



desire street  
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change management through tech transformations

the intersection of lives, leaders and neighborhoods



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# executive overview



## mission + vision //

- ▶ to love our neighbor by revitalizing under-resourced neighborhoods through spiritual and community development
- ▶ partnering with leaders to develop thriving and sustainable organizations



## desire street history – first 30 years //

- ▶ **1990** – founded by mo + ellen leverett in new orleans' ninth ward desire community
- ▶ **1997** – danny wuerffel began volunteering at desire street
- ▶ **2004** – danny retired from the nfl and began working full time at desire street
- ▶ **2005** – hurricane katrina destroyed facilities
- ▶ **2006** – danny became executive director
- ▶ **2008** – head office moved to atlanta
- ▶ **2010** – mission focus expanded:
  - ▶ to partner and develop leaders living and serving in under-resourced neighborhoods across the southeast
- ▶ **2020** – 20+ ministries impacted over first 30 years



## 5-year strategy //

- ▶ develop 20 thriving and sustainable partners by 2025
  - ▶ 10 current partners
  - ▶ graduate ~2-3 partners per year
  - ▶ add ~2-3 partners per year
  - ▶ total of 20 by 2025



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47% of urban youth workers surveyed indicated that they needed more coaching / mentoring to “last” in ministry

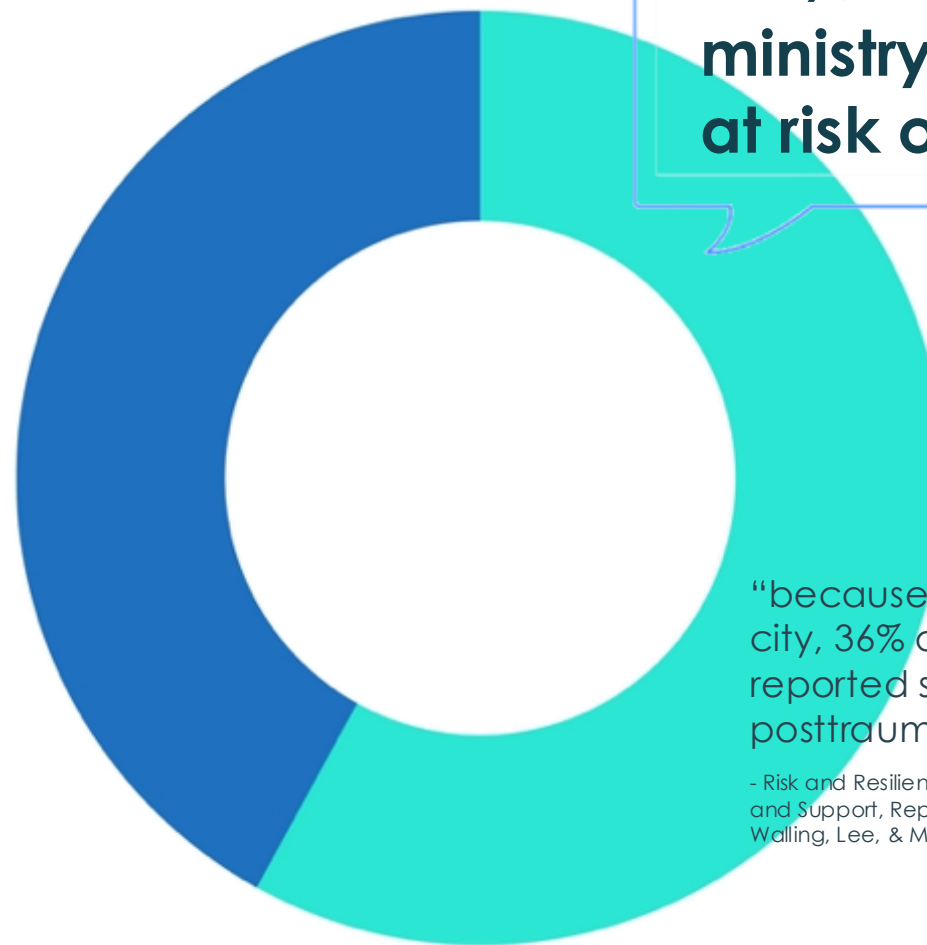


37% indicated that they needed more training in how to relate effectively to the youth they are serving



43% indicated they needed help learning to better balance ministry and other life commitments

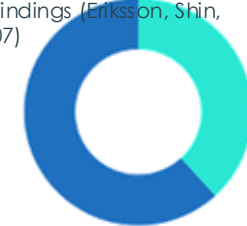
“most everybody we interviewed agreed that the inner city can be a war zone.”  
– fuller youth institute



**“58% of urban ministry leaders are at risk of burnout”**

“because of the stress in the city, 36% of urban youth workers reported significant levels of posttraumatic stress.”

– Risk and Resilience in Urban Ministry: Stress, Spirituality, and Support, Report of General Findings (Eriksson, Shin, Walling, Lee, & Montgomery, 2007)



# // what does desire street do? //

- ▶ we encourage + equip + connect neighborhood ministry leaders
- ▶ to help develop thriving + sustainable ministries

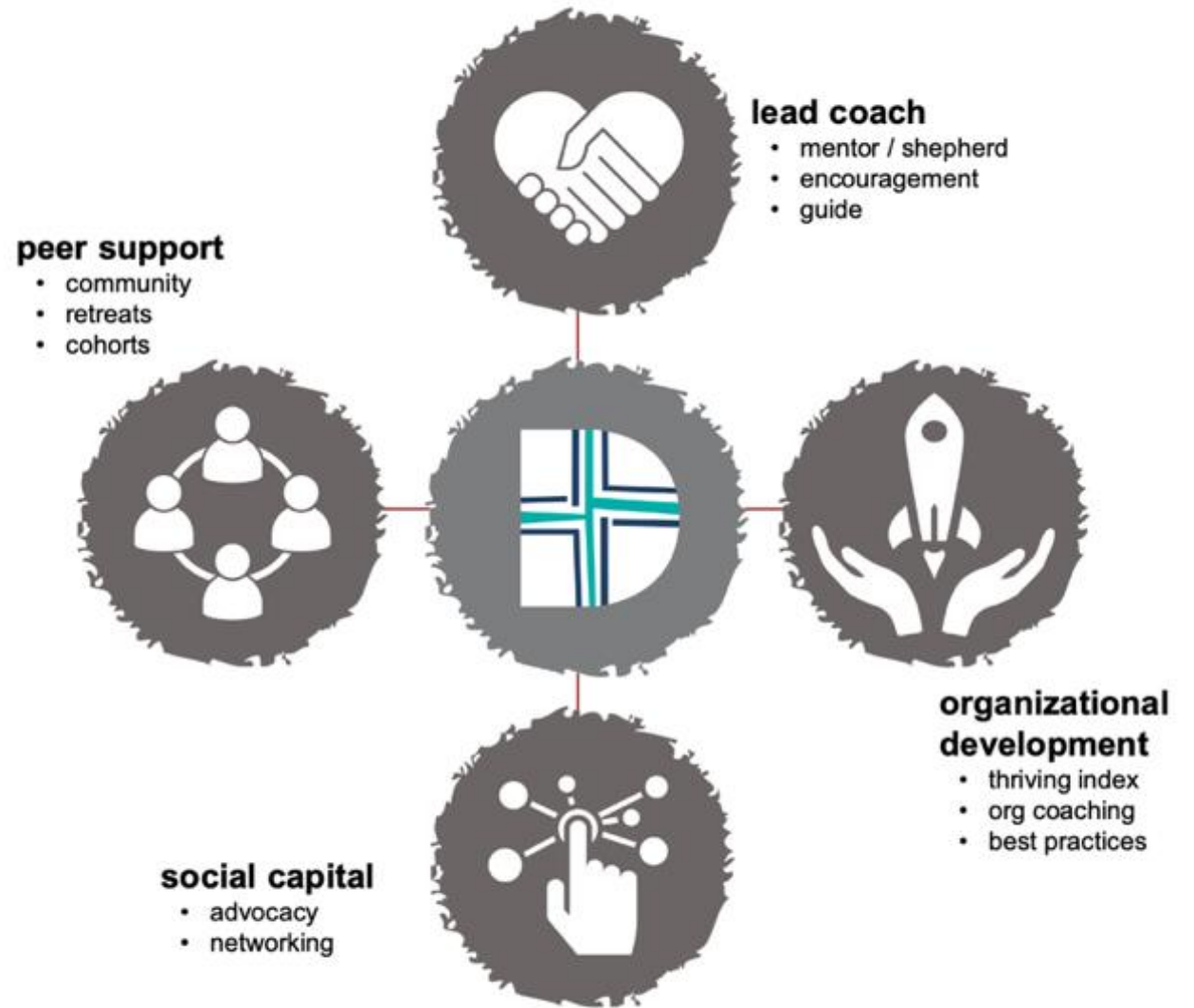




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## partner service offerings

- ▶ focus on leader health and long-term sustainability
- ▶ coach and care
- ▶ organizational development
- ▶ social capital advocacy
- ▶ peer support, retreats, etc.



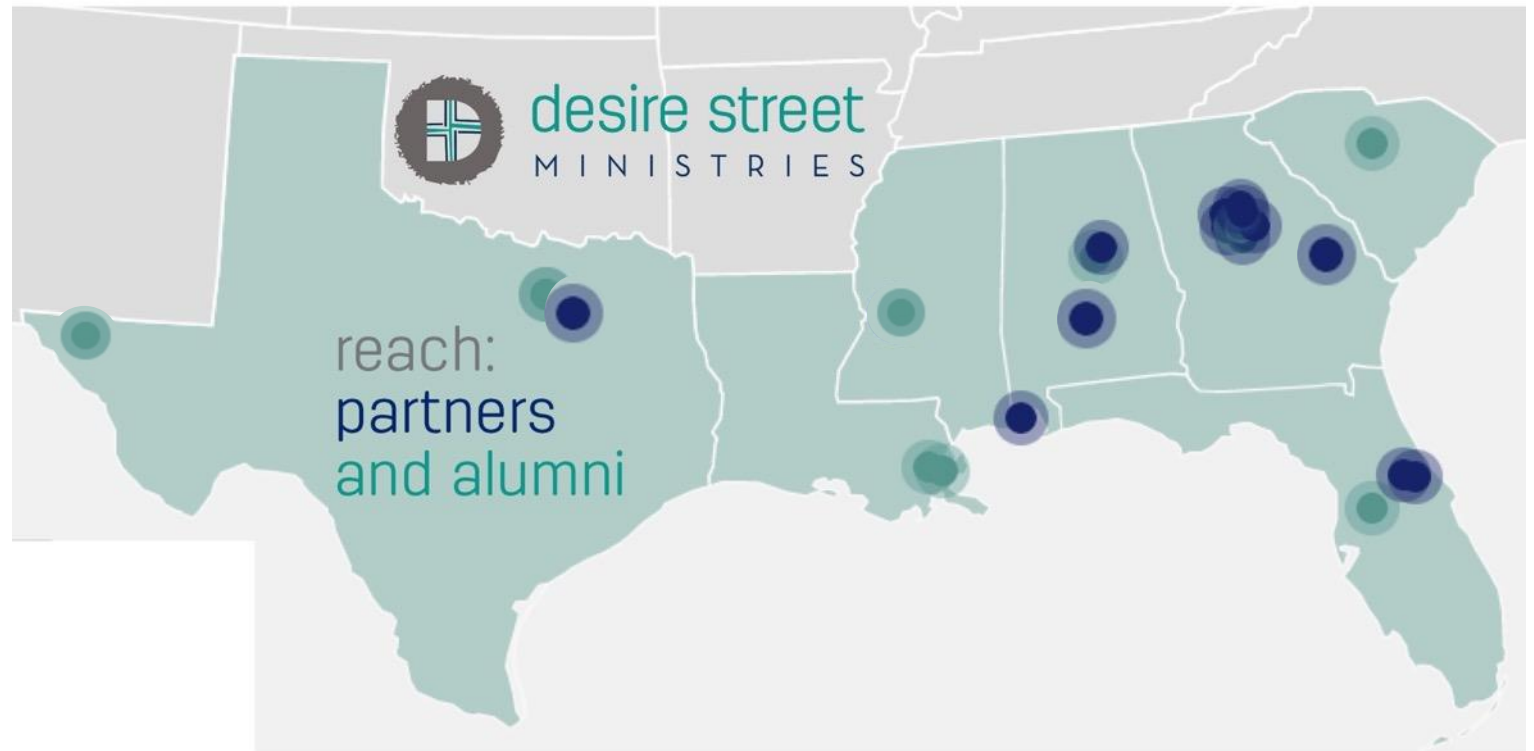




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# partner ministries

- ▶ current partners
- ▶ alumni partners





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get  
involved

@desirestreet



## Opportunities For Intersection

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- ▶ Pray For Our Ministry Partners & Alumni
- ▶ Partner Needs
- ▶ Intersect With Partners
- ▶ Ways To Donate
- ▶ Partnership Information

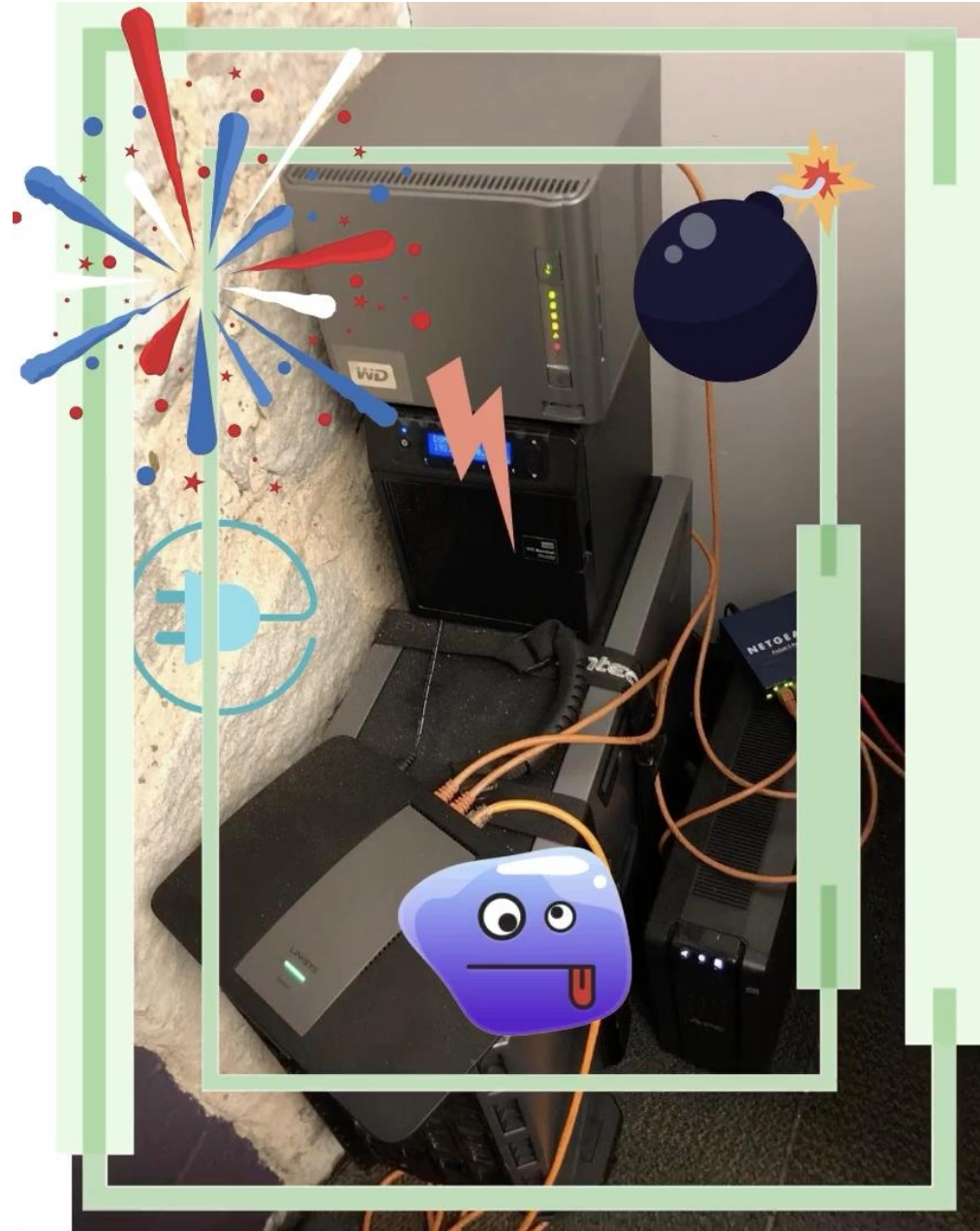
▶ [desirestreet.org/get-involved](https://desirestreet.org/get-involved)





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in the  
beginning...





# our saas & automation journey



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**2016**

- Server-based technology stack
- Technology assessment and recommended actions



**2017**

- Began strategic technology plan
- Goal: Migrate to cloud-based platforms
- Theme: Workflow automation



**2018**

- Cloud file storage
- Cloud email
- Cloud CRM
- Cloud expense management



**2019**

- Cloud financial system
- Retired server platform
- Began workflow automation



**2020**

- Digital mail scanning
- Automated check deposit
- Online bill pay
- Ported phone to MS Teams



**2022+**

- Program workflow automation
- HR function automation
- End-to-end administrative automation



tech  
transformation  
journey



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## workflow automations, tools, & platforms

- ▶ file sharing – dropbox & onedrive
- ▶ mail digitization – earth class mail/legalzoom
- ▶ check deposits – earth class mail/legalzoom
- ▶ online giving – fundraise up
- ▶ bill processing – bank bill pay & qbo
- ▶ office productivity – ms office
- ▶ expense management – qbo
- ▶ fiscal period reconciliations – qbo
- ▶ crm / donor management – bloomerang
- ▶ online banking – mobile deposits & bill pay
- ▶ program automation – ms stack: forms, power automate, teams, outlook

# // how hard can it be? //

“Seventy percent of transformations fail. Contributing factors include *insufficiently high aspirations*, a *lack of engagement within the organization*, and *insufficient investment* in building capabilities across the organization *to sustain the change*, among others.”

Harry Robinson, Sr. Partner - McKinsey



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# // how do we get there? //

- ▶ be thoughtful and intentional – plan strategically, leverage frameworks
- ▶ get early buy-in of why transformation is needed
- ▶ develop a plan that includes broad stakeholder representation
- ▶ remind everyone (often!) that through the journey, learnings will likely lead to unforeseen costs and potential delays (70% failure rate)
- ▶ get expert help – most nonprofits do not have internal capabilities
- ▶ embed change management throughout entire journey
- ▶ start with small wins and build from there

# // transformation frameworks //

- ▶ **mckinsey** – discover. design. deliver. de-risk.
- ▶ **gartner** – ambition. design. deliver. scale. refine.
- ▶ **bcg** – educate. crystallize. accelerate. scale up and transform.
- ▶ **hbr** – it uplift. digitizing operations. digital marketing. new ventures.
- ▶ **cognizant** – customer. product. organization. processes & systems.
- ▶ **zluri** – define. devise. select. plan. innovate.



## EXHIBIT 1

### The 4Ds of a digital transformation

**Discover:** Shape digital ambition, strategy and business case based on insights

**Design:** Reinvent and prototype new capabilities and breakthrough journeys as part of a program

**Deliver:** Activate an ecosystem to rapidly deliver at scale

**De-risk:** Structure the change program, resources and commercial model to reduce operational and financial risk

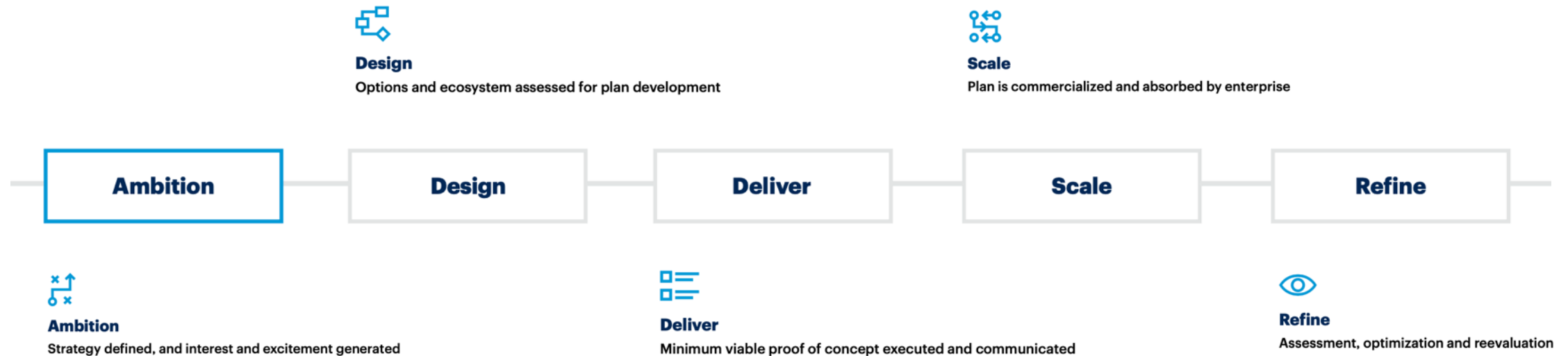


Source: McKinsey analysis



# // gartner //

## ► key stages

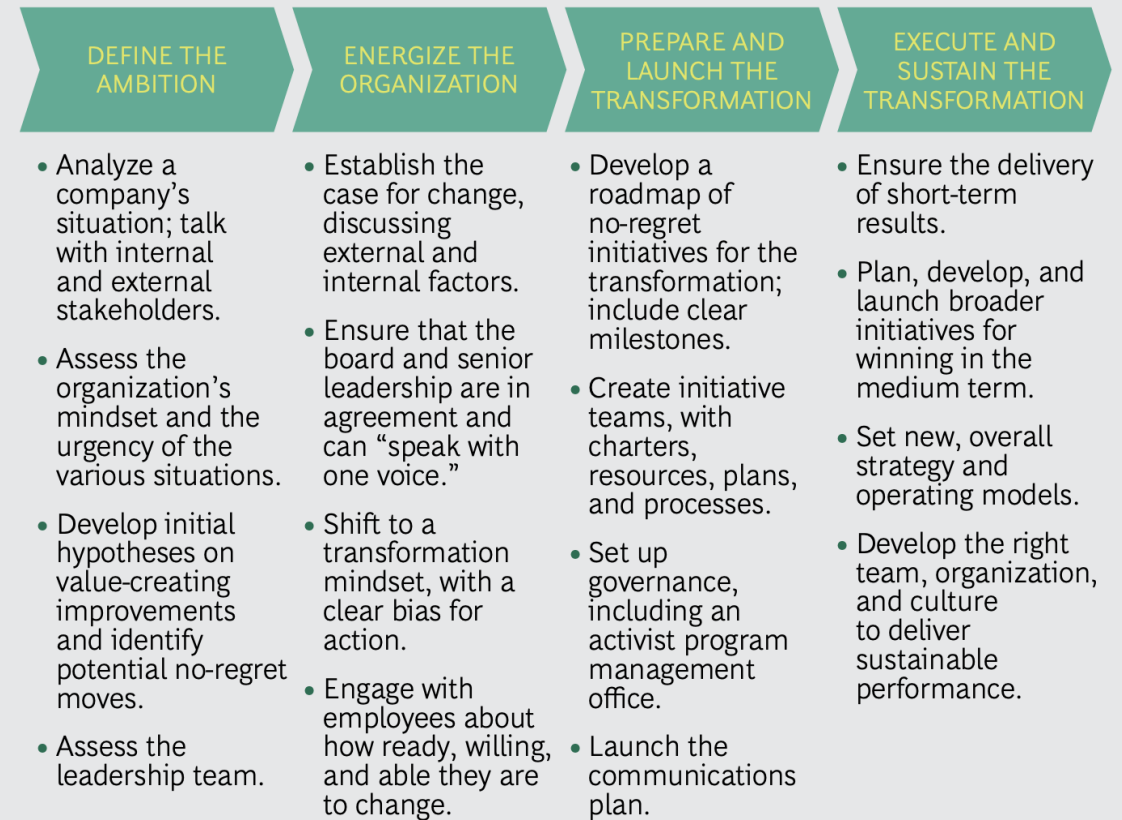




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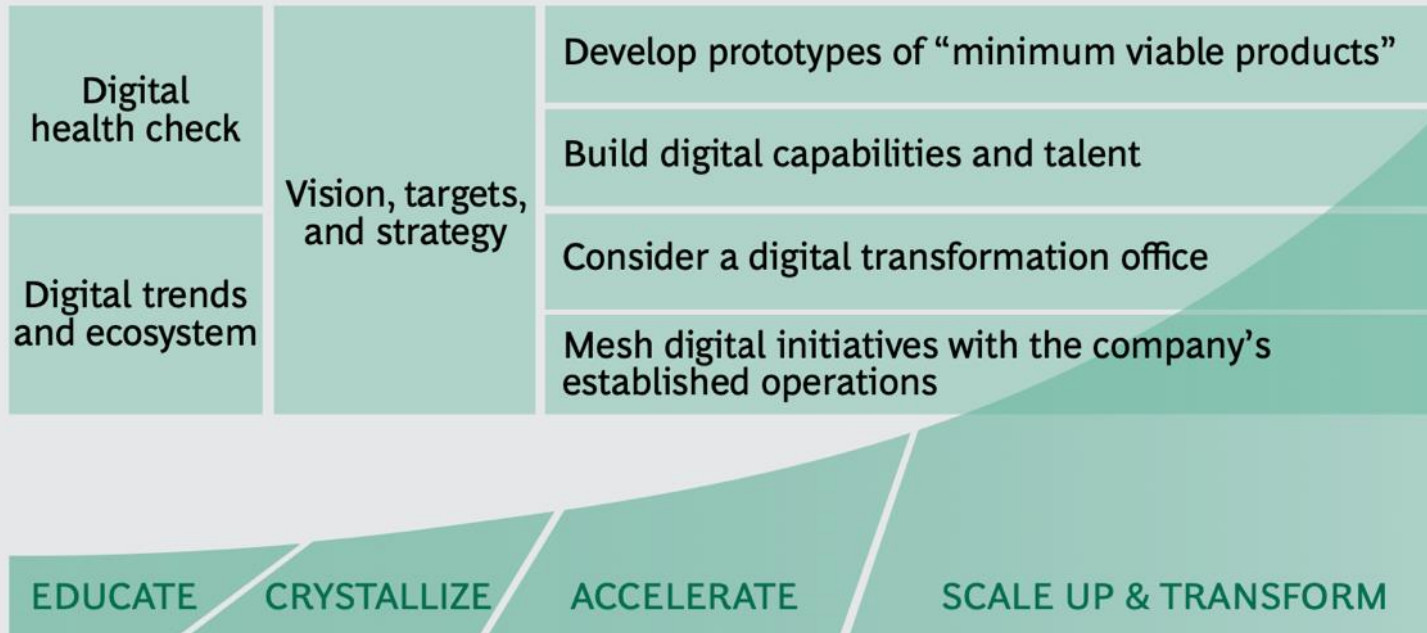
bcg stages

## EXHIBIT 1 | The Transformation Process for CEOs Has Four Stages



Source: BCG analysis.

## EXHIBIT 2 | Digital Transformation Is a Journey



Source: BCG analysis.



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## hbr 4 pillars

### The Four Pillars of Digital Transformation

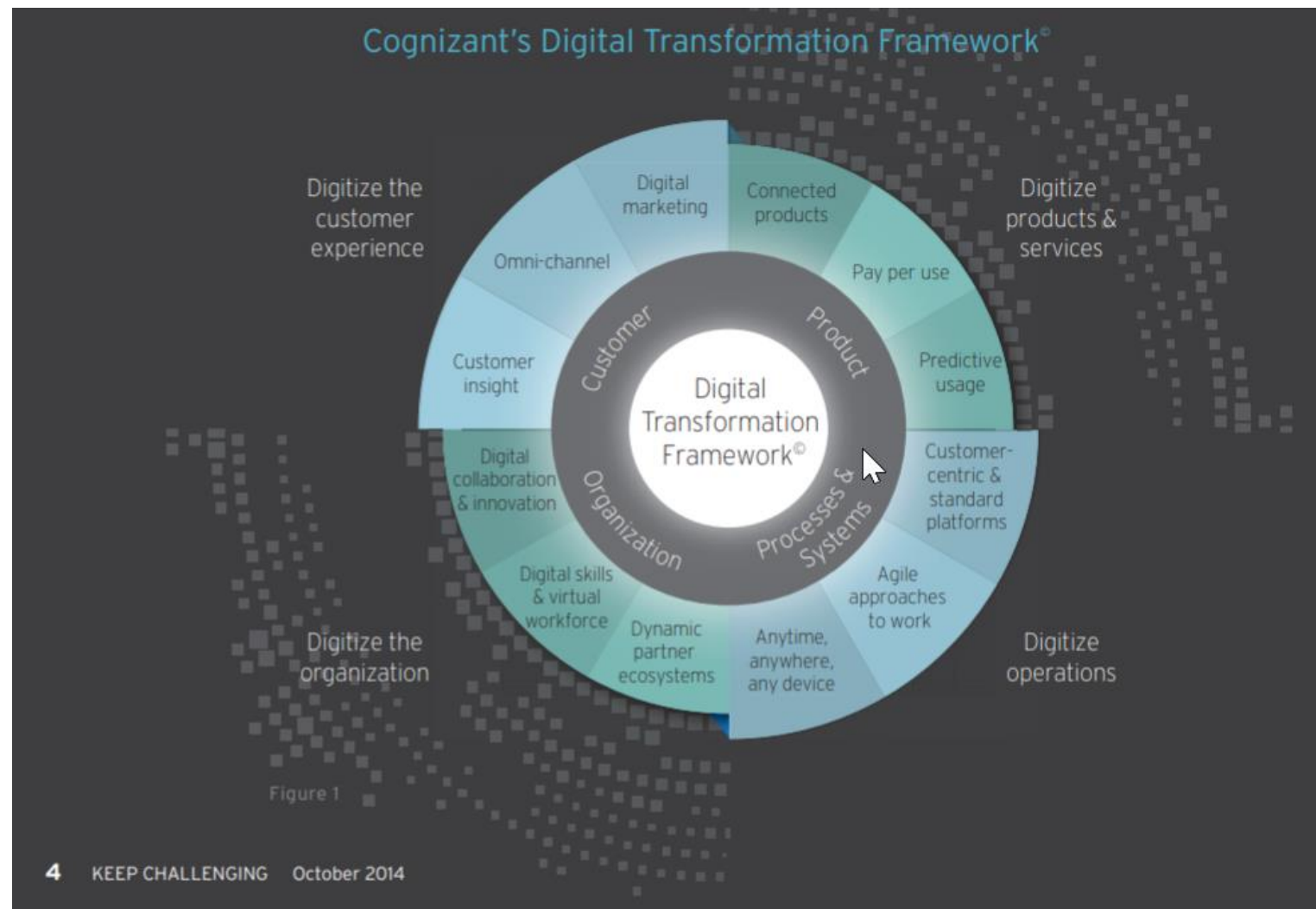
|                       | IT uplift  | Digitizing operations  | Digital marketing   | New ventures  |
|-----------------------|--|--|---|---|
| What it entails       | Modernizing existing IT  | Optimizing existing business                                       | Digital tools for marketing. e-commerce, customer acquisition     | New business models and products                                |
| Benefits              | Flexible platforms<br>Ecosystem of tools                               | Cost reduction<br>Efficiency<br>Optimization                       | Upselling/<br>cross-selling<br>Market/wallet share<br>Brand value | Growth opportunities  |
| Capabilities required | IT architects<br>DevOps teams<br>Change management                     | Business process knowledge; change management                      | Data analytics<br>Digital marketing                               | Business creation<br>Innovation processes<br>Innovation leaders |
| C-suite sponsor       | CTO/CIO  | CFO/COO  | CMO   | CEO/CSO   |
| KPIs                  | New tools, reduced costs, improved capabilities, employee satisfaction | Savings in time, people, and money; improved customer satisfaction | Return on marketing, leads, client acquisition                    | New products, access to markets                                 |





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cognizant



# // zluri //

- ▶ good summary of various transformation frameworks
- ▶ key steps:
  - ▶ define objectives
  - ▶ devise a practical approach
  - ▶ pick the right technology
  - ▶ define the implementation phase
  - ▶ keep innovation at the core

**do not ignore the cultural change**

no matter how well-coordinated an organization's digital transformation efforts may be, it might still collapse if the cultural change stream of its digital transformation framework hasn't received enough attention.

# // discussion //

- ▶ what are your challenges to tech transformation?
- ▶ what specific change management issues have you encountered?
- ▶ what help could you use?
  
- ▶ discussion activity:
  - ▶ break into groups of 2-3 and discuss for 8 minutes
  - ▶ regroup with all
  - ▶ share one key learning from group discussion



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## considerations for tech transformation

- ▶ do thoughtful, strategic planning to modernize your technology platforms
- ▶ don't be afraid to ask for help
- ▶ understand your operational workflows
- ▶ consider automation / integrations where possible
- ▶ leverage nonprofit tools and help
  - ▶ microsoft
  - ▶ google
  - ▶ zapier – automation/integration
  - ▶ tech soup
  - ▶ tech impact
  - ▶ other experts
- ▶ consider security, policy, controls and governance
- ▶ don't forget change management!



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questions?





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the intersection of lives, leaders and neighborhoods

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@jamesgadsby

# thank you!

[desirestreet.org](http://desirestreet.org)