NeighborWorks Excellence Programs

Culture of Excellence
Communities of Excellence

The tools you need to transform your work and achieve maximum impact

Working Together for Strong Communities

NeighborWorks® AMERICA
The nonprofits that do the best work—and bring about real change in communities—are those that are excellent through and through. NeighborWorks America’s Excellence Programs equip you to focus on one of the most critical challenges you face, and support your work to achieve measurable results by tackling that challenge. The programs offer the tools you need to succeed, and even transform your organization to a new level of excellence.

Each program incorporates the proven, interdependent components of the acclaimed NeighborWorks Achieving Excellence Program:

• **Curriculum**—Expert-led, in-person sessions covering the time-tested content needed to focus on results, overcome obstacles and integrate approaches into your work moving forward

• **Executive coaching**—Personalized guidance and support on performance-driven change by experienced coaches

• **Peer exchange**—Structured peer group learning and best practice sharing

• **Critical outcome**—All components are centered around the important work challenge that each participant is addressing, which is identified at the beginning of the program and then honed to an outcome-based challenge.

---

**CULTURE OF EXCELLENCE**
This program is designed to move the culture of a single organization even closer to excellence, and align the entire organization around a performance focus. Group sessions take place locally so team members, identified by the CEO, support one another in their performance roles and work to address performance challenges.

**COMMUNITIES OF EXCELLENCE**
Communities of Excellence is for professionals from different organizations but with similar positions and/or similar work, coming together to learn new approaches to drive performance higher. Participants support each other throughout the program while working on their individual organizational challenges.
EXCELLENCE PROGRAMS

Duration
Average 9 months, based on scheduling and availability of participants and coaches.

Overview
• Each participant focuses on a specific, important work challenge
• Time-tested curriculum delivered through in-person sessions
• Executive coaching
• Individual coaching calls for each participant
• One executive coach for every peer group
• A “Master Coach” oversees the entire program and delivers content
• Peer group learning and support

Content
• How to build resilient programs and organizations
• Defining outcomes - then setting effective performance goals to achieve those outcomes
• Innovation and developing new solutions
• Communicating impact—effectively telling your story
• Exercising leadership from any position in the organization
• Managing change
• How to apply all of these tools to future challenges

Of the average Achieving Excellence class (the program upon which these programs are modeled), 94% of organizations report profound organizational impacts: new revenues generated, large increases in production, increased efficiencies, new lines of business, and other gains that participants directly attribute to the program. Participants in our Excellence Programs can expect breakthrough results as well.

“We were looking for the approaches that I learned in Achieving Excellence to be a part of the way that we do business as an organization, to be driven by outcome and performance and ultimately by the impact that we’re having on our communities. So I implemented a program here and more than 100 CPLC staff members have participated. Now we are seeing the outcomes that we’re trying to achieve as an overall organization. This is truly part of who we are now.”

Edmundo Hidalgo
Former President and CEO, Chicanos por la Causa (CPLC)

For additional information, visit the website at NeighborWorks.org/Excellence or aeprograms@nw.org.
NeighborWorks is a pioneer in leadership development for the nonprofit community. Our programs for new and experienced organizational leaders are built around a holistic approach that incorporates:

**Advanced Coursework**—Offering access to time-tested and proven innovative ideas and methodologies.

**Coaching**—assisting with strategies to apply learnings to your unique situation.

**Peer support**—providing the additional creative thinking that structured networking offers to assure you are successful in achieving positive change in your organization’s culture and practices.

**Self-Identified Performance Challenge**—focusing the work you do in class on the most pressing needs of your organization.

**Our programs are for organizations...**

The proven results of these programs—over more than a decade, including hundreds of leaders tackling critical organizational challenges—demonstrate that they are some of the most high-impact programs in the nation for leaders seeking to strengthen performance and transform their organizations.

**Executive directors**: Gain the lessons in innovative methods, support, and focused time to overcome the most pressing issue facing your organization so you can have a stronger impact on the community.

**Senior managers**: Learn from peers how to achieve more, and bring those tools back to implement with your staff.

**Emerging leaders and other nonprofit professionals**: Learn from experts and peers who have a similar position at other organizations, and apply new approaches to drive your own performance in your work.

...and they generate results.

After completing our programs, organizations are sharper and more effective, with renewed focus and measurable improvement in the communities and people they serve.
<table>
<thead>
<tr>
<th><strong>CULTURE OF EXCELLENCE</strong></th>
<th><strong>AUDIENCE</strong></th>
<th><strong>DESCRIPTION</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Within a single organization, the entire staff or a sub-set of staff members (at the discretion of the organization’s leadership)</td>
<td>Members of a single organization are guided to excel and build a culture that supports excellence. For more information, go to NeighborWorks.org/Excellence or contact <a href="mailto:aeprograms@nw.org">aeprograms@nw.org</a> or (800) 438-5547</td>
</tr>
<tr>
<td><strong>COMMUNITIES OF EXCELLENCE</strong></td>
<td>Professionals from different organizations but with similar positions and/or work</td>
<td>Work with peers from other organizations to apply new approaches to drive performance higher.</td>
</tr>
</tbody>
</table>

These programs have been developed at the request of, and based on the experiences of, participants in the unparalleled NeighborWorks Achieving Excellence Program.

For details on how you can bring either program to your organization, visit NeighborWorks.org/Excellence or aeprograms@nw.org.
ABOUT NEIGHBORWORKS TRAINING AND SERVICES

NeighborWorks is proud to offer a full complement of high-quality support for community-focused organizations and the professionals who work in them. Our offerings include Organizational Assessment Services, a broad range of training and professional development, programs that enhance leadership and organizational performance, technical and published nonprofit tools and resources, and Success Measures outcome evaluation services.

ABOUT NEIGHBORWORKS AMERICA

NeighborWorks America is one of the country’s preeminent leaders in affordable housing and community development. We work to create opportunities for lower-income people to live in affordable homes in safe, sustainable communities that are healthy places for families to grow.

Headquartered in Washington, DC, NeighborWorks America operates through seven regional offices and one national office.

For additional information, contact:
NeighborWorks America
999 N. Capitol St., NE, Suite 900
Washington, DC 20002
800-438-5547
aeprograms@nw.org
NeighborWorks.org/Excellence