



BOSTON Building Capacity

Capacity	Early Stage	Emergent A	Emergent B	Emergent C	Growth
Mission Value Prop	Broadly-based, ambitious, few clear boundaries	Focus jells, some boundaries (market, customers served)	Mission clear enough to operationalize, brand. Strat. Plan	Reputation extending beyond direct stakeholders	Known as go-to resource, advocacy roles?
Leadership	Committed, tactical focus, responds widely to customers	Communicates broad vision, frames right Q's, considers contingencies	Vision clearly links to stakeholder actions, sorts trade-off's, sets stretch goals,	Clear model for 3-5 yr. growth, Engages public in vision, perseveres,	Moves public & partners to action, opens new paths, best in class targets
Staff Depth	ED does all w/ junior and part-time staff support. Staff executes	Role clarification, full-time staffers added, strong culture a priority	Strong #2, ED separates own agenda, staff stability	Add key Mgt. roles (Funding, Program, succession plan)	High performance core Mgt. team
Program Theory of Δ	Defined by initial customers, no/poor measures	Movement to defined conceptual model, basic input, process measures	Replicable model tied to economics. One Pager	Model tied to value prop., output feedback, outcome measures in place	Model gains rep., brand equity, outcome measurement clear
Governance	Program/advisory focus, little str., 1-2 Bd. passion ED led	Basic structure w/ Ctee's Board leaders emerge	Meaningful Board roles in Strategy, Funding, Bd. Dev.,	ED & Board evals, depth in key roles activated as team	Diversified Board well-differentiated roles with ED
Funding	Initial seed, no pipeline planning	2 nd generation funders, ad hoc	Diversified, multi-year funders, start of surplus.	X month surplus? Financial plan for next level in place	Transformative funder?
Systems	Largely ad hoc, manual	Basic admin (fin'l, IT, legal, hr)	Basic Mgt. tools, forward-looking, efficiency focus	Adv. Mgt. tools - data mining, web site with utility	Systems together support svc effectiveness