

Contact: Ann-Marie Nieves  
Get Red PR  
914.461.4360  
am@getredpr.com

FOR IMMEDIATE RELEASE

## ***New Book Combines Harsh Truths and Humorous Tales To Help Nonprofits Find Success***

**THE MISSION MYTH: Building Nonprofit Momentum  
Through Better Business by Deirdre Maloney**

**San Diego, Calif.** – Nonprofit organizations often stumble in their efforts to do good by focusing exclusively on their missions—while ignoring business basics.

Deirdre Maloney, author of a new book for the nonprofit sector, “***The Mission Myth: Building Nonprofit Momentum Through Better Business***,” knows this tendency all too well. A former executive director for a multi-million dollar nonprofit who has also served on several nonprofit boards, Maloney has seen first-hand the challenges nonprofit organizations face. Today she is president of Momentum LLC, a national consulting firm dedicated to helping nonprofit organizations meet their missions through better business. Through her role, Maloney continues to find that the “mission myth,” the false belief that nonprofits should focus all their time, efforts, and resources on their missions alone, is not only widespread, but can cause real damage to organizations.

Her new book not only dispels this myth, it shows nonprofit organizations in health and human services, education, the arts, and the environment how to achieve success by integrating the four Ms: Management, Money, Marketing, and Measurement.

This highly readable guide, which includes stories, anecdotes, and advice, is based on real-life lessons learned. Maloney unabashedly shares her own mistakes and missteps, while providing insight into how nonprofit organizations can best navigate their way through financial crises, tricky board dynamics, and staff morale issues.

Written for nonprofit directors, staff, and board members, as well as to supplement nonprofit college programs, “The Mission Myth” aims to advance the nonprofit sector by offering validation, practical tips, and hope—all with a sense of humor.

The Mission Myth, which shares Maloney’s mission of helping nonprofit organizations do good...well...will be available wherever books are sold.

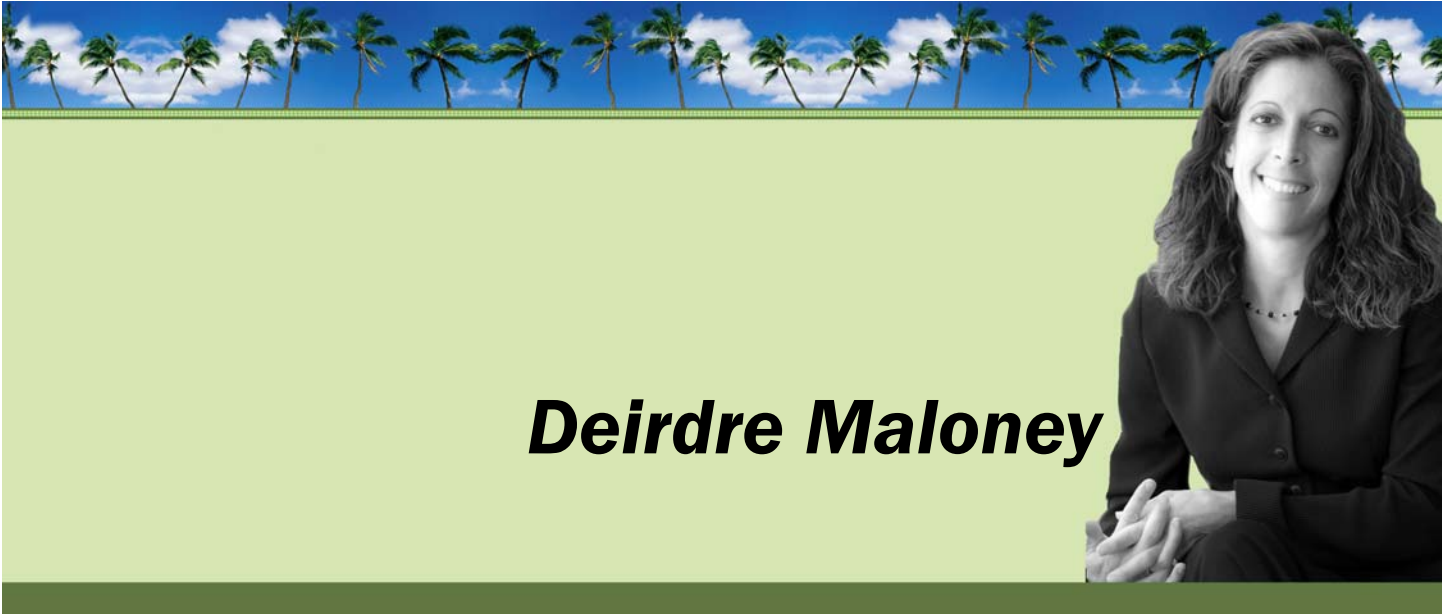
### **About the Author**

Deirdre Maloney, president of Momentum LLC, is an author, speaker, and empathetic nonprofit consultant who brings extensive experience and an engaging and entertaining approach to her work. She is the author of numerous articles that have appeared in The San Diego Union-Tribune, the San Diego Business Journal, Out Front Colorado and other publications. Frequently quoted by the media, Maloney is the go-to expert on how nonprofit leaders can overcome their challenges, achieve maximum results, and sleep better at night. “***The Mission Myth: Building Nonprofit Momentum Through Better Business***” is her first book.



TO REQUEST REVIEW COPIES AND/OR AN INTERVIEW WITH THE AUTHOR, PLEASE CONTACT:

ANN-MARIE NIEVES  
914.461.4360  
AM@GETREDPR.COM



## Deirdre Maloney

Deirdre Maloney is president of Momentum LLC, a national consulting firm dedicated to helping nonprofit organizations meet their missions through better business.

By providing engaging, meaningful presentations, as well as customized services that include strategic planning, board development, fundraising and marketing strategies, she helps nonprofits of all sizes and within all sectors generate and keep momentum for optimal success.

Maloney brings a wealth of experience to her company having previously served as executive director of a multi-million dollar nonprofit organization; board member for multiple nonprofit organizations; media specialist; marketing director; technical writer; and broadcast news producer. She has worked with organizations like The San Diego Foundation, LEAD San Diego, and the San Diego chapter of the Association of Fundraising Professionals, where, as a board member, she was vice president of community relations. She also served as co-chair of the American Marketing Association's 2010 Cause Conference, and for several years was the executive director of the Colorado AIDS Project.

Deirdre Maloney holds a Master of Public Administration (MPA) degree from the University of Colorado, Denver. She is the recipient of the 2011 Bravo! Rising Star Award from the National Association of Business Owners and was named one of the "Top 20 Women Who Rock" by *San Diego Magazine*.

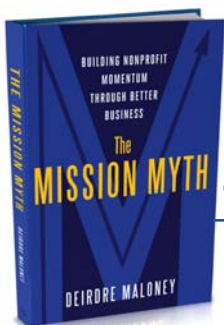
Passionate about sharing her knowledge, Maloney teaches marketing at the University of San Diego's School of Leadership and Education Science. She also presents annually at the University's Governance Symposium.

She is the author of numerous articles that have appeared in *The San Diego Union-Tribune*, the *San Diego Business Journal*, *Out Front Colorado* and other publications. Her popular blog, written in her signature direct and entertaining style and which reflects her personal brand of *mild audacity*, tackles the often-unspoken aspects of leadership.

Frequently quoted by the media, Deirdre Maloney is the go-to expert on how nonprofit leaders can overcome their challenges, achieve maximum results, and sleep better at night. She shares her knowledge and expertise in her new book, "***The Mission Myth: Building Nonprofit Momentum Through Better Business.***"

A resident of San Diego, Maloney is active in the local community. She is a member of the San Diego Rotary and Women Give San Diego. Her hobbies include bodybuilding, which she says gives her physical strength, mental clarity, and keeps her emotionally charged. She also enjoys traveling with her husband, and particularly appreciates any chance to immerse herself in a foreign culture.

But speaking, reading, and writing are Deirdre Maloney's favorite pastimes, especially when they allow her to help nonprofit organizations do good...well.



**The Mission Myth - Building Nonprofit Momentum Through Better Business**

Deirdre Maloney

ISBN: 978-0-9840273-0-9



# Praise for “The Mission Myth”

“Working toward a higher purpose isn’t always a picnic, but it needn’t keep you awake at night. Deirdre Maloney takes us on a journey through the nitty-gritty ups and downs of running a nonprofit organization, beginning with her own trial by fire as the 28-year-old leader of a huge agency. Read *The Mission Myth* and let Deirdre help you navigate the whitewater of your nonprofit so you can move forward with confidence and renewed passion for your cause. This book is an invaluable tool for the nonprofit sector.”

—Ken Blanchard, coauthor of *The One Minute Manager*® and *Lead with LUV*

“Packed with humorous tales and practical advice for new levels of nonprofit success.”

—BARBARA STANNY, author of *Overcoming Underearning*

“An inspiring cautionary tale, poignant and provocative.”

—DAVID LA PIANA, President of *La Piana Consulting*

“What you need to know and do to make your organization thrive!”

—MARK LEBLANC, author of *Growing Your Business* and President of *Small Business Success*

## Praise for Deirdre Maloney

Named one of the 20 Women Who Rock by SD Metro magazine, a group of outstanding professionals who have made a name for themselves in their careers and are making significant contributions to the community

Winner of the Rising Star 2011 BRAVO! Award by the San Diego chapter of the National Association of Women Business Owners

“As director of the Colorado AIDS Project, Deirdre Maloney was a huge figure in Colorado’s GLBT community.”

– Drew Wilson, *Denver Gay Examiner*

“I heard Mrs. Maloney speak at the AFP luncheon and...let me tell you we are in the presence of a MASTER SPEAKER!! YES I’m tooting your horn right now, you were awesome. I spoke with many AFPers after the talk and they LOVED it!! 100 people Deirdre!!! Well done!”

– Katie Collins regarding the presentation “*The Great Paradox: Boards and Fundraising*”

“Thank you for your very fine presentation this afternoon. Down to earth, well organized, words of wisdom on how to make the sale and have your new customer thank you for it.”

– Jim Miller regarding the presentation “*The Art of Sales*”

## Praise for the Make Momentum Blog

“...so simple yet truly impactful...”

“I want to shout this blog from the rooftops!”

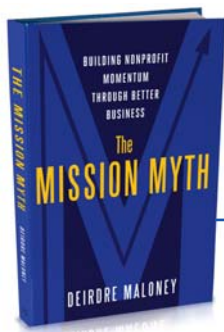
“LOVE this post. It is so accurate for so many tough decisions I have had, not only in a supervisory capacity, but with all kinds of conflicts. Great examples and illustrations. I will definitely be using these recommendations... and soon!”

“Another attention-capturing, artfully-articulated, valuable message. Your writing really stands out among the million bits of information out there, Deirdre.”

“I LOVE your posts and am so grateful when they arrive in my inbox. What a blessing you and your teachings are. Through the simplicity of your examples and experiences we are reminded how to be a good person, a good listener; a good member of our teams, families and communities; good leaders. Thank you girl. You rock!”

“I am so glad I had the chance to read your blog before leaving the gym, Deirdre! Another artful combination of articulate writing and impactful meaning. You do it so well!”

“Thanks for what you do. Through your blog you inspire me to be better- not just for my organization- but for me too.”



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# Why Your Staff Doesn't Like You Very Much

(adapted from Deirdre Maloney's Blog on [www.makemomentum.com](http://www.makemomentum.com))

momentum

move forward

Why Your Staff Doesn't Like You Very Much

(adapted from Deirdre Maloney's Blog on [www.makemomentum.com](http://www.makemomentum.com))

Throughout our careers, many of us have all kinds of aspirations. We want to move up up in our organizations. We want better titles and more money.

And we want to supervise other people.

And oh, we think, how our staff will love us! How they will appreciate our guidance and our feedback! And we, together as a team, will not just meet, but exceed our organizational goals! Hurrah!

And then we actually became supervisors. And we realized the hard truth.

If you are a supervisor your staff might not like you very much.

If you are a supervisor *and* you are doing your job well, they probably don't.

And...here's what many don't know. That's okay.

So why don't they like you? Consider two big reasons.

## **Reason #1 - the things you say**

As a leader, in addition to offering all kinds of support and kudos to staff when things go right, you also need to hold them accountable when they don't.

It's a difficult prospect for most people. It's even worse in the nonprofit sector, filled with committed, passionate adults, rallying around an often-emotional cause.

The result? Many supervisors avoid those hard conversations.

We don't want to be too critical. We don't want to hurt feelings. We don't want to make things *uncomfortable*.

I've been there. My first time around I was unable or - more accurately - unwilling to have hard conversations with my staff. These people were passionate...they were intense...they were my buddies. They were *good people*. And to be real honest? They liked me. And that felt good.

Then I realized that my failure to provide critical feedback meant my organization suffered.

We weren't improving in our work and we weren't as effective as we could be.

And I knew I had to sit up straight, look staff in the eye, suppress the nausea, and *do it*.

I talked to staff who had a good heart but weren't performing.

I talked to staff who were performing, but had a terrible attitude.

I had hard conversations around lack of punctuality and lack of organization.

I discussed issues around verbals and non-verbals, and inappropriate dress.

Sometimes things were okay afterwards. And sometimes they weren't.

And eventually I realized it didn't necessarily matter. Because I knew my organization was better for it.

## **Reason #2 - the decisions you make**

As leaders, we must make hard, unpopular decisions for the good of our organizations.

I restructured programs and brought in external partners. I cut programs and moved our offices to a different location. I changed our vacation policies and adjusted titles.

And while I thought through each of these choices, got appropriate feedback before finalizing them, and always gave reasons as to why I did what I did, sometimes that wasn't enough.

They still didn't think I *got it*. They still thought I was unfair. They still didn't like me.

Remember...Change is hard. Feedback is hard.

You might choose your words carefully (and you should), and you might be consistent and fair (and you should), and it simply might not matter.

They won't like it. And they won't like you because of it.

And it feels terrible. So find external, appropriate support to remind you that you're still a good person and, more importantly, that you're a great leader.

Let me be the first to assure you that you are.

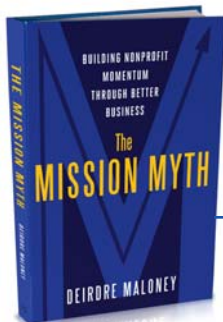
So know that if you're not liked it's common. And chances are it's a sign that you're doing something right.

And the truth is, even if it doesn't feel like it, some staff *will* like you for the very reasons others don't. And, believe it or not, even those who don't might one day grow to appreciate you, too.

But also consider this.

If you're a leader who is beloved by every single person right now, you just might be doing something wrong.

Now, go do good...and do it *well*.



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momentum

# The Harsh Truth About Money

(adapted from Deirdre Maloney's Blog on [www.makemomentum.com](http://www.makemomentum.com))

move forward

I've spent a lot of time talking to nonprofits over the past year about the 4Ms (*management, money, marketing, measurement*), and money is the biggie: the big need, the big solution, the big cause of anxiety.

When fundraising isn't on track and the organization seems to be hurling toward the end of the year without a plan to get back in the black, it's easy and understandable to experience some panic.

I've been there and it feels terrible. I've reacted with emergency direct mail pieces and urgent calls to funders. In my experience, these rarely work. And even when they do, they come with consequences to your long-term credibility.

Working through money challenges takes strategy, adaptability, and constant thought to both your fundraising plan and the individuals who make up your development team.

And it means embracing one harsh truth.

Nobody owes you anything.

It's hard for some to swallow, but it's absolutely true.

Yes, your mission is important, and it's clearly vitally important to the staff and board members who put their all into the organization every day.

Yet for those on the outside, there are many other important organizations also appealing to them, explaining *why they* are the most important cause in town, and *why they* are in that special situation that calls for the big gift now.

The donors themselves have kids going to college and new credit card fees and car problems. They have many, many options on where to spend their money.

You must give them the reason not just to give to you, but to give to you *instead* of all of those other causes and situations fighting for their dollars.

We often think that if we could just get donors to understand our plight, our work, our impact, that surely they will give. But getting gifts takes more than explaining the work we do.

Because as important as it is, there are others out there that are also important, and that have their eyes set on the very same donors, putting together the same events to gather them, and using the same tactics to get the money out of them.

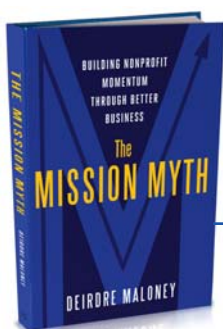
These donors are getting hit from all sides. They're also getting savvy. It's not just about impact anymore. It's also about making sure that the money is spent through excellent stewardship.

This means it is up to you to prove both the impact of their dollars and the integrity with which they are spent. Every time.

How? By strutting your business stuff. By having clear goals and creating measurements that illustrate impact. By having systems in place that prove you spent their money in the way you promised. By running legally, efficiently and effectively.

Nobody owes you anything. But when you prove to donors that they should give their money to you because you spend it with integrity, with an eye toward specific goals, and with the *most results*, you up your odds of getting a gift not just now, but repeatedly into the future.

Now, go do good...and do it *well*.



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March 8, 2010

SAN DIEGO BUSINESS JOURNAL

## COMMENTARY

Editorials, letters, columns and other opinions

## Groups Offer Fundraising Ideas for Nonprofits



## COMMENTARY

Deirdre Maloney

Ask members of the nonprofit community what they need these days, and chances are you'll hear a common theme emerge: money. It's not unlike the message we have all heard before, but this time there's

a new urgency for many nonprofits in town. Stories of increasing demand and decreasing funds putting the squeeze on San Diego's nonprofit community have become increasingly common.

A recently released study from the University of San Diego backed up the stories with numbers.

Sponsored by the Caster Family Center for Nonprofit Research at USD, "Operating in Uncertain Times: How Economic Conditions Have Affected San Diego County's Nonprofit and Philanthropic Sectors" surveyed more than 125 of the region's largest nonprofit and philanthropic organizations.

Of those organizations:

- 89 percent stated that the economy has had a negative impact on their organizations;
- 58 percent said the demand for their services has gone up;
- Two-thirds reported decreases in revenue of up to 30 percent; and
- 42 percent used reserves to cover budget shortfalls.

"Many professionals in the nonprofit sector need help," said John Brannelly, president of the San Diego chapter of

AFP, aka the Association of Fundraising Professionals. "Individuals are in need of new ideas, tools and strategies to enhance their fundraising. They need to figure out how to work with their donors to give, differently, at a time when the donors themselves have also been impacted by the economy. It's a difficult equation."

Yet it's not impossible. That's what the leaders of both AFP and the San Diego chapter of the American Marketing Association believe. Both organizations have committed their resources to producing events that create new energy and fundraising ideas.

AFP planned to bring in renowned fundraising expert Kent Dove last week for a specially expanded set of sessions. Dove spent five decades creating new models for success. His workshop, "Finding Fundraising Success in 2010: a New Culture of Giving — a New Model for Results," gives nonprofits concrete ideas and models to generate much-needed dollars.

### March 10 Conference

On Wednesday, March 10, the AMA plans to hold its 12th annual Cause Conference, which features a new fundraising track to supplement its traditional marketing track. The conference includes two keynote speakers. Jocelyne Daw is internationally recognized for her pioneering work in cause marketing, and Will Marre is co-founder and former president of the Covey Leadership Center. Breakout session topics include how to market to the savvy donor and creating partnership proposals that really work.

"This year's AMA conference will help

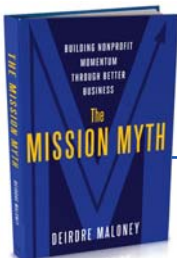
participants integrate the crucial elements of fundraising and marketing into their nonprofits," said Brian Hovis, president of the San Diego chapter of the AMA. "Without the right messages to reach and inspire donors to give, any fundraising effort will fall short. Impeccable marketing and the careful crafting of language will be key to bringing in critical dollars."

This is something fundraising professionals understand clearly. Daniel Sinton, director of development at Ronald McDonald House Charities, San Diego, plans to attend the conference. "It's always important to understand how marketing and fundraising interconnect, and how nonprofit organizations can utilize marketing to educate the community and raise more funds," he said.

Pat Libby, director of the Institute for Nonprofit Education and Research at the University of San Diego, believes the study clearly shows the need for nonprofits to think differently. "Times like these require organizations to honestly assess their strengths and weaknesses, to look for new and better ways of collaborating with public, nonprofit and private sector partners, and to focus on the most essential programs and fundraising strategies for their own survival and success," Libby said.

For more information on the Cause Conference at the Joan B. Kroc Institute for Peace & Justice at USD, visit sdama.org. For information on the San Diego chapter of AFP, visit afpsd.org.

*Deirdre Maloney is the principal of Momentum San Diego, which helps nonprofit organizations and small businesses with strategic planning and marketing/public relations efforts.*



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August 8, 2010

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## How to give in new ways

By Deirdre Maloney  
Sunday, August 8, 2010 at 12:02 a.m.

Yes, it's August. For some reason it sneaked up on us here in San Diego. And with more than half of the year behind us, with the self-indulgences of summer temporarily placing philanthropy on the proverbial back burner, and with the final quarter of the tax year now barreling toward us, it's time to figure out our giving strategy. Make no mistake. Monetary donations are critically important. Yet there are other ways to give that might not be on your radar.

### Give your stuff

Nonprofits need a lot of items. Food banks need food. Arts organizations need sturdy easels. Virtually all nonprofits could use good laptops. Those that hold fundraising events need airline miles, travel vouchers and gift baskets for silent auctions. As you get ready to clean out your home and upgrade your gadgets, keep your favorite nonprofit in mind. Ask it what would truly help the bottom line. But have a heart. Leave out the lipstick-stained coffee mugs and the mismatched socks. It takes more time to sort through that stuff and dispose of it than it's worth.

### Got space?

Nonprofits often need great office space – for daily work, board or committee meetings, special events, or staff teambuilding. If your office building has extra space, it could make the day of a nonprofit looking for a change in scenery.

### Get over fear

There are gift options that help charities while giving the donor a tax break. These include such gifts as life insurance policies and real estate. Some gifts, such as the charitable remainder trust, even create additional income streams for the donor. Don't be intimidated by these alternatives. Talk to your professional adviser, a community foundation or an investment management company.

### Create your legacy

At a certain point we all must face the fact that we will one day no longer be on this earth, and it's never too early to plan for it. Think about the difference you could make for a nonprofit and the legacy you could leave for San Diego if you planned for a gift through your will. And then do so.

### Connect your cause

Your contribution is important. Your support, plus the support of your friends, is even better. If you truly believe in an organization, don't be afraid to be its greatest ambassador. People give to a nonprofit because those they trust do it first. And chances are connecting others to your favorite cause will create an exponentially greater impact than any gift you make on your own.

### Give your time

In the same way that organizations need meaningful stuff, they also need meaningful services. Every nonprofit needs to consult with an attorney from time to time. Same thing with a CPA. Many need graphic design, printing and copywriting services. Some need event planning, mentoring, facilitation. What is your specialized skill? Your favorite nonprofit might need it. Get creative with what you can give or teach. And make sure it helps them either through the bottom line, their morale or their professional development.

### Sit on a board

Nonprofits need effective individuals to sit on their boards. Yet many people join boards without any idea of the weight it carries. If you want to sit in a leadership role, one that holds the ultimate fiduciary responsibility for an organization, take it seriously. Learn what it means, find a nonprofit that's the right fit and ask it to consider you.

### Give money

Yes, we're back to this. Having run a nonprofit for many years and now working with them, I can tell you that cash donations remain one of the most critically important ways to help. If you love a cause, give to it. If you can make it unrestricted, even better. Give what you can to an organization you care about and trust. Then stretch yourself and give a little more.

### Want inspiration?

Look no further than the honorees who will be celebrated at this year's National Philanthropy Day event. They were announced this week by the San Diego chapter of the Association of Fundraising Professionals: Todd Gutschow, Malin Burnham, the Kiwanis Clubs of San Diego and Imperial Counties, the San Diego Chargers, Joan Embery, Harvey and Sheryl White and Beth Morgante. For more information on them and the event on Nov. 3, visit [www.afpsd.org](http://www.afpsd.org).

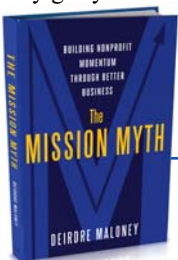
You might not be able to give what they've given, but you can give. In many different, wonderful ways.

Be creative. And know that your support makes a difference – for the organization, for the cause, and, ultimately, for us all.

Maloney is the principal of Momentum San Diego, a consulting firm that works with nonprofit and for-profit organizations. She is also vice president of community relations for the Association of Fundraising Professionals San Diego Chapter.

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## Business Skills Take Nonprofits to Next Level

By Deirdre Maloney  
Monday, October 24, 2011

Alan Sorkin believes that nonprofits need to run more like a business. But it's not because business people have all the answers.

Sorkin says it's all about the discipline you see in many successful companies — the discipline to create a structure for an organization, to develop meaningful strategies and effective business operations, to be clear about what is measured, monitored and communicated.

"When it comes down to it, it's all about capacity building," Sorkin said, "If you don't build the capacity of an organization, it will be struggling forever."

Sorkin believes in this principle so much that he and his wife were one of about 20 founders of San Diego Social Venture Partners, an organization of individuals who want to discover the nonprofit world, find their passion and determine how to best invest their money and time to improve the community. Sorkin is also the president of Social Venture Partners International.

### Enriching Experience

SDSVP is a unique model, engaging with partners from the business world who possess a wide variety and deep-set of professional expertise. Those partners then bring their skills together to connect, strengthen and enrich nonprofits, in effect changing their philanthropic "ecosystems."

"Our network of partners transform nonprofits, transform communities and transform themselves as they move from success to significance," Sorkin said.

The numbers back up the story. Since 2001, SDSVP has delivered to the San Diego community: more than \$12 million in cash and in-kind services; 360 effective philanthropists; 86,000 strategic volunteer hours.

This proven history of transformation is just one reason why SDSVP will be honored as the Outstanding Philanthropic Organizations at this year's National Philanthropy Day event.

The organization will be among eight honorees featured during the annual luncheon, which is sponsored by the Association of Fundraising Professionals San Diego chapter.

The honor, and the work of SDSVP, couldn't come at a better time. Despite a continuing period of economic doubt and increased competition among the thousands of nonprofits in San Diego, Sorkin believes this is a time of opportunity for those who embrace SDSVP's philosophies.

"All we see is potential," he said. "Philanthropy has to change and there are many people who want to change it. We have Generation X and Y with many who are less about making money and more about making a difference. And, we have the largest generation of baby boomers who are retiring younger and have at least one more encore career. Many of them are already using their skills for good."

Community members can do their part by investing in organizations that invest in themselves.

### The Big Day

National Philanthropy Day is a day set aside each year around the world to show appreciation for all that has been accomplished in the culture of philanthropy. The 2011 gathering marks the 39th event for the San Diego Chapter.

The 39th Annual National Philanthropy Day Awards Luncheon will be held Nov. 1, 11:30 a.m. at the Hilton Bayfront San Diego.

A unique development is the decision of three powerful entities in town to join together on behalf of the event. The Jewish Community Foundation, The San Diego Foundation and the Rancho Santa Fe Foundation committed to stand together and share the spotlight as presenting sponsors.

For more information or to register for the luncheon, visit [www.afpsd.org](http://www.afpsd.org).

### Find this article at:

<http://www.sdbj.com/news/2011/oct/24/business-skills-take-nonprofits-next-level/>  
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