial place in society in both economic and human value (B. Guo, 2012). Nonprofits were considered businesses that put any revenue back into the organization instead of going to the owner or shareholders (English, 2015).

Sharing common characteristics was a fundamental philosophy in the nonprofit field, and the challenge of what to do when the founding leader left was a major issue that most nonprofits faced at one time or another (Piltz, 1995). As part of finding a new leader for the organization, it was necessary to find someone who shared the passion and would continue to fulfill the vision/mission as designed by the founding leader. Research emphasized that during the transition from founding leader to subsequent leaders, the new leaders were responsible to remain true to the expectations of the community and stakeholders, and most importantly, to the people needing services (Deaton, Brock, & Douglas, 2013; Gilstrap, White, & Spradlin, 2015). All nonprofits serve a distinct purpose, such as providing assistance to individuals and families, and making a difference in society. For this study, nonprofits used in the research and data gathering process were specific to human services or social services providing support to strengthen individuals and families.

Statement of the Problem

In a world where human social service nonprofit organizations play such an important role in society, research examined how leadership addressed and respected the

passion that began the nonprofit journey (Wright, 2010). Passion alone may not be

sufficient to endure over time but sustaining the vision/mission without passion was

likely to result in vision/mission drift, taking the nonprofit organization off course and

potentially failing those it intended to serve (Richmond & Mooney, 2012). Although best

practice succession plans were available for nonprofit organizations, many boards of

directors and executive directors did not utilize any formal system documenting

vision/mission sustainability, putting the structural success of the nonprofit at risk

(Gibson, 2013; Kramer, 2013).

In California, anyone with one board member and $65 can open a nonprofit

organization, with no oversite or demand for rules or regulations defining or supporting

what the nonprofit should do to operate efficiently or effectively (NCCS, 2016). The

only time anyone checks up on the nonprofit is if a funding source reviews their specific

funding or if someone files a complaint with the State. In some cases, the founding

leader remained in the position too long and fell victim to founder failure syndrome

(Santora et al., 2013), putting the nonprofit organization at risk of becoming stale and in

many cases having to close their doors for good (Edington, 2012).

Research studies of human social service nonprofit organizations found a conflict

between nonprofits becoming more business-like, and executives losing ground with the

vision/mission and passion. Kong and Ramia (2010) offered confirmation of this

dilemma from their interviews with non-profit executive directors, one of whom shared,

"What I am doing every day is walking the fine line between being a business and

charity" (p. 661). These leaders were asked to conform to business practices from the

for-profit world, but then had difficulty carrying forward the vision/mission and passion

of the organization (Kong & Ramia, 2010). A case study by Santora and Sarros (2001)

acknowledged "a change in leadership destabilizes the alignment of stakeholders" (p. 1).

Although studies examined board of directors and executive leadership of nonprofits,

limited research existed regarding vision/mission sustainability in either strategic

planning or best practices in succession planning in nonprofit organizations (Kramer,

2013). Some successors may not adopt or respect the same passion and vision/mission as

strongly as the founder, resulting in the organization drifting away from its original

vision/mission and in a direction incompatible with the origins of the organization (Bass,

2008). The vision/mission in a nonprofit organization is important and considered the

foundation for all aspects of the nonprofit organization (Cady, 2011; Drucker, 1999;

Richmond, 2012). Today, nonprofit organizations are asked to temper their

vision/mission with conformance to and compliance with regulations for funding

(Carman, 2010; Ogliastri, 2016). New or subsequent leaders coming into a nonprofit are

faced with the challenge to navigate the founding vision/mission, negotiate their

leadership style and needs of the organization within the constraints of the

vision/mission, and/or decide to modify the vision/mission. Although some literature

existed on topics related to successors of nonprofits (Galbraith, 2012; McCarthy, 2017),

said literature fell short of addressing how subsequent leaders dealt with the founding

vision/mission or best practices of how they should deal with the founding vision/mission

while growing the organization. Other studies were conducted on the founding leader's

vision/missions (Bess, 2001; Carmen & Nesbit, 2013), but again little to no research

examined best practices guarding the founding vision/mission from drift or arbitrary

change by subsequent leaders that could result in failure of the organization. Best

practices on how to navigate, negotiate and/or modify the vision/mission would support subsequent human social service nonprofit leaders as they move into their new positions.

The problem of subsequent leaders taking over in an organization is urgent and must be addressed in literature before organizations face mission drift and possible termination. Issues nonprofits face today are complex and challenging in operations and fulfilling the vision/mission. Add to that the context of changing leadership with no structured approach to navigating, negotiating, and/or possibly modifying the vision/mission, subsequent leaders are left to their own leadership skills to sustain the vision/mission.

Purpose Statement

The purpose of this phenomenological study was to identify and describe the lived experiences of how a subsequent nonprofit leader in the human social service field navigates, negotiates, and/or modifies the original vision/mission of the founding leader.

Research Questions

Central Research Question: How does a subsequent human social service nonprofit leader navigate, negotiate, and/or modify the original vision/mission of the founding leader?

Sub-Questions:

1. When subsequent human social service nonprofit leaders took over in the organizations, how did they navigate working with the founder's vision/mission?

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2. When subsequent human social service nonprofit leaders took over in the organizations, how did they negotiate how to carry out the founder's vision/mission?

3. When subsequent human social service nonprofit leaders took over in the organization, was there a need to modify the founder's vision/mission?

Significance of Study

Nonprofit organizations and their boards of directors faced an enormous risk of failure or going off course under normal circumstances of attrition (Carman, 2010). As the leadership from the Baby Boomer generation prepared to retire, there was no clear design for carrying the founding leader's vision/mission through transition to subsequent leadership (Carman, 2010). Best practices for succession planning covered important components, but many did not include safeguarding the vision/mission, resulting in drift by the new leader's influence (Caruso & Groehler, n.d.; Drucker, 1999; McCarthy, 2013; Richmond & Mooney, 2012; Zepeda, Bengston, & Parylo, 2012). Many of the nonprofit organizations aware of the importance of planning for the future did not actually put planned techniques into practice (Galbraith, Smith, & Walker, 2012). The larger nonprofit organizations such as United Way and the Red Cross were thinking of the future and planning for sustainability of the vision/mission (Connelly, 2004). Both fiscal and human resources were dedicated to planning for the future in larger nonprofit organizations (Stewart, 2013). However, even the large nonprofits could drift away from their original vision/mission and move into areas contrary to their original organizational structure. The small to medium local organizations found it difficult to concentrate on the future when they had to do more with less and just try to maintain their existence

(Carman & Nesbit, 2013; Cassidy, 2006; English, 2012). Both large and small nonprofit

organizations were at the mercy of the subsequent leadership philosophy and style and

how they addressed vision/mission sustainability (Connelly, 2004).

Bass (2008); Callen, Klein, and Tinkelman (2010); and McCarthy (2013)

investigated planning for nonprofit organizations and unveiled how vision/mission were

important and present at the creation of an organization, how planning for the future was

a motivational factor among leadership, and how strategic and intentional planning for

the future was a good business practice. Although these findings were significant, they

were from the perspective of theorists and planners. Trends in research pointed to a need

for a deeper understanding of planning, especially from the perspective of founding and

subsequent leaders (Lu, 2006; Stevens, 2003). The passion for the vision/mission was an

important concept for establishing the organization and nonprofits needed it to continue

through leadership transitions to guard against vision/mission drift (Drucker, 1999;

Freeman & Siegfried, 2015; Gibson, 2013).

Several studies were conducted with founding leaders and board members that

highlighted a need to study leaders who followed the founding leader, the subsequent

leaders (Bess 2001; The Free Library, 2006; Stevens, 2013). Other studies noted the

importance of the subsequent leader in continuity of operations but fell short of

addressing vision/mission sustainability (Bess, 2001; Brinkman, Grichnik, & Kapsa,

2010; Carman, 2010). Best practices for succession planning were studied in-depth in the

for-profit field, providing steps and guidance to organizations on how to plan, who

should be involved, and how to implement (Caruso & Groehler, n.d.; Galbraith et al.,

2012; Groves, 2007; Souhrada, 2014; Zepeda et al., 2012). The significance of this study

was to shed light on best practices of succession planning in the nonprofit field specific to vision/mission of the original founder and its sustainability among subsequent leaders (Carman, 2010; Caruso & Groehler, n.d.; Deaton et al., 2013; Hanover Research, 2014).

Quantitative research was available regarding transformational leadership skills required for nonprofit leaders, succession planning rates in nonprofits, and board of director approaches to nonprofit leadership (Bassous, 2015; Cassidy, 2006; The Free Library, 2006; Stahl, 2013). However, this study was designed to fill the gap in the qualitative literature regarding the perspective of human social service nonprofit leadership perceptions of their impact on vision/mission sustainability of the original founder, which was not found in the existing research.

Definitions

This section provides relevant or important definitions of terms for this study. Included in the definitions were both theoretical and operational definitions related to the nonprofit field, leadership, vision/mission, and qualitative studies.

Theoretical Definitions

Continuum of Care or COC. Every county is required to participate in a collaborative group called a Continuum of Care. Counties, cities, and providers collaborate on addressing homelessness and related social service problems and designing methods and processes for success. Each CoC has an elected chairperson.

Housing and Urban Development (HUD). A federal department charged with disbursing funding to CoCs for addressing homelessness.

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Founding leader. For this study, founding leaders were those individuals responsible for starting the nonprofit organization, often a board member and sometimes the executive director.

Human social service nonprofit. Human social service nonprofits share their interest in helping vulnerable populations of individuals and/or families in areas of basic needs such as housing, food, clothing, shelter, education, employment, and many others.

Mission statements. Mission statements are considered motivational and inspirational (Cady, Wheeler, DeWolf, & Brodke, 2011). For this study, mission statements held the same properties as vision statements – to guide the organization in a future direction.

Navigating vision/mission. The process of using an existing vision/mission statement without changing it as a guide for the new subsequent leader to operate.

Negotiating vision/mission. The process a new leader makes in terms of dealing with, taking risks, and compromising the vision/mission.

Nonprofit. Nonprofits are organizations meeting government requirements to be tax-exempt 501 (C) 3 entities (Schmidt, 2011). Nonprofit organizations must be governed by a board of directors and put residual funding or profits back into the organization. For this study, nonprofit organizations referred to specifically those in the human social service fields.

Nonprofit leaders. For this study, nonprofit leaders were considered those in the operational leadership capacity of the organization, such as executive director or operations director.

Subsequent leader. For this study, subsequent leaders were those individuals taking on the leadership role after the founding leader possibly retired or otherwise moved on from the organization. They followed the founding leader or other leaders who followed the founding leader. In some cases, there could be several subsequent leaders depending on how much turnover was experienced by the nonprofit organization. This study investigated and described the lived experiences of the subsequent human social service person in the leadership role at the time of the study.

Sustainability. Sustainability refers to the ability to meet today's needs while setting in place constructs to meet future needs without disruption (Vucetich & Nelson, 2010). For this study, sustainability was specific to maintaining the vision/mission of the original founder rather than the nonprofit organization itself.

Vision/Mission change. Vision/mission change refers to altering or modifying the goals and intended outcomes of the organization, which can support growth of the organization and benefit stakeholders (Drucker, 1999). For this study, vision/mission change was specific to a nonprofit organization deliberately modifying their vision/mission statement in a conscious decision based on changing economic, geographic, population or other conditions.

Vision/Mission drift. Vision/mission drift may cause organizations to lose sight of their original vision/mission and move away from their intended purpose (Drucker, 1999). For this study, vision/mission drift occurred when a nonprofit organization branched out with services not consistent with the vision/mission to chase funding or meet different needs.

Vision statements. Vision statements create avenues for inspiration and motivation, and should be linked to performance (Gulati, Mikhil, Morgan, & Sittig, 2016). For this study, vision statements held the same properties as mission statements – to guide the organization in a future direction.

Operational Definitions

Phenomenological research. Phenomenology is a philosophical view of the meaning, structure, and essence of people in similar groups and their lived experiences (Patton, 2015). For this study, phenomenological research referred to understanding the phenomenon of subsequent human social service nonprofit leaders who came after the founding leader as they navigated, negotiated, and/or modified the original vision/mission of the founding leader.

Qualitative research. Qualitative research helps get at the meaning of things (Patton, 2015). For this study, qualitative research referred to the method used to gather and analyze data from interviews, observations, and artifacts. Unlike quantitative research which relies heavily on numbers and analytics, qualitative research narratively investigates the what, why, and how of a subject.

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Delimitations

</div>

Pan (2016) defined delimitations as restrictions placed on the study by the researcher, such as age, compliance, or location. For this study, the delimitations provided context and set a boundary for obtaining respondents. With thousands of nonprofit organizations in California alone, the focus of this study was on nonprofits providing human social service activities in a four-county region. To study nonprofit leader perceptions, the researcher delimited the scope of the study in three ways.

1. The study was delimited to four counties in northern California: Contra Costa, Napa, Solano, and Yolo.

2. The study was delimited to human social service nonprofit organizations participating in their local CoC groups formally recognized by HUD, and/or similar causes such as organizations specializing in activities for individuals or families at risk in areas of housing and low-income populations.

3. The study was delimited to small and medium nonprofits. Though there is no set standard of what small or medium nonprofit organizations are, based on general consensus and for this study, small nonprofits ranged from 1 to 10 staff and a budget of $500,000 or less; medium nonprofits ranged between 10-25 staff with a budget range between $500,000 and $1,000,000; and large nonprofits had a budget in the millions (Hallman, 2014).

Organization of the Study

The researcher developed five chapters for this study. Chapter I served as the introduction to the study, including some background information, the statement of the problem, the significance of the problem, the purpose and research questions, definitions of terms used, and delimitations of the study. Chapter II looked at the literature available on the vision/mission sustainability in the nonprofit field. Chapter III presented the methodology the researcher used in this study, including research design, population and sample, instrumentation, and data collection and analysis. Chapter IV provided the results or findings of the data collected and an in-depth analysis of the detailed data. Chapter V discussed an interpretation of the data, what the findings suggest or imply, and recommendations for future study.

CHAPTER II: REVIEW OF THE LITERATURE

Chapter II is comprised of five primary sections related to: the nonprofit field, nonprofit leadership, motivation for nonprofit leadership, vision/mission statements, and vision/mission sustainability. It begins with a historical view of the nonprofit world from its early beginnings in colonial America, including a general history emphasizing the uniqueness of the field. It details the importance of nonprofit organizations in society and the role of vision/mission statements in nonprofit organizations. The second section of the literature review provides insight into nonprofit leaders, focusing on founding leaders, subsequent leaders, and how nonprofit leaders use vision/mission statements to guide daily operations and future directions. The third theme discusses the motivation for becoming a nonprofit leader and why they chose the nonprofit field. The fourth delves into vision/mission statements, including differences and similarities, their importance to nonprofit organizations, vision/mission change; and vision/mission drift. The fifth section brings the concept of vision/mission sustainability to the forefront, which was the foundation of this study. In conducting the literature review, a synthesis matrix was used to anchor the studies and identify common themes across sources. A copy of the synthesis matrix for study appears in Appendix A.

History of Nonprofit Organizations in America

Focusing your life solely on making a buck shows a certain poverty of ambition. It asks too little of yourself. Because it's only when you hitch your wagon to something larger than yourself that you realize your true potential. -Barak Obama

Nonprofit organizations afford Americans opportunities to volunteer, donate, advocate, and engage with others who share similar interests and concerns. Nonprofit organizations were often formed to fill a need for services not met by for-profit, government, or other nonprofit organizations (Kahnweiler, 2011). For example, the

Susan G. Komen Foundation was established by the founding leader, Nancy Brinker, after her sister Susan died of breast cancer at the age of 36; her sister's death and her passion to eliminate breast cancer was the impetus to start the Foundation (Edington, 2012). Carman and Nesbit (2013) suggested the founder of a new nonprofit was driven by passion to establish an organization with a clear purpose for serving a specific need. However, Carman and Nesbit (2013) further detailed that over time, nonprofit organizations could fall victim to leadership turnover, which may not allow for vision/mission sustainability. In cases where the nonprofit founding leader left the organization, sustainability of the vision/mission was left to subsequent leaders who may not possess the same passion for the cause as the founding leader (Cober, 2014; Freeborough, 2012; Ricke-Kiely, 2012). Similar to for-profit organizations, non-profits experienced turmoil and stress during leadership turnover. Authors agreed that when leaders changed, organizations changed, and/or service delivery changed, vision/mission sustainability was the responsibility of the subsequent leaders in both nonprofit and for-profit organizations (Bass, 2008; Bateh et al., 2013).

In contrast, other authors believed founding leader tenure and the organization vision/mission should be reviewed regularly for consistency and relevancy to mitigate organizational stagnation, movement away from the original purpose, or vision/mission drift (Edington, 2012; Richmond & Mooney, 2012; Santora, Sarros, & Esposito, 2013). Founding leaders could remain in their position for too long of a time so they lost touch with the needs of the community (Edington, 2012). Intent focus on the original vision/mission could lead to stagnation, limit growth, or result in closure. Such was the case with the Susan G. Komen Foundation when the founding leader, Nancy Brinker

overstayed her tenure and the governing board initiated a leadership shakeup. The board

wanted to stimulate growth and development for the future of the organization, whereas

the founder was holding true to the original purpose (Edington, 2012). This challenge

was so common in small to medium nonprofit organizations, it was named founder

failure syndrome when the founders held tightly to their original passion and disregarded

environmental changes, advisor input, or changes in community needs (Bess, 2001;

Edington, 2012; Wright, 2010). Founder failure syndrome accounted for many nonprofit

start-ups losing their ability to grow, and often closing within five years (Santora et al.,

2013).

Another reason for regularly reviewing the organization vision/mission was when

leaders started moving away from the original vision/mission to chase funding. This

vision/mission drift caused organizations to lose their way by subordinating the

vision/mission for funding (Edington, 2012; Richmond & Mooney, 2012; Santora &

Sarros, 2008). Nonprofit organizations rely heavily on outside funding, such as grants

and contracts for services. Following funding streams could be tempting but could also

pull resources in directions contrary to the vision/mission. An example of this

vision/mission drift occurred when the American Recovery and Reinvestment Act

(ARRA) was enacted during the Obama administration in response to the recession

(Richmond & Mooney, 2012). Nonprofits could apply for large grants with few

guidelines but set timelines. Regulations defined some specifics about use of funds

intended to revitalize the community but left the details to the nonprofit organizations.

Several organizations experienced vision/mission drift to chase these grants, taking on

new programs not inherent in their vision/mission statements, which caused them to

change the focus of their resources and move in directions at odds with their regular funding (Richmond & Mooney, 2012). This type of funding is often a one-time offer and can reduce the sustainability of the organization.

Nonprofits, especially human social service nonprofits, tend to have a long history rooted in serving local communities, strengthening individuals and families, and meeting the needs of the most vulnerable populations (Drucker, 1999; C. Guo, 2007). If asked, many people could name at least one nonprofit organization in their local neighborhood, and others might have donated to or volunteered at a nonprofit organization in some capacity. Volunteers are often the lifeblood of many non-profits, which differentiates them from for-profit organizations. Nonprofit organizational structures rely heavily on volunteer boards of directors who take responsibility for setting the direction, and paid executive directors take responsibility for carrying out that direction (Bass, 2008; Drucker, 1999; Fairholm, 2004).

The board of directors play an important role in setting policy and are held accountable to the funding sources, stakeholders, community, and state and federal government. The board of directors hired subsequent leaders when the founding leader left or retired (Kramer, 2013). Board leadership was critical in the planning and implementation of growth for the organization, and the founding leader was often the first board member who undertook the planning and gained support of other board members at start up. Once the organization gained momentum and funding, the founding leader often became the first executive director, using his or her passion to develop the first vision/mission statement and becoming part of the daily operations of the organization (Block & Rosenberg, 2002).

Boards served as the governing body responsible for organizational growth (Bess, 2001; Carman & Nesbit, 2013; Santora & Sarros, 2008). Through their leadership, vision/mission statements were formulated and used to guide the nonprofit start-up process. It was critical for board members to understand the passion of the founding leader as the impetus for the organization, which was generally incorporated into the vision/mission of the nonprofit organization (Santora & Sarros, 2001). The history of nonprofit organizations and why they were developed highlighted how passion and vision/mission supported and guided the future of the nonprofit organization (Richmond & Mooney, 2012).

General History

It is important to understand the history and how nonprofit organizations became relevant to appreciate their value and benefit. One of the earliest references to nonprofit organizations in colonial America was attributed and based on the British establishment of religious nonprofit organizations in 1601 under the Elizabethan Statue of Charitable Uses (Hammack, 2002). They were tightly organized and known as government agencies, even though they held a status different from the formal government or for-profit businesses. According to Hammack (2002), it was not until the early 1900s when nonprofit organizations began to gain the interest of society, promoting visions/missions broader than religion. Branching away from the religious foundations of early nonprofit organizations, founding leaders pursued their passions for making a difference in the world. These nonprofit organizations were no longer thought of as insignificant to business or society. With greater acceptance, the number of nonprofit employees grew from less than 1% of the U.S. labor force between the 1600s and the early 1900s, to 3%

in 1960, and up to over 9% in 2000 (Hammack, 2002). These percentages may still seem small, but the nonprofit field had average annual revenue of $30 billion per year in California alone (McKeever, 2016). In addition to the economics, nonprofits added value through changed and improved lives (Richmond & Mooney, 2012).

Uniqueness of the Nonprofit Field

Human social service nonprofit organizations acted as agents of public policy, providing services not met by other entities and serving as a safety-net for the most vulnerable and at-risk individuals and families (Tremblay-boire & Prakash, 2015). The government and for-profit organizations took bureaucratic approaches to service delivery in such that if a family sought assistance but did not meet specific characteristics, they were not served (Hayer, 2015). Santora and Sarros (2008) explained that many nonprofit organizations and their boards of directors, being private entities, had the ability to serve individuals falling between the cracks of society.

The nonprofit field includes organizations related to human social services, the arts, politics, education (including universities and colleges), health (including major hospitals and research facilities), sports, children's services and many more (Hammack, 2002). Regardless of the category, nonprofits share the same process from start-up to either closure or maturity, and share a set of common characteristics:

- A formalized, private organization (i.e., not-for-profit and non-governmental)
- Did not show a profit (i.e., profits were put back into the organization)
- Was self-governed with volunteer boards
- Utilized a large percentage of volunteers for many tasks
- Served some form of public benefit (Hammack, 2002; Morris, 2000)

A final difference making nonprofit organizations unique to the business world was their dependence on funding from sources beyond their control (Connelly, 2004). In the for-profit world, sales or services were tailored to obtain the highest profit margin. Nonprofit organizations were typically supported by those sharing similar concerns, whether through grants or donations. One of the first things most grant applications asked was to explain how the organization matched with the vision/mission of the funding source. Additionally, people donated to causes aligned with personal values, such as a shelter because one of their family members was without housing for several years, or a substance abuse recovery program because someone they knew was an addict. In the nonprofit world, organizations had to rely on grants, contracts for service, and contributions from the public to make ends meet, which left the future of the organization in a constant state of uncertainty (Hopp, 2012; Letts, Ryan, & Grossman, 1997; Wittmeyer, 2008).

Importance of Nonprofits in Society

According to the National Taxonomy of Exempt Entities, human services was 1 of 10 broad categories within the nonprofit field used by the Internal Revenue Service (IRS) through the National Center for Charitable Statistics (NCCS, 2016). Human social service nonprofit organizations promoted or provided a broad range of social services to individuals and families encompassing public protection; employment and job training; food, nutrition, and agriculture; housing/shelter; public safety; recreation, leisure, sports, and athletics; and youth development. It was common for one nonprofit to provide services in multiple areas, such as both housing and employment, known as bundling services (Richmond & Mooney, 2012).

Since the late 1600s, society embraced the concept of nonprofit organizations seeking to serve people in need. Guiding their work was their vision/mission statement.

Role of Vision/Mission Statements in Nonprofit Organizations

During a quantitative research project studying vision and mission, Marion McGowan (2015) found both vision and mission were essential tools for nonprofit organizations, especially those dedicated to healthcare. Authors agreed about the important role vision/mission played in nonprofit organizations as a form of success measurement (Carter, 1983; Collins, 2011; Connelly, 2004; McGowan, 2015; Richmond & Mooney, 2012). Vision/mission statements were often used as a guide or steering mechanism by which nonprofit leaders moved through growth and success. A clear and consistent vision/mission statement allowed all stakeholders from board members to community members to know the direction of the nonprofit organization, which also helped further the growth and development of the organization (Carman, 2010). Ogliastri et al. (2016) emphasized the importance vision/mission played in the leader's direction and that of the organization, especially when faced with pressures from government and/or market funding sources to adapt their strategies to fit regulations and funding requirements.

Creating a nonprofit was driven by the passion felt by the founding leader; people generated many ideas, but those with great passion were most likely to push forward and act (Cober, 2014; Freeman & Siegfried, 2015; Sparks, 2009). At the forefront of every nonprofit organization was the inspiration and passion of the founding leader. The vision/mission was the formalization of the founding leader's passion (Stevens, 2003).

This vision/mission statement was the roadmap by which the board, staff, and volunteers worked and provided services to achieve desired outcomes.

At inception, the passion of the founding leader guided the organization through growth and development. This same passion needed to continue during succession of leadership if the organization was to remain true to the initial purpose or the organization could experience vision/mission drift (Drucker, 1999). It was the leader and not the organization that transformed passion into reality, something the board of directors should consider during leadership transition (Block, 2014).

Nonprofit Leaders

Nonprofit leadership referred to the executive director, chief executive, board members, and other executives responsible for daily operations and future planning of the organization (Balser & McClusky, 2005; Clark, 2014). For the purposes of this study the subsequent leaders were those in the leadership position after the founding leader moved on. Although board members were considered nonprofit leaders, for this study the terminology specifically referred to the executive director or chief executive who served as the primary liaison between the board and operations.

Human social service nonprofit leaders were required to be fiscally accountable, comply with government regulations, and respond to community and agency stakeholder expectations (Balser & McClusky, 2005). These expectations were grounded in the purpose of the nonprofit, which for human social service organizations was typically to respond to and fill a gap in services. Founders set the purpose and direction of the nonprofit based on their passion, which then set the vision/mission of the organization (English, 2015). Subsequent leaders chosen by the board of directors were faced with

addressing the importance of the original founding vision/mission for which the nonprofit was established.

Founding Leaders

Establishing a new or start-up human social services nonprofit organization often began with the desire to fix a problem, enhance existing services, or offer new opportunities to individuals and/or families seeking assistance. Founding leader referred to the single person whose ideas, thoughts, and actions started the nonprofit organization (Bess, 2001; Carman & Nesbit, 2013). Santora and Sarros (2008) noted the founding leader often began the organization and remained in a leadership capacity for up to 25 or more years. However, when the founding leader had a tenure over seven years, the organization often succumbed to founder failure syndrome where the founder held so tightly to the original purpose that the organization stopped growing (Santora & Sarros, 2001; Wright, 2010).

Founders were considered social entrepreneurs, seeking to fulfill specific vision/mission statements as solutions to some of society's problems (Edington, 2012). Susan G. Komen Foundation was based on solving breast cancer, but experienced founder failure syndrome. The founder stayed too long and held so closely to the original purpose that the organization nearly closed. It took a strong board removing the leader, re-envisioning the vision/mission, moving in a direction to turn things around, and overcome poor decisions made by the founding leader. Though the founding leader began with a strong vision/mission, overstaying her tenure limited her effectiveness and sent the organization into a downward spiral (Edington, 2012).

Not all founding leaders experienced founder failure, and many put strategies into place for succession planning. Wirtenberg et al. (2007) explored strategies used by leaders who avoided founder failure syndrome. In their study, successful leaders identified (1) practices that advanced the vision/mission and (2) people/roles to enhance sustainability. When the founding leader had written strategies in place to sustain the vision/mission, the subsequent leaders had a solid blueprint from which to guide the organization toward future growth (Wirtenberg et al., 2007). Gilstrap and Morris (2015) further clarified that when the vision/mission was communicated well to the staff and other stakeholders, leadership transitions were positive and moved the organization forward. Having a strong and clear vision/mission helped guide the organization to growth and effectiveness, and transcended time and the evolutionary needs in the community (Wirtenberg et al., 2007).

Subsequent Leaders

Once the founding leader retired or moved on, the board of directors was responsible for searching and hiring the following leader or subsequent leader (Santora & Sarros, 2001). Highly successful human social service nonprofit leaders possessed transformational leadership skills that furthered the nonprofit vision/mission (Gilstrap et al., 2015). These leaders responded to critical factors, both internal and external, to bring the organization to maturity while staying true to the passion of the founding leader's vision/mission (Lu, 2006; Riggio & Orr, 2004).

The Young Women's Christian Association (YWCA) is an example of a nonprofit organization that grew over time with subsequent leaders (Richmond & Mooney, 2012). Their leadership examined society and their community they served,

and realized they needed to do more than their original vision/mission. The original

purpose of the YWCA was to provide housing, recreation, and faith-based community

centers for young women. After recognizing society's challenges, the YWCA advanced

its vision/mission while staying true to the original passion. Its mission grew to include

eliminating racism; empowering women; and promoting peace, justice, freedom, and

dignity for all. Keeping to its original passion, the YWCA worked toward its mission by

providing safe places for women and girls, building strong women leaders, and

advocating for women's rights and civil rights in Congress (Richmond & Mooney, 2012).

These changes were accomplished through subsequent leaders without subordinating the

original passion.

Subsequent leaders can either be promoted from within the organization or

recruited and hired from outside. Pros and cons exist for both methods, but either way

the new leader must address the vision/mission of the organization. Subsequent leaders

with great business sense but little motivation and inspiration for the initial passion failed

to grow the organization (Santora et al., 2013). How the subsequent leader approached

the vision/mission could promote or eliminate the original passion and purpose of the

organization, but nonprofits with strong vision/mission statements and succession plans

were more likely to sustain the original intent of the organization (Brinckmann, Grichnik,

& Kapsa, 2010; Jefferson, 2014; Ricke-Kiely & Andrea, 2012). Founding leader passion

started the nonprofit, but subsequent leaders' continuing that passion was needed to

continue to move the organization forward (Fairholm, 2004; Male & Palaiologou, 2015).

Wallis and Dollery (2006) examined the roles of leadership and how they aligned to vision/mission statements. Table 1 presents a crosswalk of how vision/mission statements promoted strong leadership.

Table 1

Leadership and Relation to Vision/Mission

	Inspirational	Strong	Appreciative	Supportive
Impression of cultural strength	Hopes widely shared with observable intensity	Shared hopes only emerge after leader imposes clear vision	Value conflicts thwart emergence of shared hopes	Apathetic response to leader's inspirational efforts
Receptiveness to inspiration	Whole organization	Core following within organization	Exacerbates conflict until shared vision emerges	Unreceptive
Primary organizational challenge	Increasing commitment	Organizational drift	Facilitating dialogue	Overload
Basis for trust allocation	Ability	Loyalty	Personal mastery	Integrity
Task expectation	High achievement	Persistence	Learning	Coping

Note. Adapted from Wallis and Dollery (2006).

Wallis and Dollery (2006) identified the association between leadership styles and how leaders used vision/mission statements. Inspirational and strong leaders were concerned with the whole organization and receptive to all stakeholders. They increased commitment to the vision/mission among all stakeholders, and applauded ability and loyalty. This helped organizations reach greater levels of achievement while staying true to the original purpose and vision/mission (Wallis & Dollery, 2006). Wallis and Dollery (2006) also found vision/mission drift occurred when the leader was unclear about strategic goals or his or her personal values conflicted with the organization's vision/mission.

Nonprofit Leaders Use of Vision/Mission Statements

"The leadership of any organization is responsible for setting and communicating a mission, an inspiring vision and a set of core values" (Sommers, 2009, p. 1). That statement holds true for both for-profit and nonprofit organizations. Bruno (2005) recognized the importance of nonprofit leaders staying true to the vision/mission both in daily operations and future planning. Similarly, McGowan (2015) found the passion of the leaders was a driving force for the nonprofit and was portrayed in the vision/mission statements. McGowan (2015) further stated that organizations with a core purpose and clear vision/mission could transcend change and set a clear path for subsequent leaders to follow. Successful organizations used their vision/mission statements to transition from one leader to another, even when those leaders had different strategies for carrying out the work (McGowan, 2015; Wolfred, 2008).

Using vision/mission statements in daily operations. Nonprofit organizations are required to set vision/mission statements for their initial regulatory compliance (IRS, 2016). However, to be meaningful vision/mission statements should be part of the everyday life of the organization, from board members to staff and volunteers (Drucker, 1999; Richmond & Mooney, 2012). Drucker (1999) indicated vision/mission statements should be clear and short enough to fit on the back of a t-shirt or business card; he indicated placing vision/mission statements on all materials, brochures, reports, and even on the walls of the offices helped keep them applied throughout the daily operations of the organization. Using the vision/mission statement in daily operations took greater effort on the part of the leader but helped ensure each stakeholder was aware of the

vision/mission and understood its meaning and how their role related to it (Richmond & Mooney, 2012).

Bass (2008) noted visionary leadership helped staff and stakeholders to deal with change, reach goals, and work together. Outstanding leaders were inspirational, leaning on the vision/mission for support during daily operations to maintain focus and avoid vision/mission drift (Bass, 2008; Drucker, 1999; Richmond & Mooney, 2012). The use of vision/mission statements could be seen throughout daily operations in successful nonprofits (Gilstrap & Morris, 2015). In application, this could mean starting meetings and events by citing the vision/mission statement and including it as part of each meeting agenda and on the organization's website. Successful leaders, whether they were founding or subsequent leaders, could speak passionately about the nonprofit; passion could be seen physically through demeanor and nonverbal actions, as well as the words used (Gilstrap & Morris, 2015).

Using vision/mission statements for the future. Multiple studies highlighted how leaders used vision/mission statements in strategic planning and succession planning, which helped with vision/mission sustainability (Franklin, 2011; Glenn, 2016; Sarros, 2001). However, Caruso and Groehler (n.d.) found nonprofit leaders often talked about strategic planning and planning for the future, but few followed through with the actual planning. Additionally, a number of articles on best practices for succession planning failed to include vision/mission sustainability (The Free Library, 2006; Galbraith et al., 2012; Hanover Research, 2014; McCarthy, 2013).

Limited use of vision/mission statements for the future was seen in grant applications, annual reports, and strategic documents (Stewart, 2013). Often these

documents began with the vision/mission statement, but never referred to it again. In

contrast, organizations that truly used their vision/mission statements to plan for the

future included the language throughout the document. Effective leaders also considered

the vision/mission when applying for grants or contract funds to ensure the programs

were a true match and did not subordinate the vision/mission (Richmond & Mooney,

2012). Including a strong vision/mission statement in planning documents was one

proactive approach to sustaining the vision/mission. Another proactive approach was to

include vision/mission when seeking motivation for hiring subsequent leaders.

Motivation for Nonprofit Leaders

Leadership and management are integral factors in both for-profit and nonprofit

success, sharing similar skills and abilities of general leadership (Bass, 2008). The

differences in the choice of joining the nonprofit field over the for-profit field can be

found in factors that are intrinsic in nature, such as a "calling" to do nonprofit work

(Whitaker, 2012). In a study by Jessica Word and Sung Min Park (2015), several other

intrinsic factors were identified as to why leaders chose to work in the nonprofit field.

Some of the intrinsic factors identified included impacting the community in a positive

manner; leader personal values and nonprofit values matched; shared goals; self-sacrifice;

social equity; public interest; and civic responsibility (Word & Park, 2015).

Nonprofit Leader Calling

Teresa Whitaker (2012) clarified the idea of a "calling" by suggesting it occurs

when the leader is drawn to action. The broadest interpretation of a calling is when the

leader's experiences guide their purpose (Whitaker, 2012). Several authors agreed

serving others was an inherent part of many nonprofit leaders, also known as practicing

servant leadership (Gilstrap, 2015; Greenleaf, 1970; Palumbo, 2016). This servant

leadership or "calling" was seen in literature as a prominent reason for choosing a career

in the nonprofit field (Collins, 2011; Nelson, 2017; Wilks, 2015).

Nonprofit Leader Impact on Community

Quantifying the impact of nonprofit leaders on communities was seen in four

areas: the number of people who showed up for an event; the number of people who took

on leadership roles; the number of people who spoke at a hearing or meeting; and how

many people participated beyond the usual or typical advocates, such as non-English

speakers (Berry, 2016). Use of these factors helped measure nonprofit leadership ability

to impact the community as seen in results directly related to the nonprofit leadership in

place during each of the four activities (Berry, 2016).

According to Word and Park (2015), the impact on the community by nonprofit

leaders can be tied to the fit the leader has with the organizational values. Other authors

such as Gilstrap (2015); Jackson, Washington, and Jackson (2012); and Wei-Skillern and

Silver (2013) continued the discussion of nonprofit leadership ability to impact the

community through the leader's positive efforts of collaboration and building

partnerships. Specific to the human social service field, nonprofit leaders active in

partnerships and collaborations helped reduce barriers to poverty and increase capacity

for people to move out of poverty (Drucker, 1999; Richmond & Mooney, 2012).

Nonprofit Leader and Organization Values Match

Authentic leaders are known to walk the talk, or support and uphold the values of

the organization (Gilstrap, 2015). A quotation from Gilstrap (2015) makes a strong case

for nonprofit leader and organization values matching: "I can't be one person inside this

office and then walk out into the community and be another person…I think you have to be authentic all the way through" (p. 48).

Another aspect of nonprofit leader and organization values matching was evidenced by a substantial wage difference of leaders in the nonprofit field from those in the public or private sector. This anomaly was often called *labor donation* (Cheverton, 2007), where the leader provided more time and energy in the organization than reflected in their pay or time sheet. It was the connection between the nonprofit leader and organization values that caused leaders to donate their labor (Cheverton, 2007).

Helmig, Hinz, and Ingerfurth (2015) compiled a list of values important to nonprofit leaders and organizations showing specific values leading to success: honesty, altruism, trustworthiness, humanity, equality helpfulness, and self-respect. These values were shared by many for profit leaders (Bass, 2008), but it was in the nonprofit field where these values were seen by the actions of the leader.

Shared Goals of Nonprofit Leader and Organization

Values shared by nonprofit leaders and organizations have been shown to add to the success of the organization (Gilstrap, 2015). Several authors agreed that shared goals of the nonprofit leader and organization support the sustainability and success of the nonprofit (Cheverton, 2007; Gilstrap, 2015; Helmig et al., 2015; Santora, 2001; Wirtenberg, 2007). Where values may be solid and immovable, goals might change over time or due to circumstances. It is the nonprofit leader's job to share the ever-changing goals as guided by the values. Gilstrap (2015) termed this as "role fluidity," or staying true to one's values while adjusting goals to the current needs and situation.

Self-Sacrifice of the Nonprofit Leader

One of the common self-sacrificing areas for nonprofit leaders falls in the category of salaries and compensation. The larger, more well-known nonprofit organizations such as United Way and The Red Cross might have leaders making commensurate salaries to for-profit leaders, but the average small to middle nonprofit organization leaders fall short on the wage scale (Charlesworth, 2011; Collins, 2011; Palumbo, 2016; Whitaker, 2012; Word & Park, 2014). Another common self-sacrificing element was detailed above as "labor donations." Nonprofit leaders, especially those in the human social service field, sacrifice their time and experience to the organization (Cheverton, 2007). This is also noted in literature of nonprofit leaders practicing servant leadership (Gilstrap, 2015).

Social Equity as Perceived by Nonprofit Leader

The world offers opportunities to nonprofit leaders to consider their impact on social equity. According to Gary Cunningham, Avner, and Justilien (2014), social equity encompasses leading a healthy and dignified life. Barriers to social equity can be found in areas of poverty, race, gender, education, health, economics, income, immigration, disability, age and more (Redwood & King, 2014). Nonprofit leaders choose to join an organization for reasons that match their perceived social equity. Cunningham et al. (2014) emphasized the urgency now of nonprofit leaders to end racial inequity. The environment is an area facing social equity challenges and nonprofit leaders are stepping up to change the human impact on our environment (Egri & Herman, 2000). These are a few examples of how social equity might be perceived by nonprofit leaders.

Nonprofit Public Interest

Public service motivation, or PSM as defined by Leonard Bright (2016), deals with the theory of why individuals make career preferences. Bright (2016) broadened the research from governmental individuals to explore the relationship between PSM and nonprofit employees. The study revealed high levels of PSM persons preferred the nonprofit field over government work and carries with it more factors altruistic in nature (Bright, 2016).

Civic Responsibility

In the United States we are often taught at an early age the importance of community and serving our civic duty. Many schools, especially high schools, require a specific number of hours of community service to graduate. Colleges place a priority on community and civic responsibility in their efforts to build leaders of tomorrow (Brisbin & Hunter, 2003; Gilstrap, 2015; Word & Park, 2015). Literature reflects many nonprofit leaders believe serving in the nonprofit field is part of their answer to civic responsibility and feel the need to serve, which is a distinctly different motivation of leadership than found in the for-profit world (Lukes & Stephan, 2012; Word & Park, 2015).

Authors agreed on four major reasons nonprofit leaders are motivated by civic responsibility: (1) nonprofit legislation provides language addressing a requirement to be of public service; (2) community expectations suggest nonprofits benefit the people they serve; (3) nonprofit leadership offers opportunities for sharing personal values; and (4) balancing the interests of stakeholders and funders with those of the community (Bright, 2016; Brisbin & Hunter, 2003; Gilstrap, 2015; Longest, 2003).

Law requires nonprofit organizations to identify their purpose. One such designation usually held for human social service organizations, is that of a Public Benefit Corporation (National Center for Charitable Statistics, 2016), assuring the organization has a focus on civic responsibility beginning with their start-up documentation of Articles of Incorporation. Nonprofit organizations ask their community for support with funding and volunteers, also placing expectations on the organization to provide services in line with civic responsibility (Bair, 2011). Nonprofit leaders gravitate to organizations sharing their own personal values and goals, blending desire to serve with civic responsibility (Bright, 2016). And finally, nonprofit leaders balance the interests of all stakeholders with those of the community, such as appropriate fund raising consistent with the vision/mission (Caldwell, 2007).

Vision/Mission Statements

Literature supported the acceptance of vision statements and mission statements as being interchangeable depending on the source and value to the organization (Drucker, 1999; Levin, 2000; McGowan, 2015). However, other authors stipulated vision and mission statements held different properties and should be used for different purposes, with the vision statement being the more global concept of an organization and the mission statement being more specific on how to achieve the vision (English, 2015; Nanus, 1992; Richmond & Mooney, 2012).

Vision Statements

Leaders enjoy opportunities to grow their organizations, dream big, and envision what could be in their future. Visioning the future could offer motivation and inspiration, and help people reach their goals (Gulati et al., 2016). Gulati et al. (2016) highlighted

how vision statements were linked to organizational performance and found a

relationship between strong vision statements and high-performance measures. Multiple

authors considered setting the vision as one of the first stages of planning (Gurley, Peters,

Collins, & Fifolt, 2015; Wiley, 1994).

Mission Statements

Research studies showed both for-profit and nonprofit organizations utilized

mission statements to present what they were and what they want to accomplish (Bolon,

2005). Mission statements helped guide the way to the vision. Mission statements often

provided more specific information such as how, when, where, and with what resources

the organization would reach its goal or vision (Collins, 2011; Richmond & Mooney,

2012). Similar to the vision statement, the mission statement was inspirational and

motivational in character (Cady et al., 2011; Drucker, 1999; Mohammad Taghi &

Karami, 2009). Cady et al. (2011) highlighted the importance of a mission statement

noting, "to maximize productivity and ensure that they are doing the 'right' work, they

must provide…a clear understanding of who they are and how they are going to get

there" (Cady et al., 2011, p. 65). Drucker (1999), known as a quintessential management

thinker for both for-profit and nonprofit organizations, insisted mission statements must

be concise and should serve as the foundation upon which all else was based. Mission

statements drove the organization forward with precise wording to show why the agency

was in business and how it intended to reach its goals (Richmond & Mooney, 2012).

Mission statements served as a roadmap for board members to set policy, staff members

to implement programs, and stakeholders to understand the purpose of the organization.

Richmond and Mooney (2012) suggested four key elements be present in mission statements:

- Population (e.g., low-income families, seniors, children, students)

- Service field (e.g., education, literacy, health, workforce development)

- Intended outcomes (e.g., moving people out of poverty, school readiness)

- Relationships (e.g., partner organizations)

Based on the examples from the literature, a nonprofit organization could state its vision was to end world hunger and its mission was to work with local food banks to feed people in need throughout the community.

Differences and Similarities in Vision/Mission

To the mainstream population, the terms vision and mission often appeared interchangeable with little separation of content (Levin, 2000). Vision/mission statements were considered paramount to businesses whether they were for-profit or nonprofit (Kouzes & Posner, 2006; Levin, 2000). Levin (2000) discussed how the differences between the two statements were easily misunderstood with vision, mission, philosophy, goals, and strategy all figuring into the planning and motivation of an organization. The two statements were often so similar that they were referred to as a single statement. However, J. Collins and Porras (1998) offered that the vision statement encompassed the mission, philosophy, goals, and strategy with a single statement and the other components could then be expressed in separate documents each holding its own importance and value. With such contradictory information, it was easy to understand why many offered the same response when asked about their organization's vision and

mission (Anonymous, 1996; Flowers, 2007; Gurley et al., 2015; Sattari, Pitt, & Caruana, 2011).

Importance of Vision/Mission Statements to Nonprofit Organizations

A noted part of nonprofit culture is the use of vision/mission statements. A nonprofit organization cannot be a federally recognized entity without submitting its vision/mission statement (IRS, 2016), and funding applications often required vision/mission statements (Stewart, 2013). As such, founding leaders typically set the vision/mission and used it to drive organizational culture (Santora, 2008). However, little guidance was offered as to what should go into a vision/mission statement, just that one was needed. Founding leaders indicated they did not necessarily know what wording should go into a vision/mission statement but understood that without a clear vision/mission statement, the organization lacked a clear roadmap as to why they were in business and were more susceptible to vision/mission change (Cady et al., 2011; Richmond & Mooney, 2012).

Vision/mission change. Drucker (1999) warned that an organization should use its vision/mission as a solid foundation for the purpose and work, and not subordinate it to chase funding. Tempting funding opportunities could threaten the integrity of the organization (Drucker, 1999). However, Richmond and Mooney (2012) explained there were times when it was appropriate to explore vision/mission change, such as the case of the March of Dimes. The original vision/mission of the March of Dimes was to eradicate polio. They succeeded and could have closed their doors. Instead, they regrouped and looked at other community needs. The leadership established a new vision/mission statement addressing improved pregnancy outcomes and reduction or elimination of birth

defects (Richmond & Mooney, 2012). It was recommended nonprofit organizations review their vision/mission statements regularly to ensure they keep up with current demands (Drucker, 1999; Richmond & Mooney, 2012).

Vision/mission drift. Vision/mission drift occurs when organizations depart or move away from their original purpose (Richmond & Mooney, 2012). This could be due to external forces such as funding or politics, or because of internal influences such as transitions in leadership (Richmond & Mooney, 2012). An example of vision/mission drift was the Sears Company (Hoffman, 2017). Sears was once known for the integrity of Craftsman tools and Kenmore appliances. In recent times, Sears leadership decided to expand and bought K-Mart and Land's End. With this vision/mission drift, Sears' stock took precarious swings and the company's future is uncertain (Hoffmann, 2017).

Vision/Mission sustainability. Much was written about organizational sustainability, succession planning, and other strategic planning activities supporting the future of an organization. Guiding documentation ranged from simple three step examples (Caruso & Groehler, n.d.), to detailed twelve step examples (Froelich, McKee, & Rathge, 2011; McCarthy, 2013), to a full textbook with ideas about how to use best practice methods for sustainability (Powell & Steinberg, 2006). Although much of the empirical research came from for-profit businesses, the best practices for succession planning and sustainability still applied to the nonprofit field.

Best practice methods for sustainability. Numerous books and journal articles offered leaders guidance on succession planning (Anheier, 2013; Rushkoff, 2017; Zhou, 2016). However, few of these best practice methods addressed vision/mission sustainability, even though the literature clearly showed the importance of strong and

clear vision/mission statements (Froelich et al., 2011). One article on sustainability

mentioned "pursuing the agency's mission and service goals as effectively as possible"

(Wolfred, 2008, p. 2), but there was no further mention of how to pursue the

organizations vision/mission. In the literature review, no steps or activities could be

found that provided guidance to leaders regarding how to sustain the organization's

vision/mission.

Navigating vision/mission. Subsequent leaders coming into a nonprofit

organization are faced with a vision/mission developed before they became part of the

organization. Until the organization and leaders decide to change or modify the

vision/mission, the subsequent leader must navigate the existing vision/mission using his

or her leadership skills, whether normal operating activities or during times of crisis

(Gilstrap, 2016). Gilstrap (2016) stated "empirical inquiries examining nonprofit leaders'

sensemaking and subsequent navigation through the maelstrom are rare" (p. 2789).

Authors agreed some leaders used strategic methods whereas others were quick to

respond by interpreting the situation; however, limited research existed on leaders

navigating vision/mission (Gilstrap, 2016; Souder, 2016).

Negotiating vision/mission. Some goals and programs reach beyond the

vision/mission, causing subsequent leaders coming into organizations to determine how

to negotiate the process of keeping the vision/mission in mind. A few authors agreed

some negotiating occurred when implied rather than regulated standards existed

(Glowacki-Dudka, 2015; Greiling, 2015). Nonprofit organizations must comply with

regulations and legislation formally on the books, but are faced with ethical and practical

issues left to the nonprofit leaders' discretion, causing leaders to negotiate the

vision/mission using their own values and judgement. Minimal literature was available on negotiating the vision/mission, offering support for this study on subsequent human social service nonprofit leaders as they navigate, negotiate, and/or modify the vision/mission.

Summary

Many studies discussed developing vision/mission statements and their importance to organizations. Quantitative research surveyed leaders about the characteristics of good leadership, if they had vision/mission statements, and if they planned for the future. Best practice methods were available in the for-profit field and for nonprofit organizations that explained how to succeed in succession planning and secure the future success of the organization. Best practice methods supporting subsequent human social service nonprofit leaders as they attempted to negotiate, navigate, and/or modify the founding vision/mission were nonexistent. Trends pointed to a growing interest in the topic and a gap in qualitative research suggested studying perceptions of subsequent human social service nonprofit leaders in vision/mission sustainability was warranted.

CHAPTER III: METHODOLOGY

Turnover is a natural part of any organization as staff retire or move on to other job opportunities. Although turnover can be difficult, it is especially challenging when the leader leaves the nonprofit organization. When leaders change, especially founding leaders, the new leadership takes responsibility for maintaining the vision/mission of the organization (Bass, 2008; Bateh et al., 2013). This study sought to explore how subsequent leaders, or those who come after the founding leader moves on, impact the vision/mission of founding leader.

Methodology was defined as the process of systematic relationships between identification of a method of research, management of research, and application of research (Mack, Woodsong, MacQueen, & Guest, 2005). Methodology describes the what, how, and when of a research study, including specific information on data collection and analysis. For this study, a qualitative phenomenological methodology was used. Qualitative phenomenological methods describe a phenomenon without judgement or opinion (Groenewald, 2004). Chapter III details the research methodology used to collect data and answer the research questions. It restates the purpose statement and research questions, then describes the research design, population, sample, instrumentation, validity, reliability, data collection, data analysis, and limitations.

Purpose Statement

The purpose of this phenomenological study was to identify and describe the lived experience of how a subsequent nonprofit leader in the human social service field navigates, negotiates, and/or modifies the original vision/mission of the founding leader.

Research Questions

Central Research Question: How does a subsequent human social service nonprofit leader navigate, negotiate, and/or modify the original vision/mission of the founding leader?

Sub-Questions:

1. When subsequent human social service nonprofit leaders took over in the organizations, how did they navigate working with the founder's vision/mission?

2. When subsequent human social service nonprofit leaders took over in the organizations, how did they negotiate how to carry out the founder's vision/mission?

3. When subsequent human social service nonprofit leaders took over in the organization, was there a need to modify the founder's vision/mission?

Research Design

This study used qualitative research methods designed to capture themes based on words that present a holistic perspective rather than using a quantitative approach seeking to test theories or measure in numbers. Several quantitative studies in nonprofit leadership have been conducted shedding light on vision/mission statements, nonprofit organizations, nonprofit leaders, and succession planning (Franklin, 2011; Hernandez, 2014; Shier, 2014). However, the use and sustainability of vision/mission statements as perceived by subsequent leadership was yet to be found in the literature.

Creswell (2012) described qualitative research as useful to answer questions related to perceptions of what happened and how it was experienced. This paralleled

what Bound (2011) stated when he claimed "Simply, the phenomenological method interprets an experience or fact, by listening to the different stories of the participants" (p. 2). Qualitative research discovered answers not found in quantitative research; as Patton (2015) noted, qualitative research captured data in the words of those who experienced the phenomenon.

Research Orientation

Qualitative studies were characterized by their research orientation, which guided the data collection and analysis process. Qualitative studies contributed to research in the areas of making meaning, telling stories, identifying how systems work, providing context of importance, establishing consequences, and providing insight by identifying important patterns or themes (Patton, 2015). The researcher considered three qualitative orientations to understand the stories and context of enduring vision/mission through subsequent leaders in nonprofit organizations: ethnography, narrative inquiry, and phenomenology.

Ethnography. Ethnography examines the culture of a group and how the culture explained perspectives and behaviors (Patton, 2015). This type of research lent itself to answer questions about a way of life and how people worked within that specific culture, or their concept of the world as seen through their shared experiences (Grossoehme, 2014). This type of study answered questions regarding what it was like for people in a given culture to experience life or a specific aspect of their lives, giving strength to the numbers of people by sharing the impact on their lives (Grossoehme, 2014). Although an important and valid method of qualitative research, it did not answer the questions in this

study about the lived experiences of subsequent nonprofit leaders taking over for founders and their perceptions in sustaining the vision/mission of the organization.

Narrative inquiry. Another valid approach to research and one considered for this study was narrative inquiry, which spoke to understanding the story of the population as it related to culture, and what the culture said about the person (Patton, 2015). However, this orientation was not sufficient for this study as the nonprofit leaders and organizations each had their own sense of culture, which could be different from that of the next leader or organization. Narrative inquiry spoke to facts, memories, and perspectives, leaving open the validity of the responses in the areas of memory and perspectives (Patton, 2015; Sousa, 2014), but it did not answer the research questions about enduring vision/mission through subsequent leadership.

Phenomenology. The final research approach considered for this study was phenomenology or understanding the lived experiences of people experiencing the same phenomenon (Bound, 2011; McMillan & Schumacher, 2010; Patton, 2015; Wertz, 2015). Answering questions of how the vision/mission of the founding leader drove a nonprofit, endured through subsequent leaders, or was part of best practice succession planning as perceived by nonprofit leaders was addressed by a phenomenological study of nonprofit subsequent leaders and their lived experiences. Each nonprofit organization and/or leader could have different cultures and stories, but subsequent leaders shared the same phenomenon of following a founding leader and how the original founder's vision/mission impacted them and the organization.

According to Bound (2011) and Creswell (2012), phenomenology was considered a valid method of research because it offered: (1) a qualitative method of inquiry useful

through a variety of experiences, which for this study was the unique experiences of nonprofit subsequent leaders; (2) the researcher context for examining experiences in a single point in time, which for this study the timing of being a subsequent leader; and (3) the ability for the researcher to reduce information to statements or themes that could be coded for frequency, which for this study, the information gained through interviews, observations, and artifacts could be reduced into themes.

Simultaneously, authors agreed the phenomenological approach was useful to understand a phenomenon or the meaning behind it (Creswell, 2012; Grossoehme, 2014; McMillan & Schumacher, 2010). Grossoehme (2014) and Houghton Casey, Shaw, and Murphy (2013) supported the theory that dealing with feelings and emotions added a dimension to data gathering that must be done with care and intent. As such, the phenomenological research orientation was chosen for this study because of its alignment to the research questions and intent of the study.

Population

A population describes a specific group of individuals that meet a specific criterion intended for generalization purposes (McMillan & Schumacher, 2010). For this study, the population of over 165,000 nonprofit organization shared certain characteristics. Some of the characteristics included being a nonprofit organization with an IRS designated 501C-3 status - meaning they were tax exempt; having a governing board of directors; reporting to the state and federal government on an annual basis the revenue and expenses for the organization; and being stewards for a public charity. It would be unrealistic for a researcher to interview all subsequent leaders of all nonprofit organizations in the nation, or even just in the State of California which has well over

165,000 nonprofit organizations (IRS, 2016). The target population for this study included the approximately 400 human social service nonprofit leaders in four counties in northern California: Contra Costa, Napa, Solano, and Yolo counties.

Sample

A sample is a smaller portion or slice of the population from which data are gathered (McMillan & Schumacher, 2010). A sample is the smallest set of subjects of most interest to the researcher and can be obtained through various sampling procedures. For this study, the sample included 16 nonprofit leaders within the larger population who met the study criteria of being subsequent leaders and indicated interest in participating. In qualitative studies, smaller sample sizes are used than seen in most quantitative studies. The qualitative sample size though small, should be large enough to collect responses or feedback to answer the research question to a point of saturation. Saturation meaning "to gather enough information to fully develop (or saturate) the model (Creswell, 1998). For phenomenological studies, Mason (2010), citing Creswell (1998) and Morse (1994), recommended 5 to 25 and suggested at least six. Though no actual specific rules or standards for qualitative sample size exist, it considers time allowed, resources available, and study objectives (Patton, 1990). The final set of 16 were selected from the list of all leaders who indicated their willingness to participate in the study.

Purposeful sampling allows the researcher to select subjects from the population with intention, such as those who could provide more information about the topic (McMillan & Schumacher, 2010; Patton, 2015). For this study the purposeful criteria included human social service nonprofit leaders in a four-county area, participating in

their local Continuum of Care (CoC), a regulatory and planning group required by a department of the federal government, Housing and Urban Development (HUD; www.HUD.gov) or similar causes. The CoC consists of private nonprofit organizations, public entities, for-profit businesses, and governmental entities to plan social service delivery for at-risk individuals and families geared to housing and other basic needs. Each CoC is structured with a chairperson, and governing board and members. Members are entities in the county providing like services to at risk individuals and/or families in housing and other basic needs

An initial contact was made by email with the chairpersons of each of the CoC's within the four-county area, providing information on the study and requesting the chairperson consider being an endorser of the project. By endorsing the project, the chairperson lends credibility to the study and the connection to the researcher. The chairperson, endorser sent an email to each of the listed human social service nonprofit organizations describing the study and introducing the researcher. Limited responses to this process of purposeful sampling required adapting a methodology to include the snowball sampling.

The snowball sampling begins with outreach to one or a few relevant and information-rich interviewees or respondents, and then asking them to recommend further potential interviewees or respondents (Patton, 2015). In the case of this study, a few names were provided through the purposeful or Continuum of Care process, and from those interviewees or respondents, additional potential interviewees or respondents were recommended using snowball sampling. The researcher specifically performed outreach to gather a minimum of four interviewees or respondents per county.

Further contact by email and phone calls moved the project along by scheduling dates/times for the researcher to meet with interested person who considered participating in the study, to provide more in-depth information on participation in the project and the process used for sampling, either in person or by phone or email. The study anticipated a minimum of four potential respondents from each of the four counties. The richness of the snowball sampling comes from nonprofit leaders recommending their peers, equals in status and working in similar human social service organizations.

Instrumentation

Qualitative research instruments differ from quantitative instruments in that they are typically less rigid or defined; instead they appear more fluid and open-ended. For this study, the researcher used four instruments: (1) the researcher as an instrument; (2) an interview protocol; (3) an observation identifier and log; and (4) an artifact identifier and log.

Researcher as an Instrument

In qualitative studies, the researcher was considered an instrument of the study, and inherent in this concept was the potential for bias (Patton, 2015). As such, it is important to understand any potential bias the researcher could introduce to the study. The researcher of this study was involved with nonprofit organizations since 1990 until 2015 and was familiar with founding leaders and subsequent leaders in several nonprofit organizations in northern California, which was the impetus for the study. Peredaryenko and Krauss (2013) stressed the importance that novice researchers tended to focus on one of two states, researcher-centered or informant-centered, with the ideal position in the

middle of the two states. The researcher of this study made a conscious effort to achieve

balance between the two states.

To guard against identified bias on behalf of the researcher, the interview

questions were reviewed and approved by an expert panel comprised of people prominent

in either nonprofits, qualitative research, or both. The criteria for the expert panel

included: leadership role in the nonprofit field; at least five years of experience in

management in the nonprofit field; published material in state or national publications in

management in nonprofit field; presented material in at the state or national level in

management in nonprofit field; and/or taught at the master/doctorate level in research

methods and/or research writing. As shown in Table 2, the expert panel for this study

was comprised of members meeting at least 3 of the 5 criteria.

Table 2

Expert Panel

Member	Leadership Role	5 Years' Experience	Published State or National	Presented State or National	Taught Master or Doctorate
1	X			X	X
2	X	X		X	
3	X	X	X	X	X
4	X	X		X	

Interviews

A set of interview questions (Appendix B) were developed by the researcher and

reviewed by the expert panel. They were designed to answer the research questions and

provide a collection of in-depth qualitative data. The questions were directly related to

the premise of vision/mission, nonprofit organization leadership, and succession

planning, as well as impact of the founding leader's vision/mission enduring through

subsequent leaders. Interviews and questions were developed using familiar phrasing and wording of the field rather than scientific terminology.

To increase the validity of the data, multiple measures were taken. A pilot interview was performed, with a nonconflicted person reviewing the recording and providing informative recommendations to make the process smooth and pacing appropriate for clarity for transcription

Verbatim accounts of the interviews were obtained through digital recording devices. Additionally, the interviews were transcribed and reviewed by the researcher using a separate recording device to ensure accuracy of the information. Transcriptions were then sent to the participants for review to ensure accuracy of the information. As the interviews were transcribed, they were placed into single line sentences with each sentence being given a number beginning with one and ascending in order covering every sentence. The sentences were then placed in a coding chart and reviewed to eliminate those responses not answering the research questions. The process was conducted by the researcher in reading each sentence and shading out those sentences not being used for coding purposes. Once the charts for each interview were completed, themes emerged and were discussed with the Dissertation Chair and a peer researcher familiar with the coding process.

Observations

Simply watching someone or an event without prior thought gains some data, but it can be scattered and limit the ability to capture themes. Using observation identifiers, the researcher enters the study with a clear understanding of what was important and what might be considered trivial and not relevant to the study (Patton, 2015). The

observation identifier (Appendix C) for this study was reviewed by the panel of experts involved in the interview questions process.

Strengths of quality observations include (1) collecting vivid and rich descriptions to characterize the setting and the observation itself; (2) being open to the unseen things that may emerge during the observation; and (3) moving past researcher perceptions (Patton, 2015). Using an observation identifier serves as a checklist of sorts that helps the researcher stay on track and capture the necessary data. It is more of a template to be used with the observation log. The observation log is where the researcher describes in narrative format the event and it could be sectioned similar to the observation identifier, capturing all relevant data for the study (Patton, 2015). For this study, the observation identifier included a section on vision/mission. The observation log was delineated in a similar fashion and in the same order, so the researcher could provide descriptive narrative in the same order for each observation. Care was taken to ensure the identifier did not interfere with an open observation and did not restrict the research or limit the ability of the researcher to take in all aspects of the observed event. Once the observation logs were completed with any additional narrative, the logs were prepared.

Consideration was given to observe during the interview process and in public settings. The researcher was known to some of the respondents but there was a three-year gap from the time the researcher associated with the respondents and the interview process. No respondents ever worked directly for or with the researcher. An intentional attempt was made to observe the subsequent human social service nonprofit leaders in their natural setting to capture data that would answer the research questions about leadership and vision/mission.

Artifact Identifiers and Logs

Like the observation section, the researcher included artifact identifiers and logs. This provided context for reviewing the materials in an orderly manner and allowed for narrative descriptions to appear in a similar fashion. The researcher took care to guard against bias in reviewing artifacts and used the artifact identifiers as a prompt to locate materials relevant to the study. Artifacts consisted of agenda and minutes from board meetings, agenda and minutes from staff meetings, strategic plans, articles of incorporation showing the founding vision/mission, and the current vison/mission of the organization. Artifact narrative descriptions were completed and then prepared for the coding process. Artifacts were intentionally designed to support data gathering that would help answer the research questions about leadership and vision/mission.

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Validity

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Qualitative research must be validated by processes, such as ensuring instruments related to the research questions and the items were carefully constructed to limit bias and provide detailed descriptions (Patton, 2015). Validity also depended on the qualities and capabilities of the researcher or interviewer. The researcher for this study used several of the techniques identified by McMillan and Schumacher (2010) to increase validity during the data collection process: prolonged and persistent fieldwork, multimethod strategies, respondent language and verbatim accounts, digitally recorded data, member checking, and respondent review.

The researcher used paraphrasing to test for understanding of complete or subtle meanings of statements. This type of member checking increases study validity by seeking respondents feedback and was considered "the most critical technique for

establishing credibility" (Creswell, 2012, p. 261). Creswell (2012) indicated studies

could be strengthened by using respondent feedback throughout the process, including

sending rough drafts of sections to obtain clarification or check how well alternative

language represented their experience. For this study, the researcher engaged each

respondent by using follow-up clarifying questions and providing transcripts of the

interviews for review and possible revision, modifying information from the data for

accuracy as needed.

Instrument Validity

Instruments in research are intended to collect data and measure something.

Patten (2012) stipulated "a measure is valid to the extent that it measures what it is

designed to measure" (p. 61). The interview questions, observation identifiers, and

artifact identifiers were reviewed and approved by an expert panel to ensure the

instruments, including the researcher as an instrument, would stimulate responses that

answered the research questions.

Pilot Interview

Pilot testing is an evidence-based process used by researchers to lend validity to

the interview process. It helps refine and develop the instruments, and in some cases, to

assess the degree of observer bias (Creswell, 2018; McMillan & Schumacher, 2010).

Researchers often use an observer of the pilot interview to check for timing and pacing,

which help with flow of communication and bring a valid component to the interview

process (Patton, 2015).

The researcher conducted a pilot interview with a volunteer who was not part of

the study, lending validity to the interview process. The subject of the pilot interview

was selected as a known human social service executive director who had a relationship to the researcher by attending a training provided by the researcher. The researcher took care to choose someone otherwise not known personally by the researcher, to guard against bias on the part of either the subject or the researcher. The pilot interview was reviewed by a transcriber who checked for appropriateness of timing, pacing for clarity and input on making the interview process smoother. In the case of this study, the researcher was able to validate her interview skills with the pilot interview. The expert provided feedback on appropriate pacing, follow-up questions, and engagement with the respondent. The recommendations were included as a valid contribution to the study interviews.

Expert Panel

Validating content of interview questions helps guard against researcher bias and protect participants by ensure the wording is not putting participants at risk (Blacker, 2017). To guard against bias on behalf of the researcher, the interview questions were validated by an expert panel comprised of people experienced in either nonprofits or qualitative research. The expert panel was used to assist in developing the semi-structured interview questions and help clarify themes and coding in the event the researcher had questions.

The expert panel was used to guard against researcher bias and strengthen credibility to the study. The expert panel was part of the validity check regarding the interview questions and interview process. The expert panel was also utilized when coding questions arose and there was a need for clarity, supporting validity of the coding process.

Reliability

Reliability of instruments refers to consistency and obtaining similar results each time the instrument is used on the same subject (McMillan & Schumacher, 2010; Patten, 2012; Salkind, 2014). High levels of reliability increase the trustworthiness of the data, including interviews, observations, and artifacts. The researcher took care to record interviews with two digital recorders to ensure responses were captured verbatim. One recording was submitted to a professional transcriber. The researcher used the second recording as aback-up in case the equipment malfunctioned. A professional transcriber performed the transcription, placing each interview in a single electronic document. The transcribed documents were then placed in a numbered chart, a separate chart for each interview. The transcribed charted documents were loaded into NVivo, a software product for qualitative research to aid in the classification, sorting and arranging of non-numerical data as part of the coding process. Use of the NVivo software provides electronic organization of the data, helps with analysis of the data regarding relationships and themes, assists in visualizing the data, and lends objectivity to the data analysis process. These actions helped increase the reliability of the data.

External Reliability

In qualitative research, some authors argued instead of the term reliability, an alternative criterion of dependability should be used (Brink, 1993; Trochim, 2006). Use of the term reliability in qualitative research challenged the approach of not knowing the results until after the study was completed (Brink, 1993). In the spirit of staying true to generalized research terms, this study was reliable to the point of duplicating the process with no guarantee of the same results. The process was reliable and would result in data

that could be analyzed but fell short of matching answers across interview questions. Because reliability is important in research, the issue was mitigated for this study through triangulation across semi-structured interviews, observations, and artifacts (Creswell, 2012).

Triangulation is important to lend credibility to the study, to make sure all was done to confirm or triangulate data from several different sources as in the data collected from semi-structured interviews, observations, and artifacts (Creswell, 2016). Triangulation was also achieved by including respondents from four different counties and 16 different nonprofit organizations, providing a broad spectrum of respondents. Creswell (2016) goes on to discuss how the researcher utilizes different sources, methods, and investigation techniques to corroborate or confirm the evidence or data.

External reliability can never be accurately replicated due to the nature of qualitative research. Qualitative research results change the participants and researcher, and although the technical portions of this study may be replicated, the chance of obtaining the same results would be unlikely.

Internal Reliability

Another term used by Salkind (2014) was consistency. Reliability and consistency were interchangeable in qualitative research when discussing internal processes (Grossoehme, 2014; Salkind, 2014). Triangulation comes from not only external sources but internal sources such as having respondents review for correctness and using others in the research field to review procedures. Internal reliability of this study was achieved through a dedicated process of data collection and analysis, including triangulation of process review and inter-coder reliability.

Inter-Coder Reliability

The researcher utilized the inter-coder system of 10% of the data being coded by an independent researcher to check reliability (Olson, McAllister, Grinnell, Walters, & Appunn, 2016). In qualitative research, data coding agreement of 90% was considered the best, with 80% being in the acceptable range (Bound, 2011; Patton, 2015). For this study, a doctoral colleague familiar with the coding process and qualitative research independently coded 10% of the data. The researcher and doctoral colleague fell within the 80% to 90% range, ranking the coding as reliable.

Data Collection

Qualitative phenomenological research includes collecting data from three sources: (1) in-depth open-ended interviews; (2) direct observations; and (3) written communications or artifacts (Bound, 2011). The data collection process began with identification of the respondents. Census data were used to identify the total number of nonprofit organizations within the four-county geographic area of convenience. According to the census data, approximately 400 nonprofit organizations were active across the four counties in the current year. The list of 400 nonprofit organizations was narrowed to those identified as human social service nonprofit organizations who were members of their local CoC, or similar causes, within each of the four counties. Email notices were sent to all human social service nonprofit organizations on the four lists (one per county) explaining the research study and asking nonprofit leaders about their willingness to participate in the study. Those who expressed interest in participating were sent a second email with further information about the study, a formal request to participate, and details about confidentiality and consent. Upon completion of initial

interviews, the respondents were asked to provide referrals of their peers within their same county.

Ethics and the IRB

Ethics is critical in research projects, especially when dealing with human beings. One method of determining trust and ethical protocol is to have the study reviewed by an institutional review board (IRB), which is responsible for ensuring the rights of research respondents are protected. For this study, approval from the Brandman University IRB was granted prior to any data collection. The IRB process included obtaining approval for the research participant's bill of rights, the informational letter to recruit research respondents, informed consent forms, copies of instruments, and data collection methods. Additionally, the research must show proof of competing a course on the protection of human subjects, which was obtained through the National Institutes of Health (NIH). The informed consent form (Appendix D) was emailed to respondents, signed, and returned via email or mail delivery prior to their participation in the study.

The field of research intentionally addresses safeguarding the identity and other characteristics of respondents to protect them from harm (Creswell, 2012). One method of protection was to eliminate all identifying remarks from the transcripts prior to coding of the data. A second method is to obtain informed consent, so respondents clearly understand their rights and any risks associated with the study. The informed consent form explained to respondents:

- They were participating in a research study
- The purpose of the study
- The procedures of the study

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- The risks and benefits of the study

- The voluntary nature of research participation

- The subject's right to stop the research at any time

- The procedures used to protect confidentiality

Types of Data

Three types of data methods were used for this study: semi-structure interviews, observations, and review of written communications and artifacts. Combining results from these three types of data produced enough information for reliable coding and triangulation.

Semi-structured interviews. In semi-structured interviews, the researcher developed appropriate questions with the assistance of an expert panel, in advance of the interview to learn more about the topic under study (Rubin & Rubin, 2012). The interview questions were asked in a semi-structured method, allowing the researcher to modify questions and ask additional questions to get more information. The locations, dates, and times for the interviews were chosen to minimize interruption and guarantee the privacy and safety of the respondents. Interviews did not exceed 45 minutes.

Observations. Observations are part of field work in research that describe activities and behaviors of an organization or person, which were then detailed in journal notes for coding purposes (Patton, 2015). Field observations were another form of data that helped shed light on the topic and obtain information to answer the research questions. The researcher intentionally observed during the interviews and in the office to gather data of the leader in his or her natural setting and to help answer the research questions of respondent nonprofit leaders and vision/mission.

Artifacts. For this study, the researcher collected data in the form of documents and materials related to answering the research questions. Artifacts were designed to help answer the research questions related to nonprofit leaders and vision/mission, and board meeting agendas and minutes, staff meeting agendas and minutes, strategic plans, public documents, founding documents or the articles of incorporation (obtained from the Secretary of State, State of California website link to Charitable Registry), and current vision/mission documents were obtained.

Data Collection Procedures

To improve the replicability of this study and offer readers a clear understanding of the steps in this research, the following sections clarify the study procedures used to collect the three types of data.

Semi-structured interviews. Interviews were scheduled through email communications between the researcher and the respondent to set a location, date, and time of interview. Semi-structured interviews allow for opening question, leading to follow-up questions to learn more from the interviewee or respondent. The following steps were completed regarding the data collection procedures:

1. Communications describing the project and process were conducted prior to the formal interview, providing respondents with an opportunity to learn about the study and obtain a confidence level permitting their participation. These conversations build a relationship between the interviewer (researcher) and the respondents. Familiarity offers a degree of trust allowing the interview to move forward because basic informational questions were answered prior to the interview (Rubin & Rubin, 2012).

2. The researcher communicated with interviewees or respondents to set a date/time and location convenient and appropriate for the respondent. This type of communication placed respondents in a mindset that they were important, and their thoughts and perspectives mattered. Care was taken to be flexible and respectful of the respondent's time limit running out of time or being rushed during the interview process.

3. At the time of the interview, prior to asking the first questions, the researcher reviewed the purpose of the study and discussed the respondent's rights as noted in the informed consent form, including the ability to stop the interview at any time or take a break as the interviews were voluntary in nature. This step reminded respondents that if they felt any discomfort or uneasiness, they had the right to skip the question or stop the interview.

4. Each interviewee or respondent signed the informed consent form. Using a formal, signed document lent credibility to the study by honoring the level of importance to detail and commitment by all parties to ensure the study was thoughtful and respectful. A signed copy was provided to each respondent and a copy retained by the researcher.

5. Interview questions were asked from the protocol, and follow-up questions explored further detail and/or asked for clarification. Beginning the interview with the same questions for each respondent helped maintain consistency throughout the study. Follow-up questions were dependent on how the respondents answered and varied depending on clarifications required for the researcher to obtain the appropriate data.

6. Interviews took less than 45 minutes and were recorded using two separate

   recording devices with small audio tapes. Maintaining the time of the

   interview to less than an hour was a generally accepted interview technique.

   It allows the respondent time to provide solid data, but does not go so long as

   to dilute the responses and become redundant. Using two types of recording

   devices assured data collection continuity in the event one of the recorders

   malfunctioned.

7. After the interviews, the recordings were reviewed as follows:

   a. The first recording was submitted to a professional transcribing

      company, Ally Transcriptions, for verbatim documentation in Word

      using a single sentence format. Saldana (2016) and Patton (2015)

      agreed this process was consistent with best practices and lent

      credibility to the process.

   b. The researcher listened to the second set of recordings to become

      familiar with the data and to check with the transcribed documents for

      accuracy.

8. Upon receipt of the transcriptions, the researcher reviewed them against the

   recording for accuracy. A copy of the transcribed interview was provided to

   the interviewee or respondent for review and to confirm the accuracy of the

   information. The transcribed documents were charted, and then appropriate

   responses were uploaded into NVivo to assist in the coding collection, sorting,

   and frequency process.

Observations. Observing respondents garnered supporting data answering the research questions. "Direct observation occurs when the researcher is actually in or directly adjacent to the environment being studied" (Salkind, 2014, p. 211). For this study, the researcher observed several of the respondents in their natural setting and completed a journal and observation log for each event. The logs were then transcribed into a Word document and entered into NVivo to assist in coding, sorting, and calculating frequencies.

Artifacts. During the interviews, respondents were given a list of potential artifacts for use in this study (Appendix E). The researcher also allowed for any additional artifacts the interviewee or respondent thought might be appropriate to answer the research questions. The researcher attempted to obtain copies of board agenda and minutes, staff agenda and minutes, strategic plans, founding Articles of Incorporation reflecting the founding vision/mission and the current vision/mission found on the nonprofit websites. Language and other information from the artifacts were assessed and transcribed into a Word document for coding. The themes from the artifacts were entered into NVivo for coding collection, sorting, and frequency process.

Data Protection and Control

Data must be ethically stored and controlled for research studies, safeguarding the respondents of the study (Patton, 2015). Patton (2015) indicated that it was prudent to back-up data, ensure it was carefully stored, and take precautions so data would not be disturbed or lost. For this study, the researcher labelled all items in generic terms such as first letter of first name and first letter of last name and the tape number. An example would be A.B. 10, for the tenth recording. The researcher blocked out or eliminated any

identifying information, and used unique identifiers to relate interviewee or respondent, observation, and/or artifact data to the study. The transcriber was instructed to "XX" out any identifying names or organizations to make sure all transcriptions responded to all confidentiality requirements. Upon completion of the study, all data files, recordings, and transcriptions were destroyed.

Data Analysis

Data in qualitative research refer to words collected during the study through interviews, observations, or artifacts (Patton, 2015). Data must be fully analyzed to be the most useful. The researcher must consider all aspects of the data and identify common themes across respondent answers or researcher notes. Once the data are coded, the researcher can analyze the codes and frequencies to answer the research questions (Patton, 2015).

Coding

Researchers rely on the coding process during the data analysis phase to allow them to place similarly coded material together into patterns or count frequencies (Creswell, 2006; Patton, 2015; Rubin & Rubin, 2012; Saldana, 2016). The challenge in qualitative research is to identify what should be coded. For this study, items were coded based on answering the research questions specific to vision/mission sustainability. Codes were identified as relevant to the study and then placed in categories or themes. Examples of themes used in the study include vision, mission, nonprofit sustainability, and leader perceptions of vision/mission sustainability. A hypothetical example of coding might be as follows: Respondent A makes a statement that their own passion for the work matches that of the original vision/mission. The researcher would then code

"passion for work matches vision/mission." Through the data collection and analysis process, the researcher codes many lines of statements to find those themes that rise to the top of the frequency list.

Once the main themes or codes were developed by the researcher by review of the data, the researcher tallied the frequencies. NVivo was used to help organize the sorted and tallied themes into frequencies. Frequencies tell a story of what responses occurred most and least often. Using this information, the researcher can develop theories and draw conclusions about the responses and notes (Patton, 2015; Saldana, 2016).

Analyzing Coded Themes

Analyzing coded themes helped answer the research questions. An example of this was a coded theme of consistent reference to the vision/mission in supporting the need to change the vision/mission to bring it current with the programs and direction of the organization. The researcher first analyzed the data for initial codes, then themes, then frequency of themes. Once the frequency of themes was established, the researcher analyzed those themes with the highest frequencies. This allowed for a clear interpretation of results that could be formulated into reaching conclusions and recommendations.

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Limitations

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Limitations of a study can affect the results; they are often out of the control of the researcher or result from potential bias (Patton, 2015). For example, inherent bias is introduced if the researcher is personally involved with any of the respondents because the researcher is an instrument of the study in qualitative research. Researcher bias must be addressed and ameliorated through a systematic process (Patton, 2015). The

researcher used the following steps to guard against bias and acknowledge the limitations of the study:

1. One limitation was the researcher as an instrument of the study, which introduced inherent biases. To limit the impact of these biases, three types of data collection were used: interviews, observations, and artifacts. Additionally, an expert panel reviewed and approved the interview questions, as well as the observation and artifact identifiers. A pilot interview was performed with a volunteer and was observed by a doctoral research student who provided feedback for clarity and to guard against harm of the interviewees or respondents.

2. The researcher was known to some of the respondents though none had ever worked for or with the researcher. Care was taken to include observations only during the interview and in public areas of the organization.

3. The small sample size was a limitation of the study, as the 16 selected human social service nonprofits may not be representative of the 400 nonprofits in the four-county area. The researcher attempted to mitigate this limitation by using stratified random sampling.

4. Self-reporting by the respondents was a limitation due to the potential for biased responses. The effect of this limitation was lessened by triangulating data across three separate sources: interviews, observations, and artifacts.

5. Accuracy of data coding was a potential limitation, which was mitigated through the inter-coder reliability process in which a fellow doctoral

researcher independently coded 10% of data. The data were also triangulated across three data sources resulting in more accurate data.

Summary

The purpose of this chapter was to identify and describe the process and methods used in this qualitative phenomenological study. The strength of the phenomenological approach explored the lived experiences of subsequent nonprofit leaders and how the founding vision/mission endured through leadership transition. The research questions were designed to better understand the lived experiences of the subsequent nonprofit leaders through the data collection and analysis described above. Chapter IV identifies and describes the results and key findings of this study.

CHAPTER IV: FINDINGS

Chapter I served as the introduction to the study, including background information, statement of the problem, significance of the problem, purpose and research questions, definitions of terms used, and delimitations of the study. Chapter II reviewed literature available on vision/mission sustainability in the nonprofit field. Chapter III presented the methodology used in this study, including research design, population and sample, instrumentation, and data collection and analysis.

This chapter describes the impact of subsequent human social service leaders coming into a nonprofit organization and facing the founding vision/mission as they defined their own leadership style and values, and how they navigated, negotiated, and sometimes modified the vision/mission. The chapter includes a review of the purpose statement, research questions, methodology, and population/sample. The chapter then delves into the presentation of data collected from 16 semi-structured interviews, 4 observations, and 8 artifacts, and data analysis resulting in findings of the study.

Purpose Statement

The purpose of this phenomenological study was to identify and describe the lived experiences of how a subsequent nonprofit leader in the human social service field navigates, negotiates, and/or modifies the original vision/mission of the founding leader.

Research Questions

One central research question and three sub-research questions guided this study. The central research question was: How does a subsequent human social service nonprofit leader navigate, negotiate, and/or modify the original vision/mission of the founding leader?

Sub-Questions:

1. When subsequent human social service nonprofit leaders took over in the organizations, how did they navigate working with the founder's vision/mission?

2. When subsequent human social service nonprofit leaders took over in the organizations, how did they negotiate how to carry out the founder's vision/mission?

3. When subsequent human social service nonprofit leaders took over in the organization, was there a need to modify the founder's vision/mission?

Research Methodology

This study used a qualitative research method to explore the phenomenon of subsequent nonprofit leaders, or those taking leadership positions after the founding leader left the organization, in the human social service field. When leaders changed, especially founding leaders, the new leaders took responsibility for maintaining the vision/mission of the organization (Bass, 2008). It was the lived experiences of these subsequent leaders that served as the basis for data collection. According to Bound (2011) and Creswell (2012), phenomenology was considered a valid method of research because it offered a form of inquiry useful for exploring various experiences. The timing for this study of the experiences of subsequent human social service nonprofit leaders was between January 30 and March 20, 2018.

Population

Over 165,000 nonprofit organizations are active in the State of California (McMillan & Schumacher, 2010). Characteristics of nonprofits include (1) an IRS

designation of 501C-3 status- or tax exempt, (2) governance by a board of directors, and

(3) the organization puts all profits back into the organization. For this study, the

population included approximately 400 human social service nonprofit leaders in four

counties in northern California: Contra Costa, Napa, Solano, and Yolo.

Sample

The sample included 16 nonprofit leaders from the larger population who met the

study criteria of being subsequent leaders and who indicated interest in participating. The

final set of 16 were selected from a list of leaders who indicated they were willing to

participate, as well as referrals from respondents. This research included purposeful

criteria of human social service nonprofit leaders in a four-county area participating in

their local Continuum of Care (CoC) or similar causes. Limited responses to this

purposeful process required adapting the sample to include snowball sampling, or

referrals from respondents already engaged in the study. A total of 16 respondents were

interviewed. All 16 were also observed and artifacts were gathered from their

organizations. However, only four observations and eight artifacts provided direct

evidence to answer the research questions. Data collected from interviews, observations,

and artifacts were analyzed.

Presentation of Data

Sixteen respondents participated in semi-structured interviews performed by the

researcher. The study consisted of 11 females (69%) and 5 males (31%) who were the

subsequent leader in their human social service nonprofit organization. They served in

this capacity between three months and 41 years. All respondents became leaders after

the founding leader, and in some cases other leaders, left the organization.

Interviews were conducted face-to-face, lasted less than one hour, and occurred in a location convenient to the respondent for both timing and privacy. Some interviews were held in their offices whereas others were conducted outdoors in a quiet location. The interviews began with a semi-structured set of interview questions that allowed for open-ended responses. Some questions required further follow-up, but the interviews were similar in content. Demographic information is presented in Table 3

Table 3

Sample Description

Respondent	Gender	Time as Leader	Succession Plan Used	Source	Reason
1	Male	1 year	No	Internal	Career
2	Female	8 years	No	External	Fill a need
3	Male	11 years	No	Internal	Wanted a change
4	Male	41 years	No	Internal	Career
5	Female	5 years	No	External	Career
6	Male	4 years	No	External	Career
7	Female	7 years	No	External	A calling
8	Female	4 years	Yes	Internal	Fill a need
9	Female	3 months	No	External	A calling
10	Female	10 years	Sort of	External	A calling
11	Female	4 years	Yes	Internal	A calling
12	Female	6 years	No	External	A calling
13	Female	4 years	No	External	A calling
14	Male	2 years	No	External	Wanted a change
15	Female	11 years	No	External	A calling
16	Female	3 years	No	External	A calling

Beyond the information about gender and number of years as the leader, the data collected showed only two human social service nonprofit organizations had any kind of succession plan in place when the subsequent leader was hired. Data also revealed 5 of 16 (31%) of the subsequent leaders came from within the organization or were internally recruited, with 11 (69%) coming from outside the organization or were externally recruited. The reason for joining the nonprofit organization ranged from filling a need, to

being good for the leader's career, to half of the respondents stating they felt it was a

calling. Respondents in this study shared similar traits as those found in the literature

review, such as a nonprofit leader calling (Whitaker, 2012). Ten of the subsequent

leaders said their reason for joining the nonprofit was either because they felt they could

fulfill a need or they thought it was a calling.

In addition to interviews, data were used from four observations and eight

artifacts. Observations were attempted by the researcher, but not all respondents were

compliant nor was it feasible to observe all 16 respondents during the study. Table 4

reflects information regarding the observations performed during the study, four of which

provided direct evidence to answer the research questions.

Table 4

Information from Observations

Organization	Observation Time	Data Used – Direct Evidence	Theme
1	30 minutes	Yes	Practice inclusive leadership
2	30 minutes	Yes	Practice inclusive leadership
3	5 minutes	No	Not used
4	5 minutes	No	Not used
5	30 minutes	Yes	Practice inclusive leadership
6	5 minutes	No	Not used
7	5 minutes	No	Not used
8	5 minutes	No	Not used
9	5 minutes	No	Not used
10	5 minutes	No	Not used
11	5 minutes	No	Not used
12	5 minutes	No	Not used
13	5 minutes	No	Not used
14	5 minutes	No	Not used
15	5 minutes	No	Not used
16	30 minutes	Yes	Practice inclusive leadership

Though an attempt was made to observe all 16 respondents to find direct evidence of how they navigated, negotiated, and/or modified the vision/mission, only four were identified as direct evidence and were included in this study. Of the three hours of observations, only two hours were included in this study. Artifacts were a third source of data collected for this study, and Table 5 shows which organizations provided artifacts that could be used as direct evidence answering the research questions.

Table 5

Information from Artifacts

Respondent's Organization	Data Used Direct Evidence	Theme	Articles of Inc.	Website
1	No			
2	Yes	Broad interpretation of vision/mission Need to bring vision/mission current	X	X
3	Yes	Need to bring vision/mission current	X	X
4	No			
5	No			
6	Yes	Need to clarify vision/mission	X	X
7	No			
8	No			
9	Yes	Need to clarify vision/mission	X	X
10	Yes	Need to bring vision/mission current	X	X
11	No			
12	Yes	Need to clarify vision/mission	X	X
13	No			
14	No			
15	No			
16	Yes	Need to clarify vision/mission	X	X

Obtaining recommended artifacts proved difficult as the respondents were hesitant to provide copies of documents other than their current vision/mission statements. Anticipated artifacts included agendas and minutes from board meetings, agenda and minutes from staff meetings, strategic plans, articles of incorporation, and websites. The researcher was able to obtain articles of incorporation from the State of California website of Charitable Trusts, providing the original founding vision/mission, and access to websites from all 16 organizations; however, only eight were useful to this study providing direct evidence to answer the research questions.

Development of Themes

All interviews were recorded and submitted for transcription to a professional transcribing company. Transcriptions were first reviewed by the researcher, and then submitted via email to the respondents to confirm accuracy of meaning. The member-checking process yielded no changes to the content.

Once the approved data were available, the researcher began scanning for identification of possible themes that were reviewed by the dissertation chair and an additional researcher to clarify focus and wording. The transcripts and initial nine themes were entered into NVivo, a qualitative coding software system, to assist with frequency counts and formalizing the data coding process. Data collected from interviews, observations, and artifacts that directly answered the research sub-questions were entered into NVivo and sorted by codes with the appropriate themes. By the end of the data coding process, two additional themes were identified bringing the total number of themes to 11.

Two interview transcripts were sent to a colleague for intercoder agreement, evaluating both agreement of themes and data supporting each theme. Based on prior works, Creswell and Poth (2016) suggested the acceptable rate of intercoder agreement was 80%. The first round of comparison of themes did not meet the reliability test of 80%, with a rating of 69%. After discussion clarifying intent, results grew to an acceptable rate of 83.5%. Table 5 reflects the 11 themes with their frequency of responses from the data in order of highest to lowest frequency of responses. Sources and frequencies consisted of responses from interviews, notes from observations, and artifacts.

Table 6

Themes and Frequency of Themes

Theme	Sources	Frequency
Practice inclusive leadership	18	38
Broad interpretation of vision/mission	15	37
Leadership despite the vision/mission	9	23
Consider current and future needs	11	22
Need to bring vision/mission current	15	22
Leadership consistent with personal values	12	21
Need to clarify vison/mission	12	20
Openness to taking risks to further vision/mission	5	19
Need to follow strategic planning process	7	16
Vision/mission remain true from founder to current day	4	9
No need to negotiate founding vison mission	4	4

Themes were identified by the researcher and entered into NVivo to help with organizing data, sorting themes, and counting code frequencies. Evidence consisted of interview responses, observation notes, and artifacts. Evidence answering the research sub-questions was identified by theme, source of data (e.g., interview, observation,

artifact), and number of references to a theme. Three themes answered research sub-question 1 regarding how subsequent leaders navigate working with the founder's vision/mission; four themes answered research sub-question 2 regarding how subsequent leaders negotiated how to carry out the founder's vision/mission; and four themes answered research sub-question 3 asking if there was a need to modify the founder's vision/mission. Table 7 reflects the three research sub-questions, themes answering the questions, data source, and frequency; many themes were not observable and therefore only four observations were used as evidence answering the research sub-question.

Table 7

Frequency of Themes Within Research Questions

	Interviews	Observations	Artifacts	Total References
Research Question 1				
Practice inclusive leadership	14	4	0	38
Broad interpretation of vision/mission	14	0	1	37
Consider current and future needs	11	0	0	22
Research Question 2				
Leadership despite vision/mission	9	0	0	23
Leadership consistent with personal values	12	0	0	21
Openness to taking risks to further vision/mission	5	0	0	19
No need to negotiate founding vision/mission	4	0	0	4
Research Question 3				
Need to bring vision/mission current	12	0	3	22
Need to clarify vision/mission	8	0	4	20
Need to follow strategic planning process	7	0	0	16
Vision/mission remain true from founder to current day	4	0	0	9

Findings for Research Sub-Question 1

The first research sub-question for this study investigated when subsequent human social service nonprofit leaders took over in the organization, how they navigated working with the founder's vision and mission. After investigating this question, the data revealed three themes: practice inclusive leadership, broad interpretation of vision/mission, and consider current and future needs.

Practice inclusive leadership. The leaders used leadership styles, consideration of the founder's vision/mission, and addressed the status of the organization regarding needs and resources. This theme was referenced 38 time across 14 interviews and 4 observations (Table 8).

Table 8

Sources and Frequency for Practice Inclusive Leadership

Theme	Sources	Frequency
Practice Inclusive Leadership	14 Interviews	38
	4 Observations	

This was the highest noted theme for research sub-question 1 and the highest noted overall theme. According to the data collected during the study, several leaders mentioned the importance of practicing inclusive leadership to further the vision/mission of the organization while they were navigating the founder's vision/mission. Inclusive leadership was recognized by Bass (2008) as he shared from the Hersey-Blanchard Situational Leadership Theory (SLT) that "The best attitudinal style is a high task orientation and a high relations orientation" (p. 516). Especially pertinent to this study was the high relations orientation or a leader who had a high priority of establishing and nourishing relationships.

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Data helped to answer research sub-question 1 of how subsequent human social service nonprofit leaders navigated working with the founder's vision/mission by shedding light on the open and inclusive leader style. Respondents agreed with the interpretation of good leadership being inclusive, such as Respondent 1 who shared, "Allowing [staff and stakeholders] to express what they think is important and what they want to do." This was achieved by holding meetings with team builders to strengthen relationships between the leader and stakeholders, resulting in an inclusive environment helping to carry out the vision/mission.

Answering the question of how leaders navigated working with the founder's vision/mission, Respondent 1 described the experience of working with multiple churches and their memberships, boards, and stakeholders to resolve issues facing the organization such as service delivery. Several meetings were held, and some were facilitated by an outside consultant to ensure all parties felt they were heard and taken seriously. Data indicated a willingness on the part of the leader to listen to stakeholders and not lead from a top down philosophy.

Further evidence of practicing inclusive leadership while navigating working with the founder's vision/mission appeared in comments from Respondent 12 when talking about the vision/mission and the organization in relation to the community. This participant reflected, "Do they make sense, are people helped, and how do I bring the staff along?" This leader described being concerned more with thoughts and ideas of many, and not taking a strong top-down leadership approach, as a way of navigating working with the founder's vision/mission. The leader spoke of going into the community on a regular basis and meeting with parents, teachers, church representatives,

business people, and volunteers to help navigate working with the founder's vision/mission, as indicated by saying, "So involving the staff and board with all of these big decisions, that's the integral piece of this." Respondent 12 involved board members who went to the community to get a deeper understanding of how the organization's vision/mission was carried out on a broad basis.

Data indicated inclusive leadership by the new leader asking probing questions to bring the staff along. Respondent 12 said, "Making sure that communication, people know, and they understand, and they understand what we're trying to accomplish, and how they contribute to that." Open and clear communication was part of Respondent 12's way to navigate working with the founder's vision/mission, and was direct evidence answering research sub-question one. Respondents 3, 13, 15, and 16 spoke about listening to people such as the board, staff, and volunteers to get a sense of where they were coming from and how they could solve problems together, offering further evidence answering research sub-question 1.

Another aspect of practicing inclusive leadership was seen in the data through the intentional style of letting staff and board members work together to figure things out, and the leader not jumping in with answers, which supported navigating the founder's vision/mission. Respondent 2 explained delegating a task to the staff showed "Even though I knew the answer…they needed to figure that out for themselves," which was evidence of collaboration. The leader respected the staff enough to practice inclusive leadership by charging the staff to work together to come up with a resolution and allowing them to share their own ideas and thoughts without the leader providing the answer.

Coming into an organization, the subsequent human social service nonprofit leader talked about ensuring the spirit of a welcoming agency, which was captured through holding regular staff meetings and communicating the vision/mission to all stakeholders. Answering how the leader navigated working with the founder's vision/mission leaders spoke about collaboration as part of practicing inclusive leadership. For example, Respondent 4 stated, "Part of it is being the focus on collaboration," and Respondent 6 said, "And then the other thing is, the challenge is to make everybody feel welcome, respected." This welcoming feeling was produced by the leaders involving stakeholders in navigating the vision/mission and spending time listening to stakeholders to develop trust. If the staff felt welcome and included, they in turn made clients and community feel welcome and included, as seen in the case of staff going out of their way approaching clients and community in friendly and open communication.

Making people feel welcome was directly evidenced through the practice of inclusive leadership; several respondents spoke of their experiences of this leadership style by imparting the welcoming spirit through their staff. Navigating working with the founder's vision/mission was evidenced during some observations by the researcher being made to feel welcome by the staff, an indication of practicing inclusive leadership. Observations 2, 11, and 16 noted the staff approached the researcher with welcoming remarks and a positive friendly attitude, making the researcher feel welcomed and providing a positive experience while waiting for the leader, a sign of practicing inclusive leadership while navigating the founder's vision/mission. Another aspect of feeling welcomed was noted during an observation of Respondent 5 who took extra time to give

an in-depth tour of the facility and introduce every staff member and volunteer,

highlighting methods of practicing inclusive leadership as a way of navigating the

founder's vision/mission. The tour included meeting people and introductions, and the

leader went on to point out how each section helped carry out the vision/mission of the

organization, who they served, and what benefit was derived from the program, a clear

sign of practicing inclusive leadership.

Data indicated leaders were intentional about not leading from a top-down

perspective, but rather by listening to stakeholders and taking their feelings and ideas

seriously. The researcher found evidence of how subsequent human social service

nonprofit leaders navigated working with the founder's vision/mission, which was

through practicing inclusive leadership until the vision/mission was modified.

Broad interpretation of vision/mission. This theme yielded 37 responses, which

appeared in 14 interviews and 1 artifact (Table 9).

Table 9

Sources and Frequency for Broad Interpretation of Vision/Mission

Theme	Sources	Frequency
Broad Interpretation of Vision/Mission	14 Interviews	37
	1 Observations	

This was the second highest noted theme for research sub-question 1 and the

second highest overall theme as evidence by how leaders navigated working with the

founder's vision/mission. According to data collected during the study, leaders took a

broad interpretation of the founding vision/mission, allowing them to navigate using their

leadership style either continuing the founder's vision/mission or eventually modifying

the founder's vision/mission.

In reviewing artifacts from Respondent 2, the researcher noted the founder's vision/mission in the articles of incorporation spoke of serving a single geographic area of one city within a county. The new leader of the organization, working with the board and staff, recognized needs in other cities of the county. Addressing the needs of other cities meant the organization had to take a broad interpretation of the vision/mission to expand service delivery, which was a way of navigating the founder's vision/mission. This resulted in modifying the vision/mission and a new version of the vision/mission was found on their website that expanded the geographic area to include all cities within the same county. Between the time the leader took over in the organization and the vision/mission was modified, the subsequent human social service leader found it necessary to navigate the founder's vision/mission by adopting a broad interpretation of the founder's vision/mission that expanded services and/or programs. Respondent 13 related a broad interpretation of the founder's vision/mission was a way of working with the original vision/mission but expanding the geographic area to be served and providing services in a new service delivery area.

Respondent 2 stated, "Embrace this idea that we serve the bigger geography than what they were used to," referring to operations of the organization in relation to the founder's vision/mission and a means to navigate the founder's vision/mission. At the time the leader took over in the organization, the board was in negotiations to merge with a second nonprofit in the area. Both nonprofit organizations provided similar services but in two different geographic areas of the county. Merging the two nonprofits into one meant navigating both separate visions/missions and integrating them into a single vision/mission. Respondent 1 mentioned "other things that we do are kind of extensions

that people think should happen," revealing how the leader navigated the founder's vision/mission to have a broader interpretation than the original single focus. The community and stakeholders thought the organization should be doing additional programs on top of the focus identified in the vision/mission. The board and staff agreed and moved the organization in a direction to include the initial programs and ones that extended service delivery to meet the expectations of the stakeholders.

Considering a broader interpretation of the founder's vision/mission was demonstrated by remarks from Respondent 2 who said, "Perhaps not in the direction of what our mission statement is but certainly in what direction should we be moving." The leader took a broader interpretation of the founder's vision/mission than initially intended to move the organization forward. The new leader, working with the board, accepted the direction the organization was headed through new programs and services by taking a broad interpretation of the vision/mission to include extending service delivery and programs to meet stakeholder expectations.

Research sub-question 1 was also answered by Respondent 10 who interpreted the vision/mission of the founder in a broad spectrum by stating, "Kind of positioning ourselves to be, to spread out and do bigger and better things." The leader described navigating the founder's vision/mission by using a broad interpretation allowing the organization to move forward with services and programs not found within the original vision/mission but that met the expectations and needs of the current organization.

Navigating the founder's vision/mission through a broad interpretation was found in several responses from leaders as they talked about expanding the scope of direction of the original vision/mission. Respondent 11 mentioned the organization's original focus

was on youth leaders and building youth leadership, but determined there was a need for working with emerging leaders of all ages, sharing, "We have been evolving to developing young and emerging leaders, meaning that it wasn't just about young people." The leader of the organization, working with the community and stakeholders, recognized not just young people wanted and needed support for improving leadership skills, but adults of all ages were seeking assistance in building leadership skills. Taking a broad interpretation of the founder's vision/mission meant the organization could provide similar leadership training and expand the population of clients to include emerging and potential leaders of all ages.

In a related comment, Respondent 16 stated "It was a bit like we're going to keep doing this and then we're also going to go over this way too," reflecting on how the leader worked with the founder's vision/mission answering research. Respondent 4 said, "I think it became a matter of kind of seeing where other areas were" when reflecting on a broad interpretation of the founder's vision/mission. Respondents agreed a broad interpretation of the founder's vision/mission was a way to navigate it, and Respondents 5, 6, 8, and 9 mentioned changing operations and structures within the organization to react to changing times. Respondent 14 summed up a way of navigating the vision/mission by stating "The mission statement for me needs to be broad enough that it doesn't trap you, yet it needs to be focused enough so you know where you're headed." Taking a broad interpretation of the vision/mission allowed leaders freedom to expand geographic areas, programs and services, and operational structures while working within the founder's vision/mission.

Consider current and future needs. Considering current and future needs was a strategy leaders used to navigate the founder's vision/mission. This yielded 21 responses appearing in 11 interviews. This was the third highest noted theme for research sub-question one and mid-range for overall themes (Table 10).

Table 10

Sources and Frequency for Consider Current and Future Needs

Theme	Sources	Frequency
Consider Current and Future Needs	11 Interviews	22

Respondents spoke to the challenging experience of coming in as a leader after the founding leader and/or other leaders left the organization, revealing a sense of wanting to work with current issues and problems even though the vision/mission might not address said issues and problems. In some cases, current problems were not identified when the founder developed the vision/mission, or the focus was of a smaller scope at the time the organization began. This caused subsequent human social service nonprofit leaders to navigate the founder's vision/mission while growing the agency and responding to changes by moving programs and services forward to meet current and future needs. This was evidenced from Respondent 1 who stated, "We're constantly looking, and we're open to new things, new ideas, new programs," showing a desire to consider current and future needs to navigate the founder's vision/mission.

After reviewing the status of the organization, the subsequent leaders identified new issues and problems facing clients that were not present at the time the founding leader developed the organization. One organization that dealt in the areas of food and housing for the homeless determined those two services were not enough to move people

out of homelessness. Additional challenges of substance abuse and poor health were identified as barriers to moving out of homelessness and new programs were initiated as a way of working with the founder's vision/mission by considering current and future needs. Leading with the founder's vision/mission did not limit the approach taken by respondents as they navigated their way until the vision/mission was modified, as reflected by Respondent 1 who stated, "It's not that our mission has changed, it's expanded."

Respondent 14 had a similar experience when navigating the founder's vision/mission, stating, "We wanted to expand on that front," while considering current and future needs. Considering current and future needs gave subsequent human social service nonprofit leaders a chance to work with the founder's vision/mission by identifying opportunities for growth. This was described by Respondent 16 who shared, "I think it sort of gave me a lot of freedom to say great, let's go in a new direction." Respondent 16 continued with sentiments of freedom when commenting it was "like trying to fit in a size and it just wouldn't quite work. And not just that you've gotten bigger, but like the arm was in the wrong place."

Another leader described taking the temperature of the community and realizing the organization provided services that should be abandoned due to lack of need and the organization was not providing services in an area identified as high priority in the community. After holding focus groups, gathering data from surveys of stakeholders, and identifying needs from key informants, the leader and board restructured the service provision model to more of a strategic approach to service delivery, bundling several services into a package meant to be delivered together to produce results, similar to the

approach recommended by Richmond and Mooney (2012) through ROMA (Results Oriented Management and Accountability).

Leaders felt a need to become and remain current with the needs identified as they navigated working with the founder's vision/mission. This was noted by Respondent 3 speaking about the founder's vision/mission and how "it kind of does this creep," referencing the leader taking the organization forward a bit at a time without changing the vision/mission and creeping along toward the time when modifying the vision/mission was appropriate. Responding to current and future needs did not mean taking the organization in a drastic turn or leaving the founder's vision/mission behind. It meant a proactive stance to service delivery and considering current and future needs was a good way to navigate working with the founder's vision/mission.

Subsequent human social service nonprofit leaders remarked with similar focus that maintaining the founder's vision/mission was important, but it did not limit their leadership moving forward. Speaking of navigating the founder's vision/mission, subsequent leaders mentioned how they wanted to expand service delivery to address current needs. Additionally, Respondent 9 said, "I do have to say I have aspirations to go beyond our mission statement," reflecting how they navigated working with the founder's vision/mission.

Findings for Research Sub-Question 2

The second research sub-question investigated when subsequent human social service nonprofit leaders took over in the organization, how did they negotiate to carry out the founder's vision/mission. Four themes emerged when analyzing the data: leadership despite the vision/mission, leadership consistent with personal values,

openness to taking risks to further the vision/mission, and accepting/retaining the founding vision/mission. Some leaders found it necessary to do their own work and adhere to their own agenda despite the founder's vision/mission. Others connected their personal values to the vision/mission going along the same road described by the founding leader. Still others decided to take risks even though the vision/mission was sharply focused and limiting. Lastly, a few leaders found enough support from the founder's vision/mission they did not need to negotiate anything while leading the organization.

Leadership despite the vision/mission. After investigating this question, the data revealed subsequent human social service nonprofit leaders needed to negotiate their leadership style when they took over an organization. Respondents spoke about times of confusion and turmoil when they took over, requiring the leader to do what was needed to move the organization in the right direction despite the founder's vision/mission. The theme of leading despite the vision/mission was referenced 23 times from 9 interviews (Table 11).

Table 11

Sources and Frequency for Leadership Despite Vision/Mission

Theme	Sources	Frequency
Leadership Despite Vision/Mission	9 Interviews	23

Respondent 2 described, "I saw the whole situation and it was a mess and I mean that with all due respect…I wanted to run away." This leader was thrust into a dysfunctional organization upon taking over leadership and had to stabilize operations before considering the vision/mission. The organization had financial problems, an

unengaged board of directors, and was providing services not found in the vision/mission. The leader had to solve emergency problems requiring immediate attention regardless of the founder's vision/mission. The original vision/mission was set aside until the "mess was cleaned up."

Another method of negotiating how to carry out the founder's vision/mission by working despite the vision/mission was evidenced when leaders recognized stakeholders were unaware of the organization's vision/mission. The subsequent human social service nonprofit leader taking over in the organization recognized the community, staff, board, and stakeholders were not familiar with the vision/mission, causing the leader to work outside the vision/mission. Respondent 11 shared, "Interesting thing about our organization was that I don't think anybody even really knew our mission." The new leader found the vision/mission in documents, but did not see implementation of the vision/mission being carried out when talking with the community and getting their perceptions of why the organization was in business. The leader also did not find board members or staff who were familiar with the intent of the vision/mission and needed to lead by making changes to carry forward the founder's vision/mission.

Another respondent stated, "It's not the mission statement which is some piece of verbiage that sits, that brings you back to all of your decisions," adding the mission statement served as "the framework for making decisions." The leader did not take the wording of the vision/mission as something carved in stone, but more of an idea or philosophical concept open to interpretation. Subsequent human social service nonprofit leaders had to negotiate their leadership despite the founder's vision/mission when the

state of the organization required immediate attention and when the vision/mission were not known to the stakeholders.

Respondent 14 shared an experience of disregarding the vision/mission, remarking, "Last year, I wrote a strategic plan that included shifting the mission statement." The leader took the organization in a direction of growth and expansion, which the board agreed to, but had not provided input into the revised vision/mission. This activity was how the subsequent human social service nonprofit leader negotiated how to carry out the founder's vision/mission. Several meetings with board members and staff concluded the organization was headed in the wrong direction and needed to reflect changing clientele and current needs, despite the vision/mission wording. This was the leader's way of negotiating how to carry the vision/mission forward.

Respondent 14 shared, "I don't know that there was any connection between the mission statement and what I did up until that point." Respondent 14 went on to say, "I think too often people get tangled up with the mission statement and they make it too narrow, which inhibits growth," which provided an example of how to carry out the vision/mission by working despite it. Respondents 5, 7, 15, and 16 agreed with this theme of leading despite the vision/mission when they talked about placing little emphasis on the vision/mission and stopped using the official statement when they realized it was becoming obsolete due to changes in the organization. Respondent 16 stated, "I don't know that I focused on the mission statement right away" while describing negotiating the founder's vision/mission. Respondent 4 said, "I think, and I probably shouldn't admit this, but I think in some ways I wasn't paying a lot of attention

to [the mission]." Leaders did not pay attention to the vision/mission as a means to negotiating carrying out the vision/mission, leading despite it.

Subsequent human social service nonprofit leaders chose to lead despite the founder's vision/mission as a way of negotiating how they operated. They either disregarded the founder's vision/mission, did not think about it, or de-emphasized it as they moved forward after taking over in the organization. Answering research sub-question two, some leaders did not deal with the founder's vision/mission. However, when the leadership was consistent with the personal values of the vision/mission, it was easier to negotiate how to carry out the vision/mission.

Leadership consistent with personal values. Being tied closely to what clients valued as they move through the programs gave the leader the benefit of relating personal values to those found in the vision/mission, which helped the leader negotiate how to carry forward the vision/mission. This theme yielded 21 references from 12 interviews (Table 12).

Table 12

Sources and Frequency for Leadership Consistent with Personal Values

Theme	Sources	Frequency
Leadership Consistent with Personal Values	12 Interviews	21

Respondent 10 shared an experience after taking over the organization, saying "The mission statement for me has made it really easy…I was really passionate about the population…it was a really good fit." The leader had personal experience with family members sharing similar needs to the population served by the organization.

Having personal values aligned with the needs of clients and consistent with the founder's vision/mission was shown when Respondent 15 commented "I knew about the problems [and needs in the community], and felt I could make a difference…I'm a collaborator." The organization's vision/mission included partnering with public and private resources within the community, a sign of collaboration commensurate with the leader's personal values, and a method used to negotiate how to further the vision/mission.

Respondent 16 spoke of carrying out the founder's vison/mission when asked about negotiating by sharing, "I felt literally that they were describing me and for me it felt like a calling." The leader spoke to the recruitment process and what the board was looking for in a leader, and described feeling called to take the position and used that to negotiate how to carry forward the vision/mission. Further evidence of carrying forward the vision/mission by matching values of the vision/mission to the personal values of the leader was evidenced when Respondent 3 mentioned "I always thought my personal goals dealing with all of these different folks … that's going to work for me." Respondent 5 shared personal values consistent with the founder's vision/mission was key, stating, "My heart and passion was there."

When a new leader shared the same passion as the founding leader's vision/mission, it made negotiating how to carry out the vision/mission easier. The sentiment of leadership consistent with personal values was echoed by Respondent 7 who said, "I will say again going back to my heart and what led me…I had a very clear sense we were here to serve kids."

Finally, Respondent 8 spoke about being "ethically fit, because I think it's really easy to be swayed away from what the mission is and where things should be," bringing the personal value of ethics to those found in the vision/mission. The ethics involved in maintaining the intent of the founder's vision/mission and being able to carry it forward meant leaders must stay close to the intent and not stray or try to impose their own agendas while negotiating how to carry forward the founder's vision/mission. Leadership consistent with personal values was how leaders negotiated carrying out the vision/mission, but in some cases, new leaders negotiated the vision/mission by taking risks to further the vision/mission.

Openness to taking risks to further the vision/mission. Leadership of any kind involves taking risks, and in the nonprofit field risks come from stepping outside the comfort zone of the organization to further the vision/mission. Though only 5 of 16 respondents spoke about risks to further the vision/mission, it was referenced 19 times making it important to mention (Table 13).

Table 13

Sources and Frequency for Openness to Taking Risks to Further the Vision/Mission

Theme	Sources	Frequency
Openness to Taking Risks to Further the Vision/Mission	5 Interviews	19

Respondent 10 shared how the leadership team felt about bringing on a new program not part of the founder's vision/mission, saying "Bringing on a new program we always, my board is always saying how does this fit our mission." Although the leader was open to taking risks, the board stayed committed to the vision/mission.

Respondent 10 also described some risks involved in new programs, sharing, "For one thing, bringing on a program you have to look at the finance, and was this a program coming with debt… what was the liability for having that program, and did it fit the mission." The leader spoke of the organization bringing on a health program to its homeless service delivery, outside of the normal range of housing and food, but a service needed by the population to help them move out of homelessness. This type of thinking was a method used for negotiating how to carry out the founder's vision/mission by taking risks to further the vision/mission. "It was a bit of a stretch, but we could really justify it, and it seemed it would be okay," said Respondent 10.

Taking risks to further the founder's vision/mission was a negotiating tactic some leaders used when dealing with a board of directors and stakeholders comfortable with the status quo. Respondent 14 shared an experience of working with stakeholders by stating, "I really had to do some dancing on that one because there were board members who felt like, the county has an obligation to do this," showing how the leader took a risk influencing board members while negotiating how to further the vision/mission. Taking risks meant trying to persuade people to consider things that would better the organization, as commented by Respondents 4 and 5. Respondent 5 discussed the importance of changing the structure enough to broaden perspectives, although it was described as "a slippery slope."

Risk-taking was not limited to trying new programs or service delivery systems. It included looking for funding opportunities outside the generally accepted areas as a tactic to further the vision/mission. Respondent 5 told a story of how the organization was hit with reduced government funding while there was an increased need for services.

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Working with a population of adults over 55 years of age during the retirement phase of the Baby Boomers, the organization experienced what it termed a Silver Tsunami. More clients appeared than the organization had planned on or even considered, needing services when the organization faced limited resources, prompting the leader to find other resources. Taking money from an organization not normally in the mainstream funding was risky. The leader and board accepted a donation from a cannabis group, showing the leader negotiated how to carry out the vision/mission by taking a risk. The organization knew the cannabis group was using them to lend legality and credibility to their group, and the nonprofit was using the cannabis group for funding. It was all legal, but some nonprofit leaders might have second thoughts about considering alternative funding sources outside mainstream funding circles. Respondent 5 stated, "This is how the mission stays the same, but it changes how they operate." This big risk paid off well for the nonprofit and was a form of negotiating activity to carry the founder's vision/mission forward.

Subsequent human social service nonprofit leaders negotiated how to carry out the founder's vision/mission by leading despite the vision/mission, leading consistent with personal values, and taking risks to further the vision/mission. However, four respondents felt no need to negotiate the founder's vision/mission and carried the work forward without changes.

No need to negotiate the founding vision/mission. The fourth theme was no need to negotiate founding vision/mission, which was represented by four references from four interviews (Table 14).

Table 14

Sources and Frequency for No Need to Negotiate the Vision/Mission

Theme	Sources	Frequency
No Need to Negotiate the Vision/Mission	4 Interviews	4

This is mentioned in the study to note that not all subsequent human social service nonprofit leaders found it necessary to negotiate the founder's vision/mission. Respondent 1 explained this was due "in part because the things that we do, so our mission is pretty much to provide [those things]." According to Respondent 11, "It is the one thing I have been really fortunate is that the board was really in support of my leadership… [there was] no need to modify the [founder's vision/mission]." Respondents 6 and 9 shared their experiences of not needing to modify the founder's vision/mission with remarks such as, "It describes what we do well."

Though four leaders found no need to negotiate how to carry out the founder's vision/mission, 12 leaders negotiated it by leading despite the vision/mission, leading consistent to their personal values, and taking risks to further the vison/mission. In the end, 12 leaders determined navigating and negotiating the founder's vison/mission was necessary to move the organization forward.

Findings for Research Sub-Question 3

The third research sub-question asked the subsequent leader if they found a need to modify the founder's vision/mission. In some cases, the leaders were able to navigate and negotiate the founder's vision/mission without having to modify it. However, several others found navigating and negotiating the founder's vision/mission worked for a time, but at some point it was necessary to modify the vision/mission to make it more current,

clarify it to improve understanding about what the organization did, or update it as part of

a strategic planning process.

   Need to bring the vision/mission current. This theme directly related to the

themes of a broad interpretation of the vision/mission, considering current and future

needs, and leading despite the vision/mission. It received the highest frequency count

yielding 22 references from 12 interviews and 3 artifacts (Table 15).

Table 15

Sources and Frequency for Need to Bring Vision/Mission Current

Theme	Sources	Frequency
Need to Bring the Vision/Mission Current	12 Interviews	22
	3 Artifacts	

   A review of artifacts showed the organization of Respondent 10 modified the

vision/mission compared to the original in the articles of incorporation. Respondent 10

explained the prior vision/mission had a limiting scope of service delivery focused on

"coordinating various agencies…toward economic opportunity." The modified

vision/mission introduced the service of health and a broader scope of service delivery by

expanding to include "increasing self-determination and self-sufficiency for low-income

families." Respondent 10 mentioned, "We have added one part to it and that is about

health" programs that assist in increasing self-determination and self-sufficiency. During

a review of the organization programs offered, the leader found it necessary to modify the

vision/mission to make it more current and relevant.

   Founding vision/mission statements from the articles of incorporation of

Respondent 3's organization showed only two services: meals and housing. The leader

provided the current vision/mission which now includes "housing, food and human

services to help rebuild their lives," demonstrating how modifying the vision/mission statement reflected current needs and service delivery. The leader and board found just providing food and housing was not enough to move people out of homelessness and agreed to expand the vision/mission.

Expanding the scope of the founder's vision/mission to meet current needs was described by Respondent 11 who explained, "For me it was really important that the mission statement reflected that, and that we were really developing emerging leaders." As this organization moved from working with only youth to including a population of adults of all ages, it was necessary to modify the vision/mission.

Need to bring the vision/mission current, Respondent 12 mentioned "It's not that our mission has changed, it's expanded," indicating why the subsequent leader saw a need to modify the founder's vison/mission. Agreeing with this theme, Respondent 14 stated, "The rationale behind the change in the mission statement was that if you look at our participants today, they have multiple needs." When the organization was founded, only a few needs were identified, but as challenges grew, the organization identified multiple needs for their participants. "We wanted to expand on that front, so that was one of the reasons why the mission statement was changed."

Modifying the founder's vision/mission to bring it current was how Respondent 3 described working with the board and staff, noting "They came up with some ideas of maybe expanding the mission statement a little bit … to be pretty encompassing," and "we changed it to the current mission statement." The board and leader worked to modify the vision/mission to reflect what the organization was currently doing. Organizations faced changes in economics, population, employment, housing, and other

factors. Over the years, they adapted service delivery to meet those changes causing the

need to modify the vision/mission. Further emphasis on bringing the founder's

vision/mission current was captured from Respondent 4 who shared, "The change came

as we started doing broader services, and I mean, we didn't really realize how much

potential … was out there." The leader took stock of potential needs and service delivery

to meet those new needs, and worked with the board of directors to modify the

vision/mission to become current.

Sharing their lived experience as a subsequent human social service nonprofit

leader and why they modified the founder's vision/mission was clearly identified when

talking about the huge influx of new clients from the Baby Boomer era needing services

for seniors. Expanding both the type of services and number of clients changed the

landscape of service delivery and set up the need to bring the founder's vision/mission

current. Respondent 8 shared the importance of "staying within some of the mission

statement, but also an expansion of that mission statement." In some cases, the

subsequent human social service nonprofit leader considered current needs when

modifying the vision/mission, but in other cases there was a need to clarify the

vision/mission.

Need to clarify vision/mission. This theme was derived from 8 interviews and 4

artifacts with 20 references (Table 16).

Table 16

Sources and Frequency for Need to Clarify Vision/Mission

Theme	Sources	Frequency
Need to Clarify Vision/Mission	8 Interviews	20
	4 Artifacts	

According to Respondent 12, clarity of purpose or a need to clarify the founder's vision/mission stemmed from vague purpose about sponsoring fundraising and applying for grants to benefit the agency. The revised vision/mission specified supporting homebound senior citizens to remain in their homes and live independently. The revised vision/mission clearly stated who the organization served and the outcome desired, information the founding vision/mission lacked.

The founding vision/mission from Respondent 16's organization talked about regulatory process and judicial structure related to reporting of abuse of dependent adults. The subsequent leader wanted to make the vision/mission more human in nature and bring clarity as seen in the modified vision/mission describing aging with dignity and respect and protecting the elderly's right to safety. The new leader determined through navigating and negotiating the founder's vision/mission that it was necessary to modify it to clarify the wording to understand who and how they served. Similarly, the organization of Respondent 6 modified the vision/mission to clarify what the organization did by changing the wording from securing funding and influencing policy to a focus on improving the lives of children through education, advocacy, coordination, and collaboration. Again, the leader determined it was necessary to clarify the founder's vision/mission.

An artifact from the organization of Respondent 9 reflected a founding vision/mission of providing social and human services to low-income families regardless of their backgrounds, with no mention of homeless populations or services. The vision/mission was modified to focus on providing a safe and supporting environment for overcoming homelessness, which was completely different from the founder's

vision/mission but what the organization was doing since it began. The subsequent leader determined the need to clarify the founder's vision/mission align with the organization's services.

Clarifying the founder's vision/mission was a reason to modify it as seen from interviews with Respondents 11 and 15. Respondent 11 noted, "We're more specific in our mission statement but the mission has never floundered, and it has always been something that we have adhered to." Respondent 15 commented, "They wanted to look at it because it was quite cumbersome," sharing the board and staff had difficulty remembering the vision/mission because it was several paragraphs long. The leader determined a need to clarify the vision/mission as the reason to modify it and make it easier to understand.

Respondent 7 stated, "I think the mission statement of the organization when I started, to me, felt a little outdated and a little bloated, like trying to say more than was really necessary." The leader wanted a fresh start and clarity of purpose from the vision/mission and the board and staff worked to modify wording to be "specific and inspirational." Having a vision/mission statement with several paragraphs and no clear indication of what the organization did caused mission drift, as indicated by Respondent 8 who said, "Mission drift is kind of the death of nonprofits, I think, so we try to contain it." Respondent 9 stated, "Our original vision/mission statement always felt a little hollow and it didn't feel like it was really addressing our mission… There was so much, and it just didn't feel right."

Clarifying the vision/mission was how several subsequent human social service nonprofit leaders modified the founder's vision/mission. Other leaders chose to modify the founder's vision/mission in conjunction with their strategic planning process.

Need to follow strategic planning process. This theme yielded 16 references from 7 interviews (Table 17).

Table 17

Sources and Frequency for Need to Clarify Vision/Mission

Theme	Sources	Frequency
Need to Follow Strategic Planning Process	Interviews	16

This theme focused on the subsequent human social service nonprofit leader using a strategic planning process to modify the founder's vision/mission as evidenced by Respondent 10 stating, "Shortly after that we had a strategic planning meeting and then [the mission] went into that…We talked about the mission statement then." Respondent 10 also mentioned, "We went on a series of retreats and meetings with our leadership team and program directors to really outline what the mission would be." Respondent 14 shared similar sentiments, noting, "Then last year I wrote a strategic plan that included shifting the mission statement a bit." The leader mentioned knowing where the strategic plan was heading in terms of expansion and the vision/mission needed to reflect that expansion.

Respondent 15 answered, "We had a strategic planning session" and the board and staff modified the vision/mission as part of the planning process to include strategic goals and objectives found in the strategic plan. Respondent 4 replied, "We did this, actually, just as part of our normal strategic planning process," to bring the

vision/mission in line with the strategic plan goals. Sharing a similar story, Respondent 7

remarked, "It was, as I'm sure it often is, part of a strategic planning process," in

response to being asked if there was a need to modify the founder's vision/mission.

Modifying the founder's vision/mission to bring it up-to-date or clarify the purpose was

often needed, but subsequent leaders used the regular strategic planning process to

realign the vision/mission with the goals of the strategic plan.

Respondent 8 mentioned in the need to work despite of the founder's

vision/mission and remarked "What we ended up doing, after we felt we were a little

stable, we went back and created a three-year strategic plan. That's where the mission

statement was modified, and goals were set on where we wanted to be in three years."

However, not all leaders felt a need to modify the founder's vision/mission. Some were

content with the wording and retained the founding vision/mission.

Vision/mission remained true from founder to current day. This theme

emerged from four interviews and yielding nine references (Table 18).

Table 18

Sources and Frequency for Vision/Mission Remained True from Founder to Current Day

Theme	Sources	Frequency
Vision/Mission Remained True	4 Interviews	9

Four (25%) subsequent human social service nonprofit leaders determined

navigating and negotiating the founder's vision/mission did not result in modifying the

vision/mission. Respondent 10 reported, "The mission statement has never floundered,

and it has always been something that we have adhered to." When asked about a need to

modify the founder's vision/mission, Respondent 5 replied "No." Respondent 5 went on

the mention, "It has not changed since we were incorporated as a nonprofit," indicating the founding vision/mission was broad enough for growth and focused enough to state why the organization was in business.

Respondent 4 said "it hasn't changed" when asked about modifying the founder's vision/mission. Additionally, Respondent 6 said the organization's mission had not changed and was not modified after navigating and/or negotiating the founder's vision/mission stating it remained "pretty much the same." Though limited responses were found in the data, this theme was included in the study to show not all subsequent human social service nonprofit leaders, after navigating and/or negotiating the founder's vision/mission, found it necessary to modify the vision/mission. The leaders were able to work with the founder's vision/mission by means of their leadership and state of the nonprofit organization at the time they became the leader.

Tracing the Evidence

After tracing the evidence provided in the data, results showed relationships between several themes across respondents, observations, and artifacts. Examples of relationships included a connection between the subsequent human social service nonprofit leader taking a broad interpretation of the founder's vision/mission and expressing a need to bring the vision/mission current. Data collected revealed a significant number of subsequent human social service nonprofit leaders (11, 69%) experienced taking a broad interpretation of the founder's vision/mission and wanting to modify the vision/mission to make it current. Data also revealed a connection between subsequent human social service nonprofit leaders who practiced inclusive leadership and leadership consistent with personal values.

Some subsequent social service nonprofit leaders provided more responses than others due to the length of the interview, their desire to participate, and their ability to verbalize their lived experiences. For research sub-question 1, there were a total of 97 references from the 16 respondents within the three themes. Research sub-question 2 had a total of 67 responses from 15 respondents within the four themes. Research sub-question 3 had a total of 67 responses from 16 respondents within the four themes.

Summary

Chapter IV provided insight into the impact of subsequent human social service leaders coming into a nonprofit organization and facing the founding vision/mission as they defined their own leadership style, and how they navigated, negotiated, and modified the vision/mission. A qualitative, phenomenology-based method was used to explore the lived experiences of subsequent human social service leaders taking over a nonprofit organization after the founding or other leader left. The population of over 165,000 nonprofit organizations in California was reduced to a target population of approximately 400 human social service nonprofit leaders in four counties in northern California: Contra Costa, Napa, Solano, and Yolo. The sample for this study was 16 human social service leaders in nonprofit organizations with 4 from each county.

The data collected from semi-structured interviews, observations, and review of artifacts yielded 11 themes with 231 references. Three themes applied to research sub-question 1, four themes applied to research sub-question 2, and four themes applied to research sub-question 3. Chapter V represents the complete summary of the research study and includes findings, conclusions, implications for action, recommendations for further research, and reflections.

CHAPTER V: FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS

Nonprofit organizations experience the same level of leadership turnover as for-profit organizations, but with the added influence of working within the vision/mission of the founding leader. This study investigated the central research question regarding how a subsequent human social service nonprofit leader navigated, negotiated, and/or modified the original vision/mission of the founding leader.

Chapter I provided an introduction of the study with information about nonprofit organizations, their leaders, and background on the research project. Chapter II presented a full review of literature available on the importance of vision/mission statements to nonprofit organizations and the impact of subsequent human social service nonprofit leaders to the organization vision/mission. Chapter III explained the research design, population, sample, instrumentation, data collection process, and data analysis. Chapter IV provided a comprehensive view of the results, presenting findings from 16 semi-structured interviews, 4 observations, and 8 artifacts.

Chapter V begins with the reiteration of the purpose statement and research questions to provide continuity to the chapter. It then moves into describing the findings, conclusions, and implications for action based on data collected from subsequent human social service nonprofit leaders in the four-county area of Contra Costa, Napa, Solano, and Yolo. In addition, Chapter V completes the study with recommendations for further studies and concluding remarks.

Purpose Statement

The purpose of this phenomenological study was to identify and describe the lived experiences of how a subsequent nonprofit leader in the human social service field navigates, negotiates, and/or modifies the original vision/mission of the founding leader.

Research Questions

One central research question and three sub-research questions guided this study. The central research question was: How does a subsequent human social service nonprofit leader navigate, negotiate, and/or modify the original vision/mission of the founding leader?

Sub-Questions:

1. When subsequent human social service nonprofit leaders took over in the organizations, how did they navigate working with the founder's vision/mission?

2. When subsequent human social service nonprofit leaders took over in the organizations, how did they negotiate how to carry out the founder's vision/mission?

3. When subsequent human social service nonprofit leaders took over in the organization, was there a need to modify the founder's vision/mission?

Research Methodology, Population, and Sample

This study used a qualitative research method to explore the phenomenon of subsequent nonprofit leaders taking leadership positions after the founding leader left the organization. More specifically, this study used a phenomenological approach to identify

and describe the lived experiences of subsequent nonprofit leaders as they navigated, negotiated, and/or modified the founding leaders vision/mission.

The IRS (2016) showed more than 165,000 nonprofit organizations operated in California. The target population for this study was the approximately 400 human social service nonprofit leaders in four counties in northern California: Contra Costa, Napa, Solano, and Yolo.

From the population, a sample of 16 nonprofit leaders were selected to participate in the study. Purposeful sampling was used to recruit an initial group of participants. Due to limited responses from this process, snowball sampling was also used for which participants recommended other potential respondents who met the study criteria. A total of 16 respondents were interviewed, four from each county. Additionally, all 16 respondents were observed and artifacts were gathered from all 16 leaders. However, only four observations and eight artifacts provided direct evidence to answer the research questions. Data collected from interviews, observations, and artifacts were analyzed.

Major Findings

Interviews with 16 subsequent human social service nonprofit leaders regarding their lived experiences as they navigated, negotiated, and in some cases modified the founder's vision/mission revealed eight major findings. The findings are inclusive of data from 16 semi-structured interviews, 4 observations, and 8 artifacts answering all three of the research sub-questions.

Major Finding 1

Nonprofit leaders are inclusive of stakeholders when navigating and negotiating the founder's vision/mission.

Based on the data collected from the subsequent human social service nonprofit leaders, all 16 respondents described inclusive leadership and/or consistency with personal values. Decision-making processes and planning were done in a collaborative effort respecting board member and staff opinions and ideas. Listening to the community was a tactic used by several respondents as they explained their lived experiences taking over an organization. Including many stakeholders helped the leaders navigate or maneuver their way through daily operations of the organization while working within the founder's vision/mission. Hearing from board, staff, and community meant the leaders were not alone resolving service delivery and program support issues.

Major Finding 2

Nonprofit leaders take a broad interpretation of the founder's vision/mission.

Fifteen of 16 leaders chose to consider the founder's vision/mission as more of a guide than a carved in stone, required way of doing business by taking a broad interpretation of the vision/mission or working despite it. This approach allowed leaders the benefit of stretching the boundaries of the vision/mission. Leaders were able to complete their leadership goals by expanding geographic areas of service delivery or expanding service delivery while holding loosely to the vision/mission intent. When new leaders were hired, it took time before they could modify the founder's vision/mission to align with the current state of the organization. From the first day as a new leader until the vision/mission was modified, the leaders decided to be proactive to changing needs even though the current vision/mission was focused or limited in scope.

Major Finding 3

Nonprofit leaders are creative and think outside the box when navigating and negotiating the founder's vision/mission.

Nonprofit leaders are faced with diminishing resources and increasing demand for services, as 12 respondents articulated. Taking risks was a method used by nonprofit leaders to push the limits of the vision/mission while strengthening the organization. Mainstream funding sources, whether government contracts or grant funding, were reducing funding amounts, increasing compliance requirements, and demanding solid and measurable outcomes for programs provided by nonprofit organizations. In the nonprofit world where strict and conservative attitudes about funding keep organizations from considering alternative resources, some leaders took risks and reaped benefits. The leaders proposed legal strategies for taking risks, but consider actions not normal to the organization.

Another risk identified by the leaders was that of program evaluation in relation to the vision/mission. Leaders discussed risks of taking on new programs and their impact financially and programmatically on the organization, and checking to ensure they fit (even loosely) within the vision/mission. Additionally, evaluating programs for effectiveness and efficiency in fulfilling the vision/mission may run the risk of having to abandon programs or services once offered in the founder's vision/mission.

Major Finding 4

Nonprofit leaders are proactive to changing needs of clients, the agency, and the community when fulfilling the vision/mission.

Leaders acknowledged both the importance of knowing and addressing current needs facing clients, their agency, and the community. Needs identified when the nonprofit organization was founded were not always reflective of changing client needs, a growing agency, or a complex community. Leaders spoke of considering current needs and their relation to the vision/mission of the founding leader. The founding leaders developed vision/mission statements to address the needs at that time, but through updated needs assessments, the subsequent leaders identified new or different needs their organizations could address. Without being proactive to identify current needs, they could fall short of fulfilling their vision/mission.

Major Finding 5

When faced with an organization in a state of dysfunction, nonprofit leaders show initiative to strengthen and stabilize the organization to fulfill the vision/mission.

Nonprofit leaders taking over in the organization may be faced with a well-run and stable system requiring little attention to daily operations allowing time for organizational review and planning. However, in several cases, nonprofit leaders were faced with "a mess" with dysfunctional areas of finances, program delivery and compliance, customer satisfaction, and/or board development. In those cases, the leader immediately addressed areas of concern and worked despite the vision/mission. Leaders navigated and/or negotiated the founder's vision/mission by putting it on hold while they took measures to stabilize the organization. Once stable, the leaders then reviewed the vision/mission on an annual basis making sure it reflected the status of the organization.

Major Finding 6

Nonprofit leaders operate with intent to enrich the culture of the organization to a level of collaboration.

Leaders navigated and negotiated the founder's vision/mission by building a collaborative culture of inclusiveness and valuing trust among board and staff. When leaders took over an organization, they stepped into an existing culture built in part by the previous leadership and the vision/mission. Collaborative cultures were intentionally built and nourished by the leader as they strived to fulfill the vision/mission, requiring buy-in from board and staff. Stakeholders needed to agree upon the intent of the vision/mission and how to carry it out. Leaders may face obstacles of territorial conflict, attitude issues, and even confusion as to program service delivery without a clear vision/mission. The leaders intentionally brought stakeholders together and discussed the vision/mission intent to build collaboration in fulfilling the vision/mission.

Major Finding 7

When modifying vision/mission statements, nonprofit leaders need to consider a vision/mission that is broad enough for growth yet focused enough to say what they do and why they are in business.

Leaders identified when coming into the organization the vision/mission was limiting or unclear. Of the 12 leaders who determined it was necessary to modify the vision/mission, they spoke of the vision/mission not representing what the organization did. Leaders had to take a broad interpretation of the vision/mission when it was too focused or limiting either geographically or regarding service delivery. They considered current and future needs and found the vision/mission was not representative of what the

organization did or who they served. Leaders took the approach to work around the

vision/mission when they felt it did not provide sufficient language allowing for growth.

Major Finding 8

Nonprofit leaders determine if and when to modify the founder's vision/mission.

When new leaders take over an organization, they must acknowledge the

vision/mission and match it to what the organization does in their current provision of

services. Just because the vision/mission was always the same does not mean it should

remain the same. Although the vision/mission may not need to be modified at the time a

leader takes over in an organization, consideration should be made for changing times

and new challenges. The leader, through intentional methods, should remain open to the

possibility the vision/mission may need to be modified.

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Unexpected Findings

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Two unexpected findings emerged regarding subsequent human social service

nonprofit leaders taking over in the organization and how they navigated, negotiated,

and/or modified the vision/mission.

Unexpected Finding 1

Although some organizations promoted their vision/mission, it was often unknown
by the staff, board, volunteers, or community.

The study revealed an unexpected finding that staff, board members, volunteers,

community, and in some cases even the leader were unaware of the organization's

vision/mission. Leaders were open about the need to promote the vision/mission within

their own organization and out in the community. Nonprofit organizations are required to

have a vision/mission when first established, and in many cases by funding sources.

Without an intentional method of promoting the vision/mission, it became something posted on the wall but not an integral part of the daily operations of the organization. When asked, leaders stated they doubted the community knew the organization's vision/mission or purpose. The community and stakeholders could possibly tell what services were provided, but not the outcomes desired by the vision/mission.

Unexpected Finding 2

Nonprofit organizations do not use succession plans to hire subsequent leaders to fulfill the vision/mission.

While gathering demographic data during this study, only one organization used any kind of succession plan to hire the subsequent human social service nonprofit leader. Many of the leaders commented they found out about the open position through word of mouth by board members or staff. Some nonprofit organizations publicized the position opening on their website or other methods of outreach, but those were not part of any strategic plan for succession. No formal documents approved by the board regarding succession planning of the leader were available. Succession planning was common practice among for-profit businesses, but was yet to become a focus in the nonprofit field. There was evidence in the literature review of succession planning among nonprofit organizations, but was limited in relation to small to medium organizations as found in this study. Without a succession plan in place, organizations had no formal process to move the vision/mission forward. Succession plans help protect an organization's vision/mission by taking specific steps for outreach, recruiting, and hiring the subsequent human social service nonprofit leader.

Conclusions

The researcher studied subsequent human social service nonprofit leaders and

their organizations as it pertained to impact on the founder's vision/mission. Results

from asking about navigating, negotiating, and/or modifying the founder's vision/mission

taken from semi-structured interviews, observations, and artifacts revealed leaders and

organizations must consider specific challenges. Based on the findings of this study, 10

conclusions were drawn.

Conclusion 1

Leaders must conduct environmental scans and listen to stakeholders.

Based on the finding that nonprofit leaders are inclusive of stakeholders when

navigating and negotiating the founder's vision/mission, it was concluded that leaders

taking over nonprofit organizations must conduct environmental scans, spend time

listening to stakeholders, and develop trust within the organization when working with

the vision/mission. A preponderance of evidence showed leaders practicing inclusive

leadership took steps to build trust from board, staff, and community members to work

within the vision/mission.

The study indicated leaders who took time to listen to the opinions and ideas of

others gained a deeper understanding of how the organization's vision/mission was

carried out daily. These conclusions paralleled the findings and conclusions from Wallis

and Dollery (2006) pointing out the importance of facilitating dialogue and developing a

core following within the organization. Strong evidence supported this conclusion as

highlighted by Respondent 1's experience describing the leader's relationship with the

staff and stakeholders by saying "allowing them to express what they think is important and what they want to do."

Conclusion 2

Nonprofit leaders creatively seek solutions allowing for flexibility when fulfilling the vision/mission.

Based on the finding that nonprofit leaders take a broad interpretation of the founder's vision/mission, it was concluded that to creatively seek solutions, nonprofit leaders allowed for flexibility when fulfilling the vision/mission. The study showed leaders adapted their interpretation of the vision/mission wording to be less restrictive and provide opportunities for growth. Responses reflected that while working to further the vision/mission of the founder, the subsequent leaders engaged in activities outside the geography identified in the vision/mission to include other areas of need. Leaders must look at what they do and who they serve to check for connections to the vision/mission.

Subsequent human social service nonprofit leaders must be open to taking the pulse of the community and identifying current and future needs regardless of what the vision/mission implied. Planning for the future was considered a strategic approach to leadership that may involve a broad interpretation of the vision/mission. Strong support for this conclusion was evidenced by Respondent 10 who stated, "Kind of positioning ourselves to be, to spread out and do bigger and better things," showing a clear sign of flexibility.

Conclusion 3

Leaders must approach leading with courage and openness to risk-taking.

Based on the finding nonprofit leaders are creative and think outside-the-box when navigating and negotiating the founder's vision/mission, it was concluded leaders taking over nonprofit organizations approach leading with courage and an openness to risk-taking. The nonprofit field was hit with shrinking resources and higher demand for services, while trying to respect the organizational vision/mission. Economic changes, client diversity, numbers of clients demanding services, and political challenges contribute to leaders taking an outside-the-box approach to the vision/mission. Leaders sought creative solutions to program efficiency and effectiveness in areas of funding and program development.

Gilstrap et al. (2015) confirmed subsequent leaders responded to critical factors, both internal and external, to bring the organization to maturity while staying true to the passion of the founding leader's vision/mission. Risk-taking was at the forefront of many subsequent leaders in their responses and was epitomized by the experience of Respondent 5 who talked about the nonprofit accepting funding from an organization outside mainstream sources, saying, "we knew the organization was a cannabis group and they were using us to lend legality and credibility to their group."

Conclusion 4

Leaders consider organizational evolution and adapt to changing times.

Based on the finding that nonprofit leaders are proactive to changing needs when fulfilling the vision/mission, it was concluded nonprofit leaders consider organizational evolution and adapt to changing times. When a leader takes over an organization, the

founder's vision/mission may no longer represent the needs of the clients, agency, or community. Founding leaders established nonprofit organizations based on a passion for closing an existing gap in service delivery. Subsequent nonprofit leaders may need to know current needs and resources available in the community addressing those needs. A single organization cannot possibly service all the needs of all people entering their doors, requiring organizations to work together to strategically consider and adapt to changes not referenced in the vision/mission.

The need for adaptation was found in prior studies, such as Richmond and Mooney (2012) who described the evolution of the YWCA (Young Women's Christian Association). Similarly, Respondent 16 emphasized the ability to adapt when stating "I think it sort of gave me a lot of freedom to say like 'great, let's go in a new direction.'"

Conclusion 5

Leaders must consider the state of the organization for capacity to fulfill the vision/mission.

Based on the finding that when faced with an organization in a state of dysfunction nonprofit leaders showed initiative to strengthen and stabilize the organization, it was concluded that when leaders take over an organization, they should conduct an assessment for dysfunction and determine capacity to fulfill the vision/mission. Leaders taking over an organization must be brought up to speed on all aspects of administration and operations. Considering the state of the organization's capacity to fulfill the vision/mission means the leader may be able to jump into planning if the organization is stable. It also means the leader must first address capacity issues if the organization is dysfunctional.

Respondent 16 supported this conclusion when describing an approach to taking over an organization, noting, "I don't know that I focus on the mission statement right away." Respondent 4 also supported this conclusion when saying, "I think, and I probably shouldn't admit this, but I think in some ways I wasn't paying a lot of attention to it" because of the greater need to get the organization function appropriately.

Conclusion 6

Leaders build capacity and embrace collaboration.

Based on the finding that nonprofit leaders operate with intent to enrich the culture of the organization to a level of collaboration, it was concluded that when leaders take over in an organization, they build capacity and embrace collaboration to fulfill the founder's vision/mission. Agency capacity relates to finances, program development, administration, and management. Capacity to fulfill the vision/mission required a collaborative culture in the organization. Embracing collaboration took leadership, board members, and staff coming together for a single purpose, the vision/mission. Leaders must possess skills to build capacity and collaboration to fulfill the vision/mission. Authors such as Gilstrap (2015), Jackson et al., (2012), and Wei-Skillern and Silver (2013) supported this conclusion as they talked about leader ability to impact the community through positive efforts, collaboration, and partnership building.

Conclusion 7

Modifying vision/mission requires leaders to understand organizational strengths, weaknesses, opportunities, and threats.

Based on the finding that when modifying vision/mission statements, nonprofit leaders need a vision/mission that is broad enough for growth and yet focused enough to

say what they do and why they are in business, it was concluded that strengths, weaknesses, opportunities, and threats need to be identified and considered. Subsequent human social service nonprofit leaders taking over an organization can read the articles of incorporation to find the original purpose, review a strategic plan to see where the organization has grown, and attend meetings to become familiar with the workings of the organization. However, without a structured approach to determining the organizational strengths; weaknesses in administration, operations, and client satisfaction; opportunities for improvement, or potential threats, the leader is at a disadvantage trying to fulfill the vision/mission.

Conclusion 8

The vision/mission should be reviewed on an annual basis to consider changing times.

Based on the finding that nonprofit leaders determine if and when to modify the founder's vision/mission, it was concluded the vision/mission should be reviewed annually to consider changing times. The study showed new leaders determined within six months if the vision/mission should be modified. In 12 of the organizations, the leaders saw reason to modify the vision/mission for purposes of bringing it current or creating clarity. Only four leaders determined there was no need at present to modify the vision/mission. Leaders should intentionally review the vision/mission on an annual basis to ensure vision/mission credibility.

Drucker (1999) and Richmond and Mooney (2012) provided strong evidence to support this conclusion in their descriptions of nonprofit organizations needing to review their vision/mission annually. It may not be necessary to change the vision/mission

annually, but every board and organization should adopt strategies to keep up with changing times. This conclusion was best highlighted by Respondent 4's statement that "We did this, actually, just as part of our normal strategic planning process."

Conclusion 9

Leaders must educate board, staff, volunteers, and community about the vision/mission.

Based on the unexpected finding that the vision/mission was often unknown among staff, volunteers, and community members, it was concluded leaders must intentionally educate staff, board, volunteers, and the community about the organization's vision/mission. During interviews, respondents mentioned few staff, board members, or volunteers knew the vision/mission of the organization or its intended purpose. The study showed leaders themselves had trouble repeating the vision/mission or even finding a copy of it. The leader must develop an approach to educate stakeholders on the vision/mission to help further the purpose of the organization and to understand expectations of stakeholders. It is the leader's responsibility to provide information in a way the community accepts what they do and why they are in business, and not leave it up to others to assume.

Conclusion 10

Nonprofit organizations should be proactive when replacing the leader.

Based on the unexpected finding that nonprofit organizations do not use succession plans to hire subsequent leaders to fulfill the vision/mission, it was concluded nonprofit organizations should be proactive when replacing the leader. The study showed only one subsequent human social service nonprofit leader was hired using a

succession plan; the others had no plan of any kind to replace the leader. When discussing succession planning during the interviews, the leaders remarked they were in the process of developing succession plans to be more proactive and not leave replacing the leader up to chance.

Implications for Action

The study produced 8 major findings, 2 unexpected findings, and 10 conclusions regarding subsequent human social service nonprofit leaders navigating, negotiating, and/or modifying the founder's vision/mission. Based on the findings and conclusions, 17 implications for action are recommended. These recommendations are intended for boards of directors and nonprofit leaders to consider regarding the vision/mission of the organization. Whether the leader is new to the organization or in the position for a length of time, these recommendations pertain to specifics of leadership approaches to vision/mission.

Implication for Action 1

Begin with team builders and quarterly informal social gatherings.

Based on the finding nonprofit leaders were inclusive of stakeholders when navigating and negotiating the founder's vision/mission, it is recommended new leaders begin with team builders and quarterly informal social gatherings designed to build trust. Leaders should include agenda items during staff and board meetings at least three times a year that include activities designed to build teams and trust. Intentionally scheduling activities for team building and trust building promotes inclusive leadership (Gilstrap & Morris, 2015). Daily use of the vision/mission in actions such as starting meetings and events can reinforce the vision/mission among stakeholders.

Implication for Action 2

Spend five hours per week mirroring jobs of subordinates.

Based on the finding nonprofit leaders were inclusive of stakeholders when navigating and negotiating the founder's vision/mission, it is recommended that during the first nine months after taking over an organization, subsequent human social service nonprofit leaders spend five hours each week mirroring the jobs of their subordinates regarding how the organization's vision/mission is carried out daily. Leaders should schedule time weekly to follow and work along staff and/or volunteers for up to nine months or until the leader mirrored all jobs. Attention should be paid to reflecting how the job is performed as part of fulfilling the vision/mission.

Implication for Action 3

Board members spend time in the community – quarterly.

Based on the finding nonprofit leaders were inclusive of stakeholders when navigating and negotiating the founder's vision/mission, it is recommended board members spend time in the community on a quarterly basis to gain a deeper understanding of how the organization's vision/mission are carried out on a broad basis. By scheduling time in the community, board members can gauge community perception of the organization. It is further recommended board members spending time in the community report back to the full board impressions and suggestions to help further the vision/mission. This recommendation is parallel to that of authors discussing balancing interests of stakeholders and funders with those of the community (Bright, 2016; Brisbin & Hunter, 2003; Gilstrap, 2015; Longest, 2003).

Implication for Action 4

Board members review planning documents allowing boundaries to be fluid.

Based on the finding nonprofit leaders take a broad interpretation of the founder's vision/mission, it is recommended board members and leaders review organization planning documents annually allowing boundaries to be fluid and adapting to changes and growth of the organization. Board members and leaders should include in their annual planning process consideration of programs and services provided and how they fit into the vision/mission. If the vision/mission is too limiting, they should be flexible enough to provide the needed services and consider modifying the vision/mission accordingly. Richmond and Mooney (2012) stressed the importance of evaluating programs with connection to the vision/mission to possibly enhance programs or abandon inefficient/ineffective programs.

Implication for Action 5

Consider alternative resources from organizations out of mainstream.

Based on the finding nonprofit leaders were creative and thought outside the box when navigating and negotiating the founder's vision/mission, it is recommended leaders consider alternative resources from organizations out of mainstream funding circles when carrying forward the vision/mission. Leaders should consider legal sources, but ones potentially unwelcomed in the past.

Wineries flourish in some areas and contribute large amounts of funding to nonprofit organizations providing substance abuse services. In years past, this seemed like a conflict of interest to board members, but today more and more organizations seek these types of alternative funding sources. Cannabis organizations in California and

other states are legal and offer funding to nonprofit organizations leery of that connection. The recommendation is not to obtain funding from these organizations, but to consider new and alternative funding, keeping in mind the vision/mission of the organization.

Implication for Action 6

Leaders forge partnerships with competitors.

Based on the finding nonprofit leaders were creative and though outside the box when navigating and negotiating the founder's vision/mission, it is recommended nonprofit leaders and boards forge partnerships with competitors holding parallel goals to be efficient and effective in carrying out the vision/mission. No nonprofit organization can respond to all needs of all clients without support from other organizations in their community (Drucker, 1999; Richmond & Mooney, 2012). Leaders must be open to communicating and forging partnerships with organizations they considered competitors in the past to share in the service provision needed for like clients. Partnerships should outline what each organization brings to the table, what they expect from each other, and what are the benefits. An official contract, letter of agreement, or other document is recommended to formalize the partnership.

Implication for Action 7

Form a taskforce to evaluate struggling programs.

Based on the finding nonprofit leaders were creative and thought outside the box when navigating and negotiating the founder's vision/mission, it is recommended nonprofit organizations form taskforces to evaluate struggling programs each year with potential outcomes of program development or abandonment of programs no longer

effective or efficient to fulfilling the vision/mission. It is recommended the taskforce be comprised of board members and staff, and should be part of the annual planning process. Evaluating programs helps organizations determine if they should continue to put resources in that area or abandon the program and move resources elsewhere. Partnerships may link clients to other organizations, allowing funding and other resources to be put to more effective and efficient programs. During program revision, organizations should consider the possibility of abandonment of the program if it is no longer efficient or effective (Richmond & Mooney, 2012).

Implication for Action 8

Utilize community needs assessment – surveys and focus groups.

Based on the finding nonprofit leaders were proactive to changing needs when fulfilling the vision/mission, it is recommended leaders and staff be trained in ROMA (Results Oriented Management and Accountability) Module 2B Community Needs Assessment (Richmond & Mooney, 2012) to annually conduct surveys and focus groups of clients and other stakeholders. Leaders must be aware of changing times and current needs by doing a needs assessment that includes:

1. Defining the community served – geographic, demographic, service type

2. Identifying specific needs of individuals/families and communities served

3. Identifying community resources available to address the needs

4. Prioritizing needs through the lens of the vision/mission

5. Analyzing results

Implication for Action 9

Utilize community needs assessment – key informant surveys.

Based on the finding nonprofit leaders were proactive to changing needs when fulfilling the vision/mission, it is recommended that as part of implementing ROMA Module 2B, nonprofit organizations conduct a key informant survey to capture both current and future needs and resources available to help fulfill the vision/mission. Key informant surveys capture data from organization board members, staff, community members, partner organization leaders, and funding sources to get a broad scope of the whole community. It is further recommended that if this needs assessment process identifies a shift in the organizational structure, the vision/mission be modified to reflect the new direction.

Implication for Action 10

Utilize community needs assessment – qualitative and quantitative data.

Based on the finding nonprofit leaders were proactive to changing needs when fulfilling the vision/mission, it is recommended that as part of implementing ROMA Module 2B, nonprofit organizations gather and analyze quantitative and qualitative data for strategic planning for short-term (up to 1 year) and longer-term (3-5 fives) goals as part of fulfilling the vision/mission. This activity will provide data on organizational evolution from the founder's vision/mission and needs at the time the organization was established to being adaptive to changing times.

Implication for Action 11

Utilize community needs assessment – to change or modify vision/mission.

Based on the finding nonprofit leaders were proactive to changing needs when fulfilling the vision/mission, it is recommended that as part of implementing ROMA Module 2B, nonprofit leaders prioritize needs using the vision/mission as a touchstone for implementing programs. Organizations should not arbitrarily change or modify their vision/mission, but instead be intentional about a change based on evidence gathered from needs assessments. During needs assessments, more needs were typically identified than a single organization could resolve, resulting in the need to prioritize. By using the lens of the vision/mission to review the needs and resources, the organization can prioritize services and programs to provide.

Implication for Action 12

Develop work plans for operational requirements.

Based on the finding that when faced with an organization in a state of dysfunction, nonprofit leaders showed initiative to strengthen and stabilize the organization to fulfill the vision/mission. Therefore, it is recommended nonprofit leaders develop work plans annually to be reviewed quarterly to ensure stable operation and compliance with fiscal, programmatic, customer satisfaction, and agency benchmarks. Nonprofit organizations may also need to comply with funding source requirements. Leaders taking over an unstable organization must first strengthen the organization to fulfill the vision/mission.

Implication for Action 13

Build capacity training for collaborative methods.

Based on the finding nonprofit leaders operated with intent to enrich the culture of the organization to a level of collaboration, it is recommended nonprofit organizations provide capacity building training to leadership and staff for all new personnel and annually as an agency to promote fulfilling the vision/mission. Leaders should consider the composition of board members and their commitment to fulfilling the vision/mission. Leaders must have skills to build capacity of board and staff to embrace a collaborative culture. Training in collaboration should be provided to help fulfill the founder's vision/mission. Authors supported this implication for action addressing the impact of the leader on the community through the leader's positive efforts of collaboration and building partnerships (Gilstrap, 2015; Jackson et al., 2012; Wei-Skillern & Silver, 2013).

Implication for Action 14

Vision/mission to be broad enough for growth yet focused.

Based on the finding nonprofit leaders needed a vision/mission broad enough for growth yet focused enough to state why they were in business, it is recommended nonprofit organizations do a SWOT (strengths, weaknesses, opportunities, threats) analysis before modifying the vision/mission. Taking the time to do a full SWOT analysis helps identify areas needing attention to support fulfilling the vision/mission.

Implication for Action 15

Review vision/mission annually.

Based on the finding nonprofit leaders determine if and when to modify the founder's vison/mission, it is recommended leaders review the vision/mission with the

board and staff annually to ensure it keeps up with changing times. Leaders must

strategically schedule review of the vision/mission to guard against mission drift.

Though the vision/mission fit what the organization is doing today, it may not fit

tomorrow, requiring intentional and strategic review on an annual basis. It is also

recommended board members actively participate in the annual review process. Board

members are recognized as being responsible for fulfilling the vision/mission. Richmond

and Mooney (2012) supported the importance of the board in planning and modifying the

vision/mission.

Implication for Action 16

Educate board and staff during meetings on vision/mission.

Based on the unexpected finding that some staff, board, volunteers, and

community members were unaware of the organization's vision/mission, it is

recommended leaders start their board and staff meetings by reciting the vision/mission.

By reciting the vision/mission on a regular basis with other stakeholders, it becomes more

of a way of life than just words on paper. Reciting the vision/mission brings stakeholders

together with a single purpose and helps bring credibility to the work. It is also

recommended copies of the vision/mission be placed in clear sight of those entering the

facility and placed on all documents produced by the organization. By including the

vision/mission on correspondence, grant proposals, compliance reports, and such, the

nonprofit organization promotes its vision/mission. Additionally, the vision/mission

should be placed on the back of all business cards, as recommended by Drucker (1999)

who stated the vision/mission should be able to fit on the back of a T-Shirt or business

card. By placing the vision/mission on the back of business cards, the nonprofit

organization is promoting the vision/mission and helping to educate staff, board members, volunteers, and community members.

Implication for Action 17

> *Implement succession planning to include fulfilling the vision/mission.*

Based on the unexpected finding nonprofit organizations do not use succession plans to hire subsequent leaders to fulfill the vision/mission, it is recommended nonprofit boards and staff develop and adopt succession planning processes to replace leaders. Nonprofit organizations are late in acknowledging the importance of and utilizing succession plans to fulfill their vision/mission. Board members and leaders should receive training in succession planning, develop a succession plan, and review the plan annually to help fulfill the vision/mission.

Recommendations for Further Research

Based on the findings and conclusions of this study, the researcher recommends further investigation in the following areas to expand understanding and assist in more effective and efficient leadership from subsequent human social service nonprofit leaders and their impact on vision/mission.

Recommendation 1

This study covered subsequent human social service nonprofit leaders in four counties in northern California, focusing on small- to medium-sized non-profits. It is recommended further investigation be expanded to cover other areas of California maintaining the nonprofit organization size. Comparing results from other counties, rural and/or suburban, would shed light on similarities and/or differences in responses due to geographic area.

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Recommendation 2

Include board members as leaders in a study investigating their perceptions of how subsequent human social service nonprofit leaders navigate, negotiate, and/or modify the founder's vision/mission. This examination of board members would provide insight at the board level when a new leader takes over an organization and the impact at the board level to further the vision/mission.

Recommendation 3

Conduct a study of community members and stakeholders to gauge the impact of subsequent human social service nonprofit leaders and their ability to navigate, negotiate and/or modify the founder's vision/mission. Data from this study would provide both the leader and board members rich information as to how the organization and its leadership are perceived when subsequent leaders takes over the organization.

Recommendation 4

Investigate small to medium nonprofit organizations use of succession planning over a broad geographic area to include both rural and suburban counties. Comparing results with this study may shed light on the importance of succession planning and if nonprofits, other than the ones in this study, implement succession plans when replacing the leader.

Recommendation 5

Study nonprofit organizations and how they promote their vision/mission in the community. This would factor into subsequent human social service nonprofit leaders work as they navigate, negotiate, and/or modify the founder's vision/mission. Results

from this study could offer additional methods of educating staff, board, volunteers, and community members about the organization's vision/mission.

Recommendation 6

Investigate staff and volunteer perspectives of subsequent human social service nonprofit leaders and their impact on the organization, staff, and volunteers. Collecting data from this study would provide direction for subsequent leaders as they take over the organization and help them navigate, negotiate, and/or modify the founder's vision/mission.

Recommendation 7

Examine board members spending time in the community to measure understanding of the community's perception of the nonprofit organization and its subsequent leader. By investigating the community, board members could gain a deeper relationship and be able to offer guidance to the subsequent human social service nonprofit leader as they take over the organization.

Recommendation 8

Replicate this study with subsequent human social service nonprofit leaders from larger organizations to identify and describe their lived experiences in navigating, negotiating, and/or modifying the founder's vision/mission. The results from this study could benefit subsequent human social service nonprofit leaders as they take over the organization and are faced with navigating, negotiating, and/or modifying the founder's vision/mission.

Recommendation 9

Investigate the decline of many start-up nonprofits that fail within the first three to five years. Collecting these data may help future nonprofits determine how to sustain their organizations.

Recommendation 10

Investigate the issue of nonprofit founding leaders whose organizations are threatened by founder failure syndrome – a result of the founding leader staying too long in the leadership position. Collecting these data may help organizations and their boards act prior to the demise of the organization.

Recommendation 11

Investigate impact of the new tax reform affecting nonprofit organizations. If donors can no longer deduct their contributions to tax-deductible organizations, what will be the impact of both start-up nonprofits and existing nonprofit organizations. Collecting these data may help nonprofit organizations as they plan for growth and the future.

Recommendation 12

Investigate what causes some nonprofits to become dysfunctional or unable to move forward. Collecting these data may help start-up nonprofit organizations avoid developing hardships in their organization and existing nonprofits develop plans to become more stable.

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Concluding Remarks and Reflection

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There are not enough words to describe how thankful I am for the participation of the 16 subsequent human social service nonprofit leaders and the wisdom they shared during this study. I have been in the nonprofit field since 1990 and worked with

hundreds of nonprofit organizations, their boards, and leadership. My respect for the nonprofit field continues to grow as they face challenges of decreased funding and higher demand for services. The 16 leaders participating in this study were candid and described great things about their organizations, but also many challenges they faced trying to fulfill the vision/mission. From disregarding the vision/mission altogether to embracing it as a way of life, subsequent human social service nonprofit leaders were able to share their experiences openly and honestly.

To the organizations allowing me time to investigate their leaders, I also say thank you. The organizations in this study were as small as a staff of 2 to as large as a staff of 200. Whether in their position 3 months or 41 years, one thing all these subsequent human social service nonprofit leaders had in common was their commitment to growing the organization and making it stronger under their leadership.

Beginning this process, I had assumptions about nonprofit leaders and their organizations based on my close to 30-year's experience in the field. As a researcher, I was charged with leaving my assumptions behind and trying to see respondents and their organizations as presented through semi-structured interviews, observations, and artifacts. Fortunately, each subsequent human social service nonprofit leader was engaging and excited about participating in the study. This made my interviews fun and rich with information.

Upon reflection, I am glad I was able to record the interviews to capture exact wording and content from the respondents. After several interviews, they started to blur together until I listened to the tapes. Listening to the tapes while reading the transcriptions of the interviews brought clarity and depth to the ability to capture data.

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Left to my memory, I am afraid I might have only remembered a tiny percent of the lived experiences these leaders shared. New to research, it was important for me to review the tapes several times to remember tone, body language, and intent of the conversation. Hearing it triggered vivid pictures of the time spent with each leader and grounded my work in valid and reliable data.

Before gathering data, I was confident and almost elated at the prospect of using the chairpersons of the Continuum of Care groups in each of the four counties to help recruit respondents for the study. I sent my initial emails to the chairpersons and they in turn sent information about my study with a notice of intent to participate to over 300 human social service nonprofit leaders. I was surprised and dismayed to realize so few would respond. I felt defeated and not sure how to proceed. Then I remembered from one of my qualitative research classes snowball sampling was a possibility. From that time on I was re-energized and ready to go.

During the study I met incredible leaders who showed pride in their organizations as they answered questions. I have 16 new friends in the nonprofit field and hope to stay in touch with them over the years. A few of the leaders were familiar to me as I had worked in their geographic area up until 2015. However, I never worked with or for any of them, so I was able to see their leadership untainted by joint history.

I have been working in the nonprofit field for close to 30 years and seen my fair share of incredibly wonderful leaders and organizations and some not so incredible leaders and struggling organizations. My hope for this dissertation is leaders entering a new organization will read it and take notice of how they might impact the vision/mission. I dream of a day when nonprofit leaders go back to the roots of the

organization, find out what the founder intended, consider current status of life around them, and end up with a vision/mission respecting the founder's vision/mission yet able to grow the organization to current times.

To leaders taking over in a nonprofit organization, I leave a few words of wisdom gleaned from my years in the field and from the wonderful leaders in this study. Do not take the vision/mission for granted. It is not just some words somebody thought up one day to comply with a grant proposal. It represents the life blood of the organization and should be treated with respect and care. Not all vision/mission statements can stand the test of time, so when things change, be brave and bold enough to modify the vision/mission. And finally, know that you are the leaders of a culture that cares for the most vulnerable.

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charitable-organization-aspen-elective-ebook-downloads.html

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APPENDICES

APPENDIX A: LITERATURE SYNTHESIS MATRIX

	Nonprofit Organizations	Leaders	Nonprofit Leaders	Vision/ Mission	Problem	Significance	Research Methods
Anheier, H. K. (2013)		X					
Anonymous. (1996).				X			
Balser, D., & McClusky, J. (2005).			X				
Bass, B. M. (2008).		X	X	X	X	X	
Bassous, M. (2015).			X			X	
Bateh, J., Heaton, C., Arbogast, G. W., & Broadbent, A. (2013).			X	X			
Bess, G. M. (2001).			X	X		X	
Block, S. R., & Rosenberg, S. (2002).	X		X	X			
Block, S. R. (2014)	X		X	X			
Bolon, D. S. (2005).							
Bound, M. (2011).							X
Brinckmann, J., Grichnik, D., & Kapsa, D. (2010).			X	X		X	
Brink, H. (1993).							X
Bruno, T. A. (2005).	X		X	X			
Cady, S. H., Wheeler, J. V., DeWolf, J., & Brodke, M. (2011).				X		X	
Callen, J. L., Klein, A., & Tinkelman, D. (2010).			X	X		X	
Carman, J. G. (2010).	X		X	X		X	
Carman, J. G., & Nesbit, R. (2013).	X		X			X	
Carter, R. (1983).	X			X			
Cassidy, T. (2006).	X		X			X	
Chambré, S. M., & Fatt, N. (2002).		X	X	X			
Clark, S. J. (2014).			X				
Cober, N. (2014).			X	X			
Collins, J. C. & Porras, J. I. (1998).				X			
Collins, L. E. (2011).			X	X			
Connelly, M. D. (2004).	X		X	X		X	
Creswell, J. W. (2012).							X
Deaton, A. V., Brock, S. W. & Douglas. R. S. (2013).	X	X	X			X	
Drucker, P. F. (1999).	X	X	X	X		X	
Edington, N. (2012, October 16).	X		X	X			
English, M. (2015).	X		X	X		X	

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Fairholm, M. R. (2004).	X	X	X	X			
Flowers, J. (2007).				X			
Franklin, P. W. (2011).		X		X			
The Free Library. (2006, April 24).			X			X	
Freeborough, R. E. (2012).	X		X	X			
Freeman, D., & Siegfried, R. L. (2015).			X	X		X	
Froelich, K., McKee, G., & Rathge, R. (2011).		X		X			
Galbraith, Q., Smith, S. D., & Walker, B. (2012).		X	X	X		X	
Gibson, A. N. (2013).			X	X	X	X	
Gilkey, C. (Producer). (2017).							
Gilstrap, C., White, Z. M., & Spradlin, A. (2015).			X	X			
Gilstrap, C., White, Z. M., & Spradlin, A. (2015).			X	X			
Glenn, T. D. (2016).				X			
Groenewald, T. (2004).		X		X			X
Grossoehme, D. H. (2014).							X
Groves, K. S. (2007).		X				X	
Gulati, R. P. Mikhail, O. P., Morgan, R. O. P, & Sitting, D. F. P. (2016).				X		X	
Guo, B. (2012).	X						
Guo, C. (2007).	X		X				
Gurley, D. K., Peters, G. B., Collins, L., & Fifolt, M. (2015).				X			
Hammack, D. C. (2002).	X						
Hanover Research. (2014).		X	X	X		X	
Hayer, S. K. (2015).	X		X				
Hernandez, A. L. (2014).				X			
Hoffmann, G. (2017).				X			
Hopp, C. (2012).	X						
Houghton, C., Casey, D., Shaw, D., & Murphy, K. (2013).							X
Internal Revenue Service. (2016).	X		X	X			
Jefferson, S. E. (2014).	X			X			
Kahnweiler, W. M. (2011).	X						
Kong, E., & Ramia, G. (2010).	X		X		X		
Kouzes, J., & Posner, B. (2006).		X		X			
Kramer, P. M. (2013).	X		X	X	X		
Letts, C. W., Ryan, W., & Grossman, A. (1997).	X						
Levin, I. M. (2000).				X			
Lu, H. S. (2006).	X		X			X	

Reference						
Mack, N., Woodsong, C., MacQueen, K. M., & Guest, G. (2005).						X
Male, T., & Palaiologou, I. (2015).	X					
Mason, M. (2010)						X
McCarthy, D. (2013).		X	X	X		X
McGowan, M. A. (2015).	X		X	X		
McKeever, B. S. (2016).	X					
McMillan, J. H., & Schumacher. S. (2010).						X
Morris, S. (2000).	X					
Mohammad Taghi, A., & Karmai, A. (2009).						
Nanus, B. (1992).				X		
National Center for Charitable Statistics - NCCS. (2016).	X					
Ogliastri, E., Jager, U. P., & Prado, A., (2016).		X	X	X		
Olson, J. D., McAllister, C., Grinnell, L. D., Walters, K. G. & Appunn, F. (2016).						X
Pan, M. L. (2016).						X
Patten, M. L. (2012).						X
Patton, M. Q. (2015).						X
Peredaryenko, M. S., & Krauss, S. E. (2013).						X
Piltz, D. M. (1995).	X					
Powell, W. W., & Steinberg, R. (2006).				X		
Richmond, F., & Mooney, B. (2012)	X		X	X	X	X
Ricke-Kiely, T., & Andrea, M. B. (2012).			X	X		
Riggio, R. E., and Orr, S. S. (2004).			X	X		
Ronchetti, J. L. (2006).						
Rubin, J. J. & Rubin, I. S. (2012).						X
Rushkoff, D., (2017, April 25).		X				
Routhieaux, R. L. (2015).						
Saldana, J. (2016).						X
Salkind, N. J. (2014).						X
Santora, J. C., & Sarros, J. C. (2001).	X		X	X	X	
Santora, J. C., Sarros, J. C., & Esposito, M. (2013).			X	X		
Sarros, S. (2001).			X	X		
Sattari, S., Pitt, L. F., & Caruana, A. (2011).		X		X		
Schmidt, B. (2011).				X		
Shier, M. L. (2014).	X				X	
Sommers, D. (2009).				X		

Souhrada, K. (2014).		X		X			
Sousa, D. (2014).		X	X	X		X	
Sparks, Y. S. (2009).							X
Stahl, R. M. M. A. (2013).	X		X	X			
Stevens, S. K. (2003).		X	X			X	
Stewart, S. D. (2013).	X	X	X				
Tremblay-boire, J., & Prakash, A. (2015).			X	X		X	
Trochim, W. M. K. (2006)	X						
Vucetich, J. A., & Nelson, M. P. (2010).							X
Wallis, J., & Dollery, B., (2006).		X				X	
Wertz, F. J. (2015).		X		X			
Wiley, A. L. (1994).							X
Wirtenberg, J. P., Backer, T. E. P, Chang, W., Lannan, T. M., Applegate, B. M., Conway, M, …& Slepian, J. P. (2007).				X			
Wittmeyer, C. B. (2008).	X		X				
Wolfred, T. (2008).	X						
Wright, D. A. (2012).		X		X			
Zepeda, S. J., Bengtson, E., & Parylo, O. (2012).	X		X	X	X		
Zhou, M. (2016).		X	X	X		X	

APPENDIX B: INTERVIEW QUESTIONS

Introduction Script

The purpose of this phenomenological study is to identify and describe the lived experiences of how a subsequent nonprofit leader, or one who comes after the founding leader, in the human social service field navigates, negotiates, and/or modifies the original vision/mission of the founding leader. You are in a leadership position with the organization and have had the unique experience of coming in as leader after the founding leader has moved on. There may have been other leaders before you, but I am interested in learning about your unique lived experience. Your work is often driven by passion and wanting to make a difference in the lives of those you serve. I encourage you to share openly your experiences as we move through the interview questions. I am seeking information on your experiences taking over the leadership role, and how you are successful.

To that end, I am conducting these interviews with nonprofit leaders such as yourself, to describe your experiences working within the original vision/mission. Your responses to the questions will be analyzed in conjunction with those of other nonprofit leaders. Your responses will remain confidential and you nor your organization will be identified in any publications or presentations stemming from this research. You already had a chance to review and sign the informed consent form. Do you have any questions before we begin?

Interview Questions

Before we begin with the content questions I would like to know a bit more about you. A few general questions about your position will help gather the appropriate data, and again I encourage you to share openly about yourself and your experiences as this study has to do more with you as leader than with me collecting data.

> So about how long have you been in this leadership role?
> Was there a succession plan in place when you were hired?
> What brought you to this position – were you hired from within or outside the organization?

RQ: How does a subsequent human service nonprofit leader navigate, negotiate, and/or modify the original vision/mission of the founding leader?
1. When you took over as the new leader in your organization, how did you navigate working with the founder's vision and mission?
    a. When was it necessary to navigate the founder's vision/mission?
    b. Who was involved when there was a need to navigate the founder's vision/mission?
    c. Why was it necessary to navigate the founder's vision/mission differently?
    d. How was the process developed to navigate the founder's vision/mission?
    e. What was done to navigate the founder's vision/mission?

2. When you took over as the new leader, was there a need to negotiate how to carry out the founder's vision and mission?
    a. When was it necessary to negotiate the founder's vision/mission?
    b. Who was involved when there was a need to negotiate the founder's vision/mission
    c. Why was it necessary to negotiate the founder's vision/mission?
    d. How was the process developed to negotiate the founder's vision/mission?
    e. What was done to negotiate the founder's vision/mission?
3. When you took over as the new leader, was there a need to modify the founder's vision/mission?
    a. When was it necessary to modify the founder's vision/mission?
    b. Who was involved when there was a need to modify the founder's vision/mission?
    c. Why was it necessary to modify the founder's vision/mission?
    d. How was the process developed to modify the founder's vision/mission?
    e. What was done to modify the founder's vision/mission?

Closing Script

Those are all the questions I have for you. Do you have any questions for me at this time? I will have these notes transcribed and sent to you for review to make sure you have been represented accurately. Thank you for taking the time to meet with me and share your experiences. Should you have any additional comments or thoughts you would like to share, please feel free to email me. Let me know if you would like a copy of the findings once they are published. Thank you.

APPENDIX C: OBSERVATION IDENTIFIERS

Date: _____   **Time:** _____

Respondent: _____

Descriptive Notes	Reflective Notes
Identifying location:	Location:
Layout of room or area:	Setting:
Location of Observer:	Observer location:
Background of event/meeting:	Event/meeting:
Nonprofit leader position in event/meeting:	Respondents in event/meeting:
Other:	Other:
Descriptive:	Reflective:

APPENDIX D: INFORMED CONSENT FORM

INFORMATION ABOUT: Vision/mission sustainability: A Phenomenological Qualitative Study of Subsequent Nonprofit Leaders and their Impact on Vision/Mission Sustainability.

RESPONSIBLE INVESTIGATOR: Patricia (PJ) Davis

PURPOSE OF THE STUDY: You are being asked to participate in a research study by Patricia (PJ) Davis, a doctoral student from the Organizational Leadership Profession at Brandman University. The purpose of this phenomenological study is to investigate and describe subsequent nonprofit leaders' impact on vision/mission sustainability in a four-county area of Northern California.   The study will strive to discover how subsequent (following the founding leader) leaders impact vision/mission sustainability of the original vision/mission of the founding leader to current vision/mission. The study will fill a gap in research regarding obtaining the point of view of subsequent leaders and how they perceived their impact in vision/mission sustainability. The results of this study may assist new and/or struggling nonprofit organizations to strengthen their capacity to maintain and grow in the nonprofit field by understanding vision/mission sustainability. This study may also provide guidance in the nonprofit field in the direction of developing and maintaining sustainable vision/mission statements that can transition time and current influences.

By participating in this study, I agree to participate in a semi-structured interview and possible observation. The semi-structured interview will last less than 45 minutes and will be conducted in person. Completion of the semi-structured interview and/or observation will take place in October through November 2017.

I understand that:

a) There are minimal risks associated with participating in this research. I

understand that the Investigator will protect my confidentiality by keeping the

identifying codes and research materials in a locked file drawer that is available

only to the researcher.

b) The possible benefit of this study to me is that my input may help add to the

research regarding vision/mission sustainability in the nonprofit field. The

findings will be available to me after the study and will provide new insights

about the vision/mission sustainability experience in which I participated. I

understand that I will not be compensated for my participation.

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c) If I have any questions or concerns about the research, please feel free to contact

Patricia (PJ) Davis at davis@mail.brandman.edu or by phone at REDACTED; or

Dr. Jeffrey Lee (Advisor) at jlee1@brandman.edu

d) My participation in this research study is voluntary. I may decide to not

participate in the study and I can withdraw at any time. I can also decide not to

answer particular questions during the semi-structured interview if I so choose. I

understand that I may refuse to participate or may withdraw from this study at any

time without any negative consequences. Also, the Investigator may stop the

study at any time.

e) No information that identifies me will be released without my separate consent

and that all identifiable information will be protected to the limits allowed by law.

If the study design or the use of the data is to be changed, I will be so informed

and my consent re-obtained. I understand that if I have any questions, comments,

or concerns about the study or the informed consent process, I may write or call

the Office of the Vice Chancellor of Academic Affairs, Brandman University, at

16355 Laguna Canyon Road, Irvine, CA 92618, 949.341.7641.

I acknowledge that I have received a copy of this form and the "Research Participant's
Bill of Rights". I have read the above and understand it and hereby consent to the
procedure(s) set forth.

Signature of Participant (Respondent)   Date

Signature of Principal Investigator (Patricia PJ Davis)   Date

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APPENDIX E: LIST OF POTENTIAL ARTIFACTS

1. Agenda of Board Meetings

2. Minutes of Board Meetings

3. Agenda of Staff Meetings

4. Minutes of Staff Meetings

5. Strategic Plans

6. Copies of Original Vision/Mission Statements

7. Copies of Current Vision/Mission Statements

APPENDIX F: EMAIL TO COC CHAIRPERSONS

Hi (Chairperson):

Attached are an information letter and an interest indicator inviting nonprofit leaders to participate in my doctoral study of vision/mission. As a sponsor of my project it would be terrific if you could send a short email with the attached documents letting the nonprofit leaders in your Continuum of Care know you support the project and encourage them to respond to participate. As a nonprofit leader you can also participate.

The time consideration for this study includes an interview running no more than 45 minutes.

Data collection will begin in January so if you could send your email out as soon as possible it would help get things moving on the study.

I really appreciate your support for my project and look forward to working with you.

Thanks,

PJ Davis
Brandman University
Doctorate Candidate