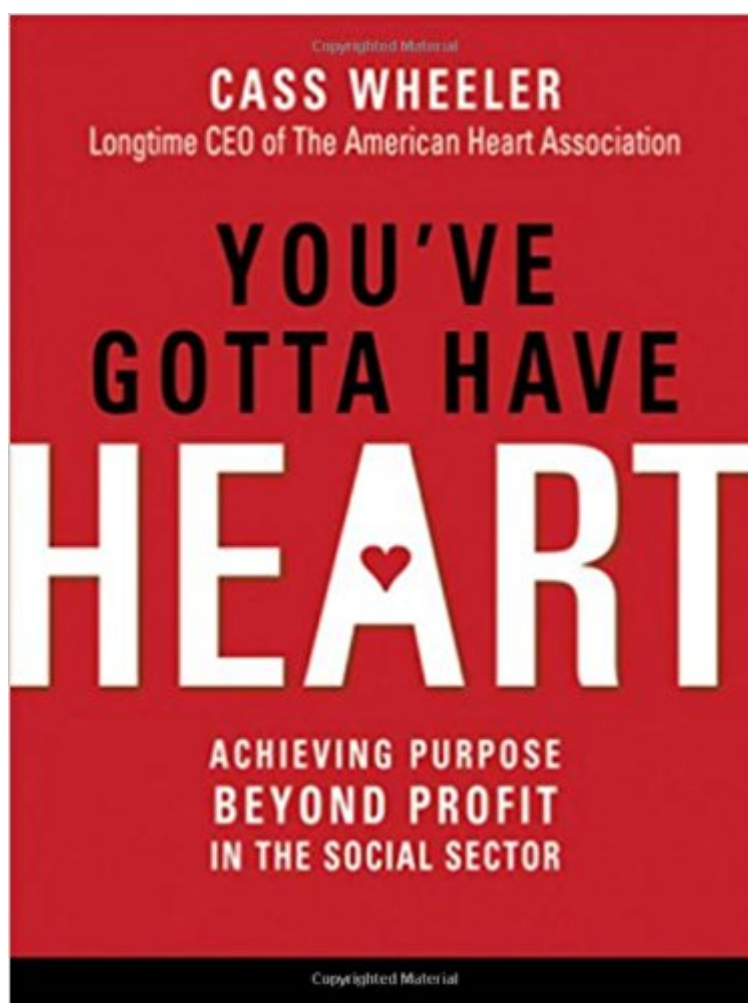


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You've Gotta Have Heart: Achieving Purpose Beyond Profit In The Social Sector



Synopsis

We all know that the definition for success in the corporate world is fairly straightforward. To be considered great, companies first need to turn a profit. For organizations in the social sector, however, the challenge is much bigger. To be truly effective, they must stay relevant and, above all, stay true to their mission. For the past thirty-five years, Cass Wheeler has ensured that the American Heart Association has fulfilled its calling to save lives and educate the public about heart disease by adopting some of the same strategies used in the for-profit sector. In *You've Gotta Have Heart*, he shows people at all levels of a nonprofit how to make sure their hard work really pays off. Using examples of some of the American Heart Association and others, Wheeler reveals the leadership skills that will help employees, volunteers, and board members excel at their jobs, become good role models, and build a more visionary, creative, and disciplined nonprofit organization. Readers will discover: why a mission statement is not the same as a sense of mission - the characteristics of successful nonprofit leaders - how to combine the nonprofit mission with the management lessons of the business world - how to define an organization's core values and business model Filled with honest, practical, and thoughtful lessons from the author's own experience, this book will ensure that nonprofits of every size continue to do great and be great.

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Customer Reviews

"For executives new to the nonprofit sector, this book is a must-read. For current executives, this book will be very helpful in preparing your organization for the future." --Graziadio Business Report

"Plainspoken and straightforward, his words ring with pragmatism based on years of experience, success, and the occasional setback." --Philanthropy News Digest

We all know that the definition for success in the corporate world is fairly straightforward. To be considered great, companies first need to turn a profit. For organizations in the social sector, however, the challenge is much bigger. To be truly effective, they must stay relevant and, above all, stay true to their mission. For the past thirty-five years, Cass Wheeler has ensured that the American Heart Association has fulfilled its calling to save lives and educate the public about heart disease by adopting some of the same strategies used in the for-profit sector. In *You've Gotta Have Heart*, he shows people at all levels of a nonprofit how to make sure their hard work really pays off. Using examples of some of the American Heart Association and others, Wheeler reveals the leadership skills that will help employees, volunteers, and board members excel at their jobs, become good role models, and build a more visionary, creative, and disciplined nonprofit organization. Readers will discover: why a mission statement is not the same as a sense of mission • the characteristics of successful nonprofit leaders • how to combine the nonprofit mission with the management lessons of the business world • how to define an organization's core values and business model Filled with honest, practical, and thoughtful lessons from the author's own experience, this book will ensure that nonprofits of every size continue to do great and be great.

Mr. Wheeler's book impacted me at a very deep level. To begin, within the first two chapters the book's title comes alive. I knew I was reading a book written by a special person and professional who cares deeply about people and serving society. Mr. Wheeler's writing challenged me to think about how the synergy between business, government, non-profits, volunteers and general public can create a caring and effectively functioning society. I was struck by the leadership his team and he demonstrated which led to so many accomplishments at the American Heart Association and in the advancement of preventing and treating heart disease. This book motivated me to learn more about Mr. Wheeler. I discovered he has unselfishly served on many boards and committees which have added much value to society. Mr. Wheeler has demonstrated what can be accomplished when someone comes from the place of "You Gotta Have Heart." Thank you Mr. Wheeler for this book and heritage of service.

As a founder/exec director of a young nonprofit organization, I enjoyed learning from Cass'

experience at AHA. He provided critical information at a high-level, but with plenty of substance and ideas our organization. I highly recommend this book for any nonprofit professional wanting to make more of an impact on the community with limited resources. I look forward to sharing the information and book with my Board & Staff - I know they will appreciate the focus and attention to establishing a clear decision making framework leading us into our next phase of growth.

I highly recommend his book. I lent it out and probably a couple dozen people have already read it. He learned over many years how to help those around him achieve much more than could be done without his involvement in their lives. It's an indepth understanding of many profitable years while working in the non-profit sector. What he did for the American Heart Association could apply to many organizations.Â You've Gotta Have Heart: Achieving Purpose Beyond Profit in the Social Sector

Cass conveys his passion and knowledge about the nonprofit world in an enthusiastic and easy to understand style. I found valuable insight within the first few pages of the book that made the purchase worth it. As a person new to being a CEO in the nonprofit world this book provided sound advice and enhanced my knowledge regarding how to successfully lead, inspire, and accurately assess and report our agency's effectiveness.

Non profit executives skimp on their own management development. Personal coaching is expensive but Cass Wheeler's book You've Gotta Have heart is at the top of the best investment for the value list for non profit executives. I purchased several books and used them successfully to jump start a good team and mission building project.

I have known and occasionally worked with Cass Wheeler during his tenure as CEO of the American Heart Association and finally decided to read his book, "You've Got to Have Heart" on how to manage and grow nonprofit organizations. The book covered everything from staff and volunteer development to budgeting to how to organize to lobby for public policies to promote public health. He builds everything around clarity of thought on what you organization seeks to accomplish to promote the public good. This seems like a simple idea, but it is one that many nonprofits - including both small NGOs and the huge University of California that I have been associated with - sometimes forget in the struggle for funding and internal organizational politics. Wheeler makes a strong case that such a focus can help push beyond these problems. But the most interesting and

challenging idea is Wheeler's idea of a "breakthrough goal" designed to push the organization to accomplish something that "you may previously thought to be impossible." Such a goal needs to be rooted in a clear understanding of the organization's its mission and core values and provides a rallying point and metric against which tactical decisions can be measured. Wheeler gives several examples of such goals (landing a man on the moon) and makes the point that even if the organization falls short, the effort will often lead to accomplishments well beyond what could be accomplished with incremental muddling forward. As I read the book, as a professor at the University of California watching our Systemwide leadership preoccupied with managing the assumed inevitable decline in state funding for the institution, which leads to more privatization, which further alienates the public from the University, I could only wonder how much better off we - and the state of California would be - if our leadership had the courage to establish a breakthrough goal of re-establishing the University of California as a public university committed to the people of California. The clarity of thought in this book will help anyone trying to manage a nonprofit institution in these challenging times.

Cass Wheeler has written an extremely useful book on leadership in the nonprofit sector. It is especially worth noting that his book would be equally effective for anyone interested in learning the fundamentals of good leadership in the for-profit arena. The writing is especially effective because it provides a marvelous balance between inspiring ideals and hardheaded pragmatics. I always had the feeling that the writing was grounded on years of proven experience. This feeling was supported by numerous effective illustrations which were simultaneously clear and concise. The book is particularly valuable because it clarifies the differences between strategic and tactical considerations without shortchanging either. It hits all the critical points and provides the reader with a sensibly organized document that is easy to use and yet rich in both theory and detail as one explores it

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