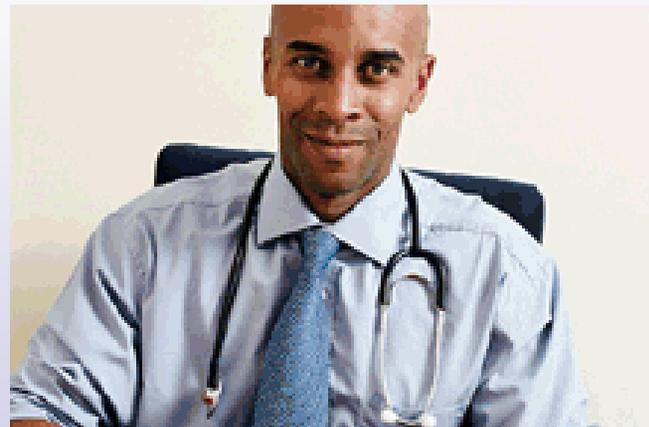




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Providing HIV Prevention Interventions to Ryan White and HOPWA Clients

Stakeholder's to Achieve Linkages and Engagement (SCALE)

Houston, TX

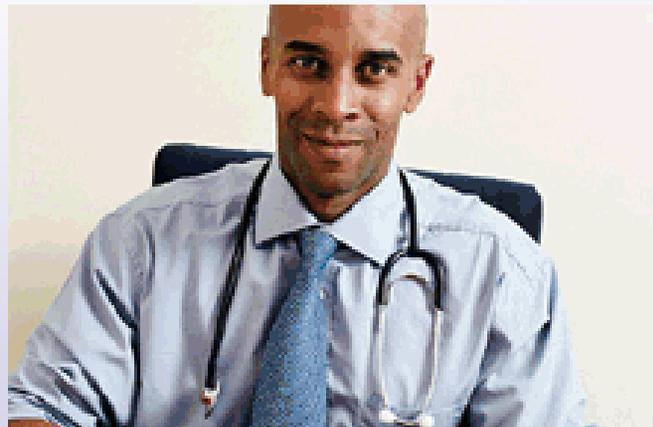
December 18, 2006

Learning Objectives

- **Participants will be able to understand how to assess organizational capacity to move from providing preventions services to providing HIV/AIDS care and support services.**
- **Participants will enhance their knowledge on how to develop effective linkages within their communities to effect a seamless continuum of care for PLWH/A.**



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Module 2:

Seven Elements of Organizational Capacity

Module Objectives

- **By the end of the Module, you will increase your understanding of seven elements of organizational capacity**

What is organizational capacity?

- Where is the organization in its continuum of development and growth?
- The ability of individuals and organizations or organizational units to perform functions effectively, efficiently, and sustainably.
- Capacity is the power of something (e.g., a system, an organization, a person, etc.) to perform or produce.

What affect does organizational capacity have on the ability to deliver quality HIV primary care services?

(1 of 2)

- **There are six organizational capacities that affect the delivery of HIV/AIDS-related services:**
 1. Overall organizational strength
 2. HIV/AIDS technical capacity
 3. Technical skills and expertise

(2 of 2)

- **Six organizational capacities that affect the delivery of HIV/AIDS-related services cont.:**
 4. Inclusive approaches that encourage and promote participation of people living with HIV/AIDS and other affected communities
 5. Institutional capacity to develop linkages and collaborative relationships with others
 6. Linkages, partnerships, and collaborative relationships with others and their contextual environment

Seven Elements of Organizational Capacity: A Tool To Use

What are the seven elements of organizational capacity?

- Venture Philanthropy, in their book *Effective Capacity Building in Nonprofit Organizations*, outlines seven elements of organizational capacity:
 1. Aspirations
 2. Strategies
 3. Organizational Skills
 4. Human resources

What are the seven elements of organizational capacity cont.?

5. Systems and Infrastructure
6. Organizational Structure
7. Culture

Organizational Capacity Exercise

Organizational Capacity Exercise

- Before we review definitions of each of the seven elements of organizational capacity, let's take a look at how much you already know about each of the seven elements
- Each table has a envelope that includes phrases that are related to each of the seven elements.
- Working with colleagues around you:
 - Review each of the cards and decide which of the seven elements it describes.
- You will have 10 minutes to complete the exercise
- Let's see who can finish first...and have the elements placed correctly!

Organizational Capacity Exercise

(2 of 2)

- Working with colleagues around you:
 - Review each of the cards and decide which of the seven elements it describes.
- You will have 10 minutes to complete the exercise
- Let's see who can finish first...and have the elements placed correctly!

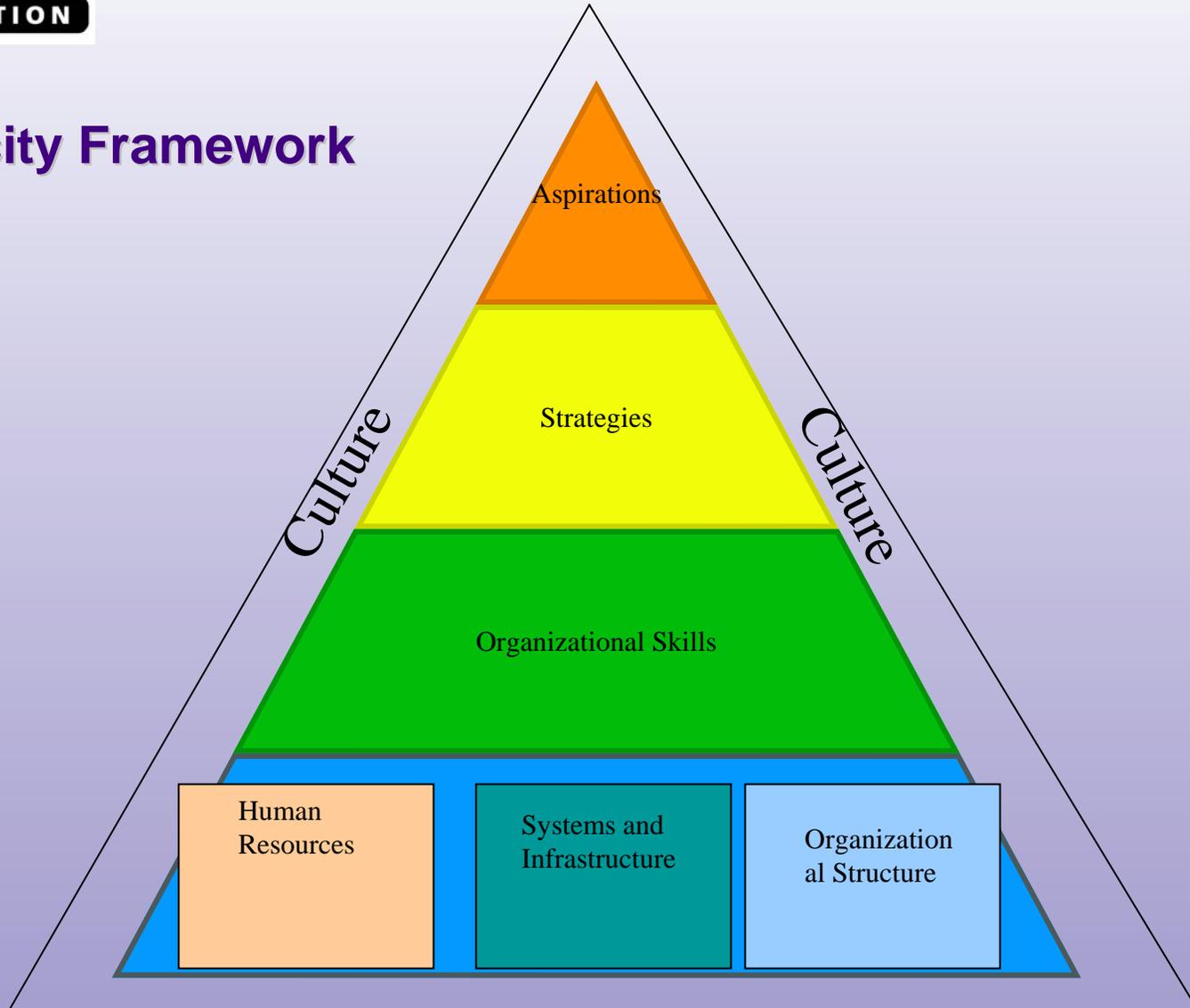
Examples of Organizational Capacities

Aspirations	Strategies	Organizational Skills	Humana Resources	Systems and Infrastructure	Organizational Structure	Culture

Examples of Organizational Capacities
(Completed Table)

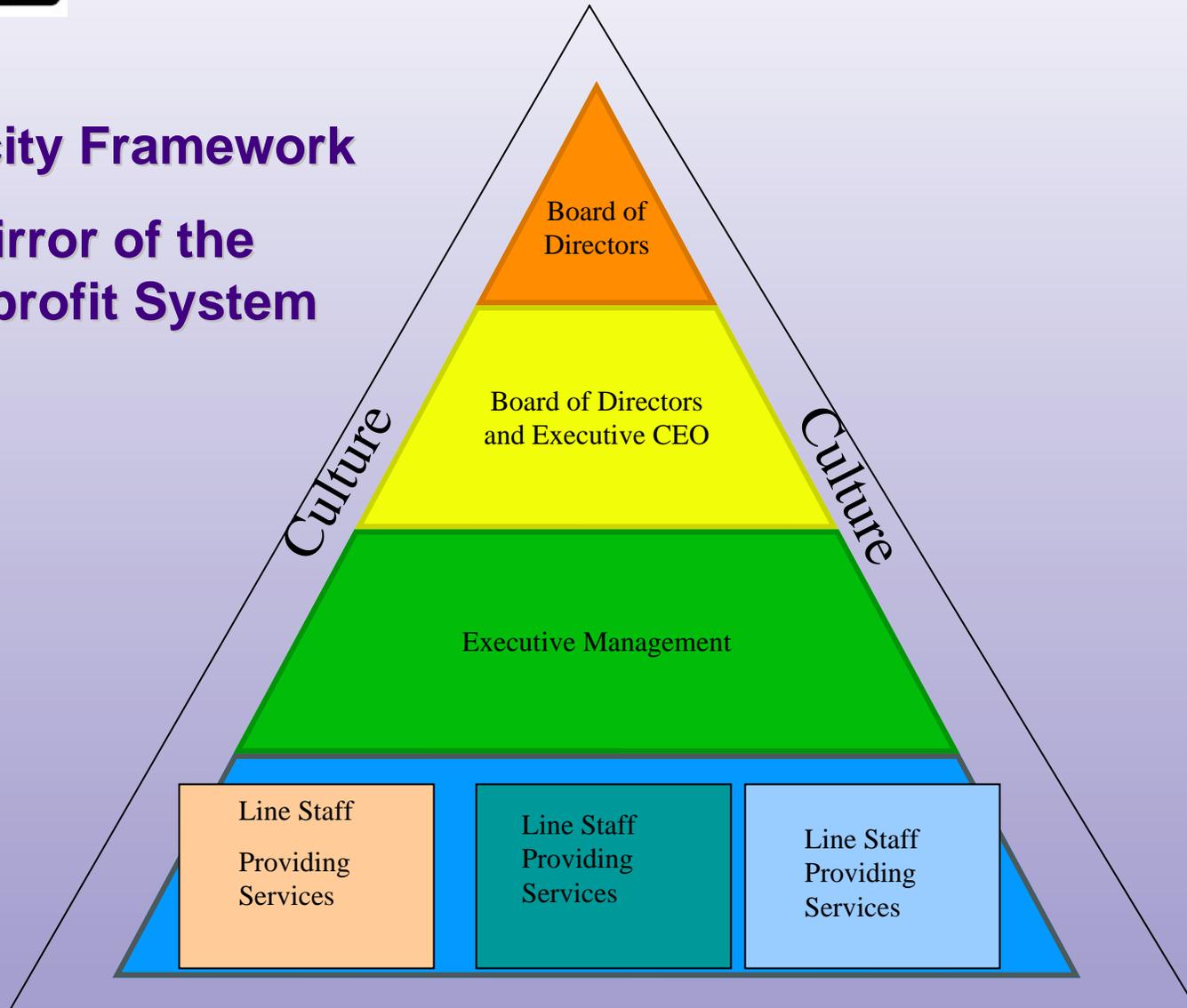
Aspirations	Strategies	Organizational Skill	Human Resources	Systems and Infrastructure	Organizational Structure	Culture
Expression of an organization's reason for existence that reflects its values and purpose	Set of quantified performance targets linked to the organization's overarching goals	Organization's presence and involvement in the community; organizations ability to respond to the needs of the community	Staff positions within an organization	Technical and fiscal systems in place that help an organization plan effectively	Relationships between different teams, divisions, and/or managers	An organization's common practices and norms
What an organization aspires to become or achieve; used to direct actions and set priorities	Performance management; ability and effort to benchmark activities and outcomes	An organization's ability to develop a strategic plan	Board composition and expertise	State-of-the art computing hardware	Operational plans that govern day-to-day work	
	Core programs and services that are linked with organizational mission and goals	Ability/skill at building key relationships with stakeholders	Staff background and experience	Systems to track clients, volunteers, program outcomes, and financial information	Hierarchy of an organization; describes decision-making power	
		Ability of an organization to scale up existing programs or services to meet the needs of the target population	Experience of an organization's management team	Internal controls in place to govern financial operations		
		An organization's ability to maximize staff skill		Physical infrastructure that enhances an organization's efficiency and effectiveness		

Capacity Framework



Capacity Framework

Mirror of the Nonprofit System



Seven Elements of Organizational Capacity

1. Aspirations

- An organization's mission, vision, and overarching goals, which collectively articulate its common sense of purpose and direction.

2. Strategy

- The coherent set of actions and programs aimed at fulfilling the organization's overarching goals.

Seven Elements of Organizational Capacity

3. Organizational Skills

- The sum of the organization's capabilities, including such things (among others) as performance measurement, planning, resource management, and external relationship building

4. Human resources

- The collective capabilities, experiences, potential and commitment of the organization's board, management team, staff, and volunteers

Seven Elements of Organizational Capacity

5. **Systems and Infrastructure**

- The organization's planning, decision making, knowledge management, and administrative systems, as well as the physical and technological assets that support the organization.

6. **Organizational Structure**

- The combination of governance organizational design, inter-functional coordination, and individual job descriptions that shapes the organization's legal and management structure

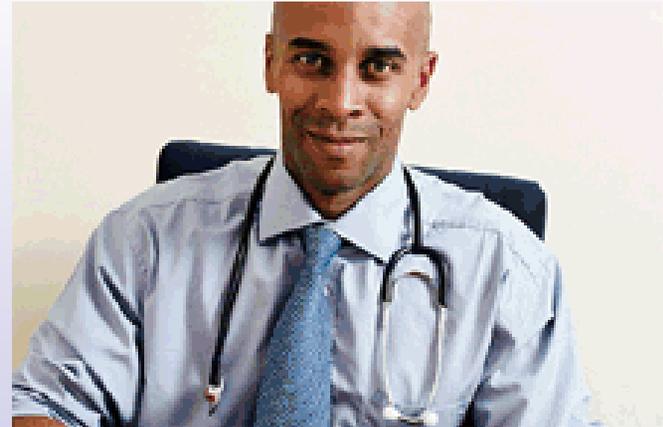
Seven Elements of Organizational Capacity

7. Culture

- The connective tissue that binds together the organization, including shared values and practices, behavior norms, and most important, the organization's orientation towards performance



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Module 4:

Organizational Development:
Managing Innovation

Module 4 Agenda

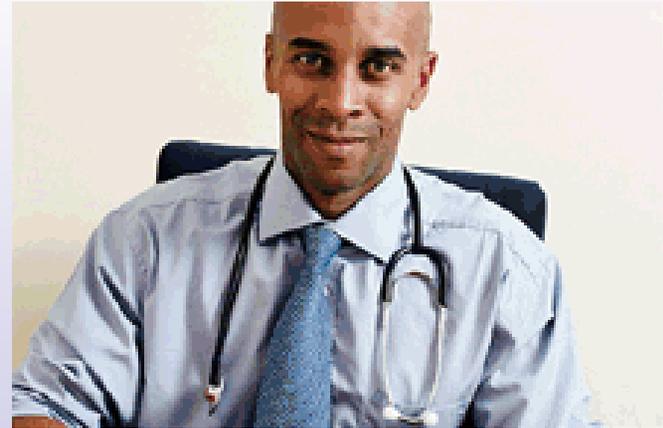
- Module 4 Objectives
- An Overview & Key Elements of Organizational Development
- Managing Innovation & Theory
- Core Content Areas of Organizational Development
- Concluding thoughts

Module 4 Objectives

- **By the end of this module, you will be able to list and explain:**
 - Key elements of organizational development
 - Attributes of Management Innovation
 - Core content areas that encompass organizational development



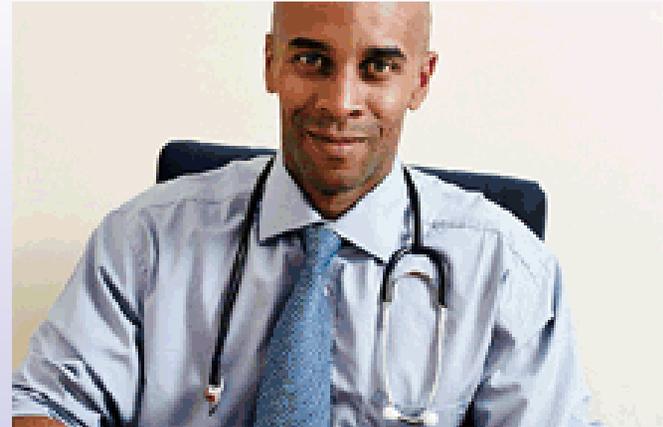
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Organizational Development



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What do you think of when you hear the term organizational development?

Organizational Development

- A process by which behavioral science knowledge and practices are used to help organizations achieve greater effectiveness, including improved quality of life, increased productivity, and service quality (Cummings and Worley, 2002).

Organizational Development:

- Applies to the strategy, structure, and processes of an entire organization
- Includes both macro and micro concepts that consider not just financial aspects of an organization but personal and social characteristics as well

Organizational Development:

- Is concerned with managing planned change
- Is an adaptive process for planning and implementing change
- Involves planning to diagnose and solve organizational problems
- Is flexible and responsive to changing internal and external environments

Organizational Development:

- Involves the creation and subsequent reinforcement of change
- Is oriented to improving organizational effectiveness [Next Dimension discussed]
- Helps organization members gain the skills and knowledge necessary to conduct organizational programs and services

Organizational Development

Macro Concepts

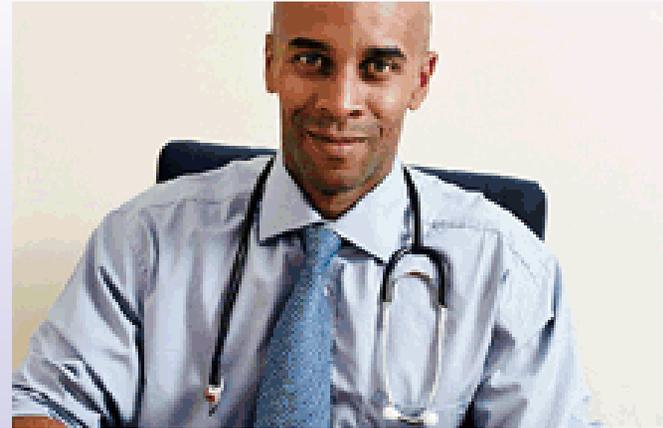
- Strategy
 - Strategic Planning
 - Organizational Sustainability
 - Goals and Objectives
- Organization design
 - Organizational Bylaws
- External relationship
 - Community Involvement
 - Legal Responsibilities

Micro Concepts

- Leadership
 - Board of Directors
- Group dynamics
- Work design
- Culture



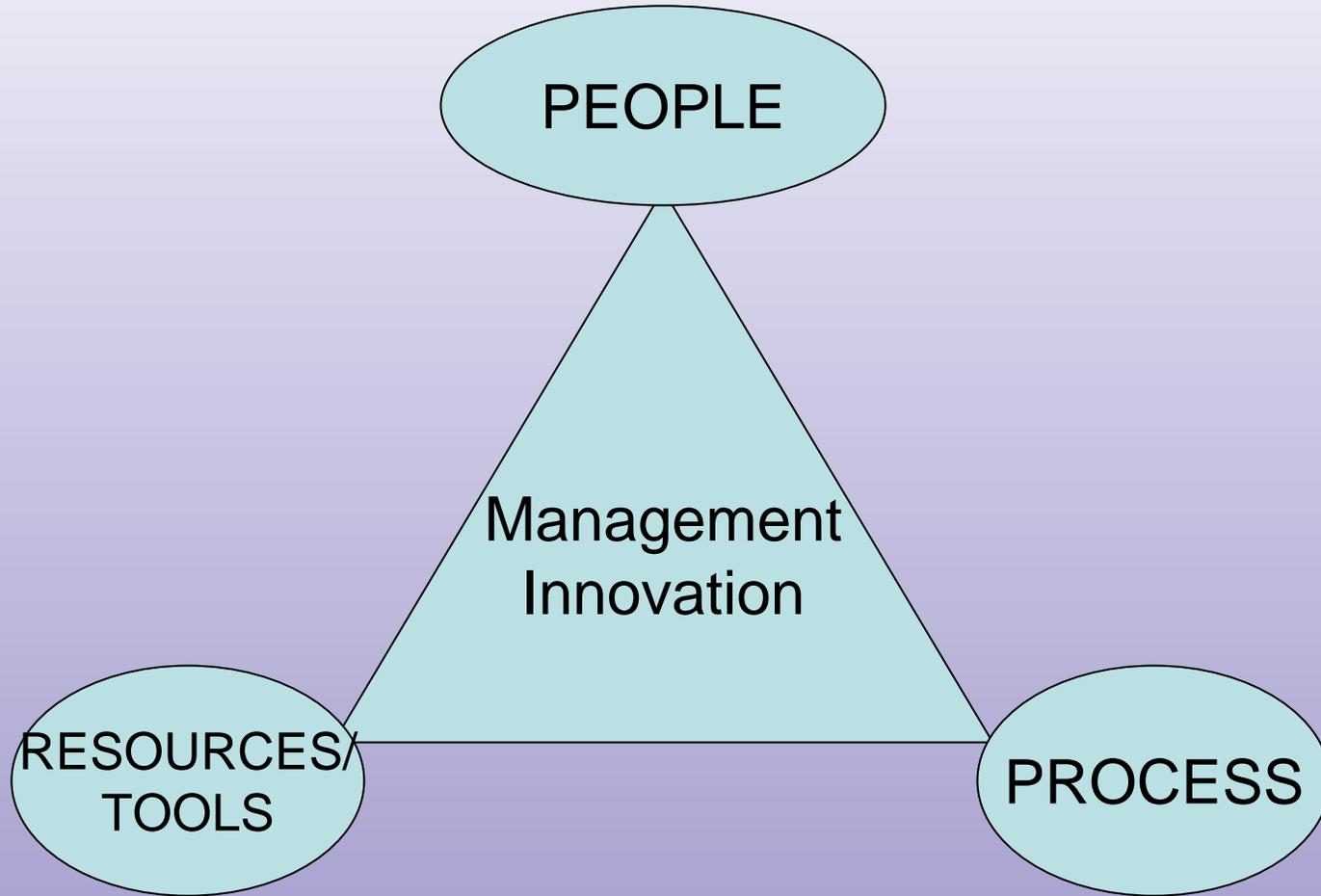
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Organizational Effectiveness

“Organizational effectiveness is the survival of the organization and its ability to exploit its environment in the acquisition of scarce and valued resources to sustain its functioning.”

---Planning Meeting 2005



Management Innovation

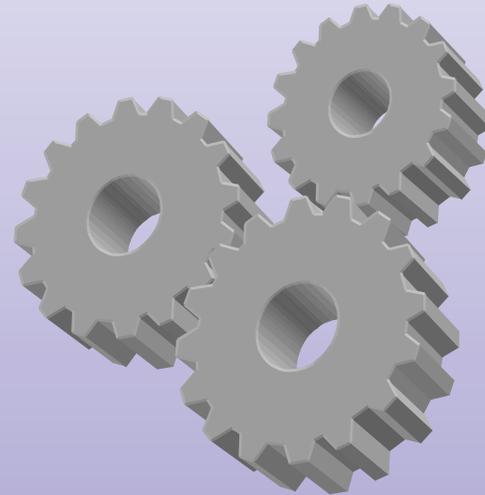
- **A marked departure from traditional management principles that significantly alters the way the work of management is performed (Hamel, 2006).**

Innovative Managers' Work

- Set goals and lay out plans
- Motivate and align effort
- Coordinate and control activities
- Accumulation and allocation of resources
- Acquire and apply knowledge
- Build and nurture relationships
- Identify and develop talent
- Understand and balance demands

Gears That Turn Management Practices

- Strategic Planning
- Project Management
- Hiring and promotion
- Employee assessment
- Executive development
- Internal communications
- Knowledge management



Types of Innovation

■ Operational

■ Targets business processes:

- Client centered care
- Tracking data systems
- Data reporting systems
- Fiscal systems
- Continuous quality improvement, etc

■ Management

■ Targets Mgt processes:

- Human resources
- Supervision
- Staff Training & Development
- Board Development & Training, etc

- If you want to build an organization that unshackles the human spirit, you're going to need some decidedly **UNBUREAUCRATIC MANAGEMENT PRINCIPLES**.

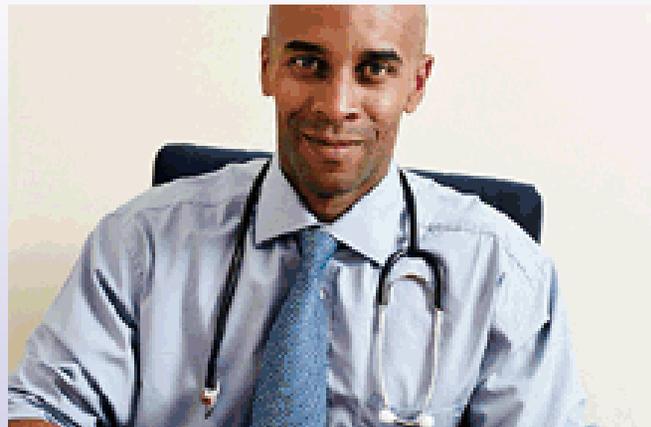
- Communities are amplifiers of human capability
- Agencies need differentiation of management system that encourages team members to bring all their wonderful human qualities to work

Management Paradigms

- Change must start at the top
- It takes a crisis to provoke change
- It takes a strong leader to change a big company
- To lead change, there must be a very clear agenda
- People are mostly against change
- Organizations can cope with only so much change



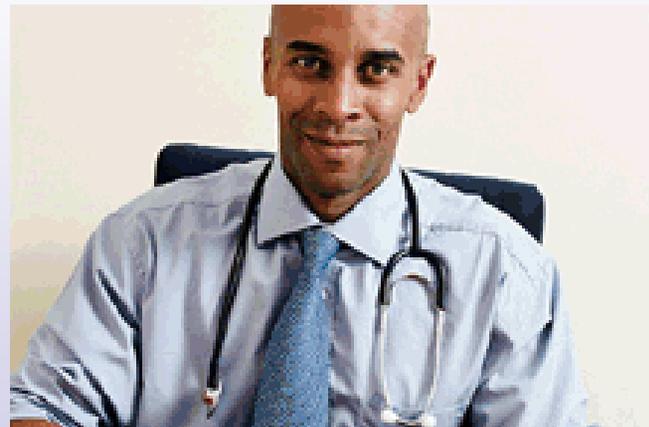
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Mid-City Case Study

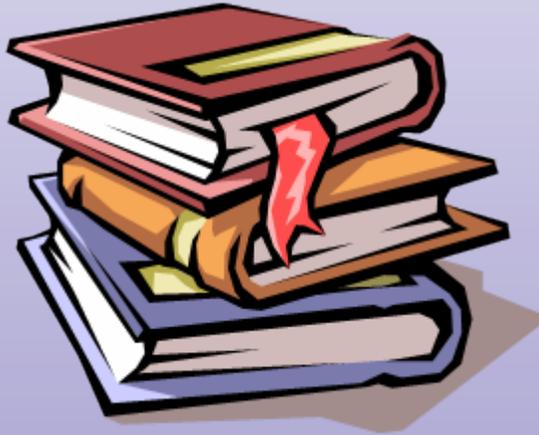


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Applying Theory

The Learning Community



- Senge
- Personal responsibility
- self-reliance and mastery
- Mental models
- Shared vision
- Team learning
- Systems thinking

Culture



■ Schein

- A pattern of shared assumptions learned by a group considered valid and taught to new members to perceive, think and feel

Leadership vs. Management



■ Kotter

- Managers plan, budget, organize, staff and controls
- Leaders set direction, aligns people and motivates

Corporate Social Responsibility



■ Daft

- Management's obligation to make decisions and take actions so that the organization contributes to the welfare and interest of society and the organization

Strategy



■ Steiner

- Top management action for basic directional decisions, what organization should be doing, and what ends are sought and how to achieve

Decision Making

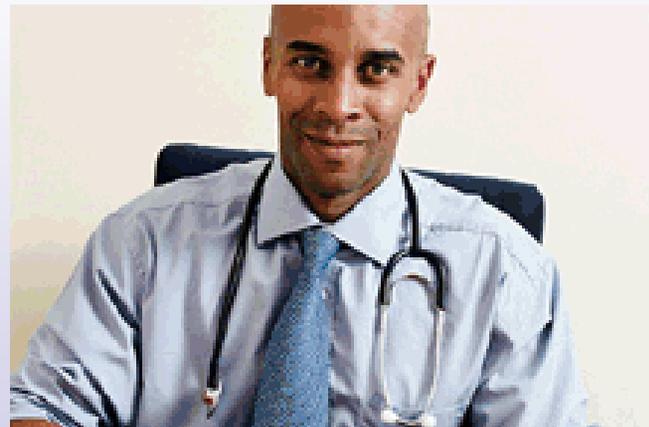


■ Simon

- Bounded Rationality
- Firm behavior is always bounded by human limitations, must use simplified model to capture features of the problem



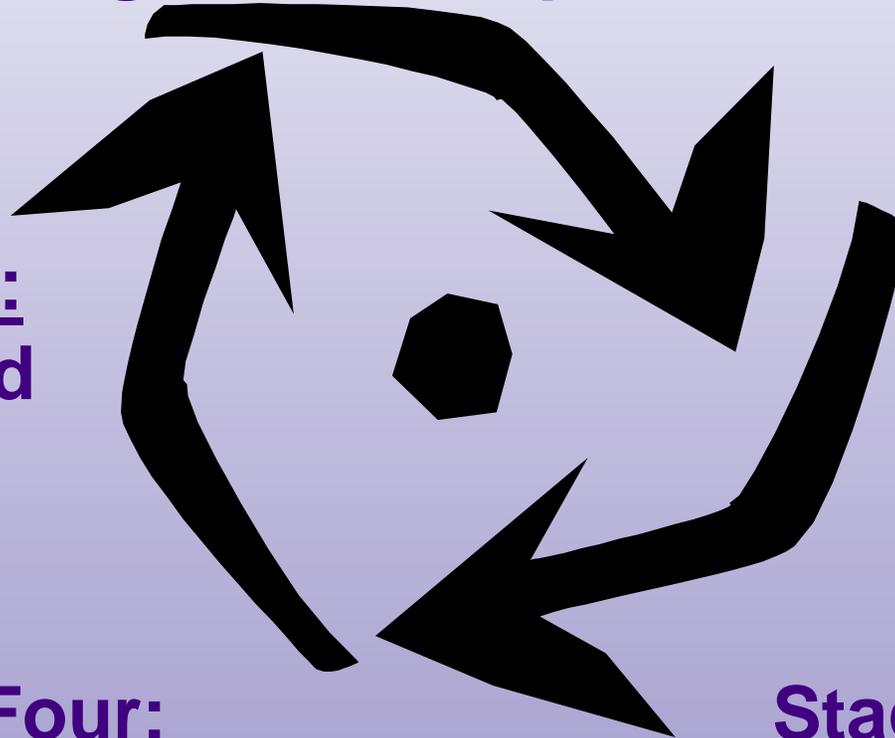
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Life Cycles of Organizations

**Nonprofit Organization
Life Stages***

**Stage One:
Imagine and Inspire**



**Stage Five:
Review and
Renew**

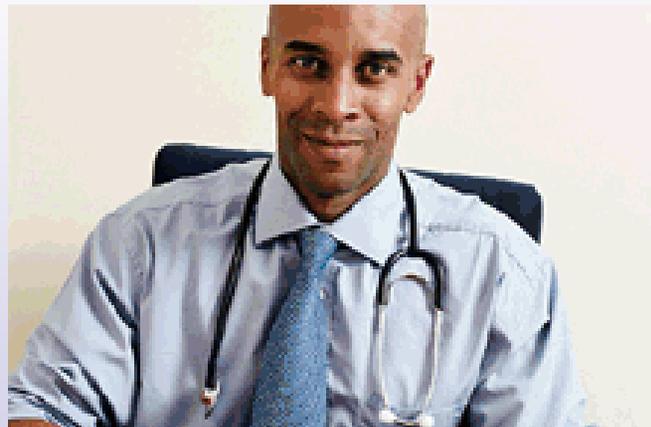
**Stage Two:
Found and
Frame**

**Stage Four:
Produce and Sustain**

**Stage Three:
Ground and
Grow**



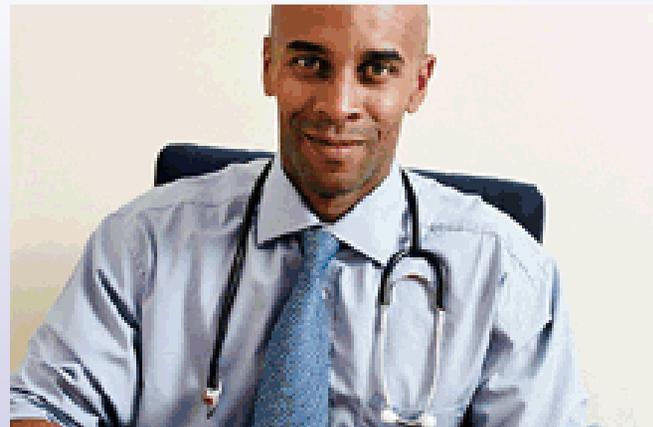
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**Applies to All Types of
Organizations, Non-Profit,
For-Profit, and Governmental**



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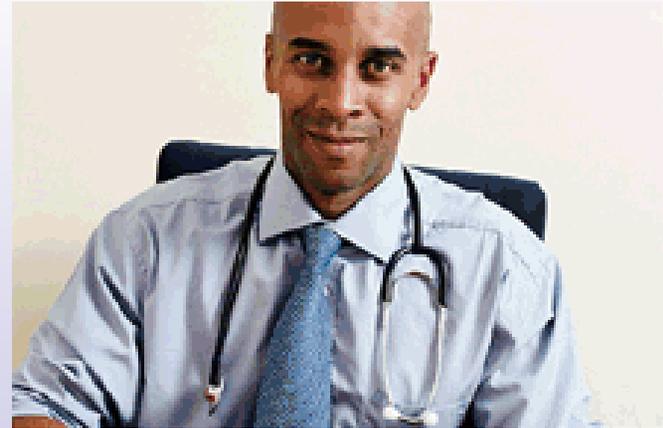
Discovering Best Practices In Your Organization

Best Practices

- Now, lets connect the dots between what you have experienced thus far and the best practices exercise;
- Name a key learning for you;
- Share the learning with another person



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Core Content Areas of Organizational Development

Core Content Areas of Organizational Development

- Area 1: Strategic Planning
- Area 2: Organizational Sustainability
- Area 3: Community Involvement
- Area 4: Organizational Input

Core Content Areas of Organizational Development cont.

- Area 5: Board of Directors
- Area 6: Organizational Bylaws
- Area 7: Legal Responsibilities
- Area 8: Goals and Objectives

Area 1: Strategic Planning

■ Why Strategic Planning?

- To give the organization better control over external forces
- To serve as a tool for decision making and resource allocation
- To bring everyone together in the organization so that they are on the same wave-length

■ **Strategic Planning**

- Does not predict the future
- Is not a substitute for the judgment of leadership
- Is rarely a smooth, predictable, linear process

Area 2: Organizational Sustainability

- **How would you respond to this question:**

What matters more – whether or not your organization survives, or whether or not the community you are serving is in a better place?

■ What is organizational sustainability?

- Hildy Gottlieb in the article, “Organizational Sustainability: It’s about more than just money”, defines organizational development as:
 - An organization’s assurance to the community that they will always be able to count on your work to make life better for them.
 - It is about reliability and dependability for the services [clients] count on and the change they want to see

Area 3: Community Involvement

What is community involvement?

- Community involvement is the process of working collaboratively with and through groups of people affiliated by geographic proximity, special interest, or similar situations to address issues affecting the well-being of those people.

Area 4: Organizational Involvement

- **Organizational Involvement must consider:**
 - The organization's and staff goals
 - The group's task structure
 - The group's composition
 - The group's performance norms
 - How the group functions (culture, values, etc.)

Area 5: Board Participation

■ Fundamental Duties of the Nonprofit Board:

1. Duty of Obedience

- Requires members to be faithful to the organization's mission

2. Duty of Care

- The level of competence that is expected of a board member
 - To be informed
 - Exercise independent judgment
 - Monitor organization and activities by regular attendance

■ **Fundamental Duties of the Nonprofit Board cont.:**

3. **Duty of Loyalty**

- Requires members to exercise their powers in the interest of the corporation, not in their own interest

Area 6: Organizational Bylaws

■ **Bylaws:**

- Give structure to an organization and govern most of its internal affairs
- Outline financial and legal procedures and the purpose of the organization
- Determine who has power and how that power works

■ **Bylaws:**

- Prevent conflicts and disagreements
- Protect against the misuse of funds
- Outline details regarding the board — how it operates, the size, criteria for selection and tenure of members, the number of meetings, the number of officers and committees, etc.

Area 7: Legal Responsibilities

- Nonprofit organizations must ensure that they are in compliance with federal, state, and local laws.
- These laws include filing of appropriate forms, responding to audit requirements, and complying with requirements affecting employer and employee relationships.
- In addition, nonprofit organizations must establish internal operational standards to help govern and support the organization's administrative functions.

It entails taking a look at an organization's responsibility/requirements related to:

- Accountability and Transparency
- Risk Management
- Conflict of Interest
- Bylaws
- Policies
- Compensation
- Liability and Legal Obligations
- Laws and Regulations
- Lobbying

Area 8: Goals and Objectives

■ Objective

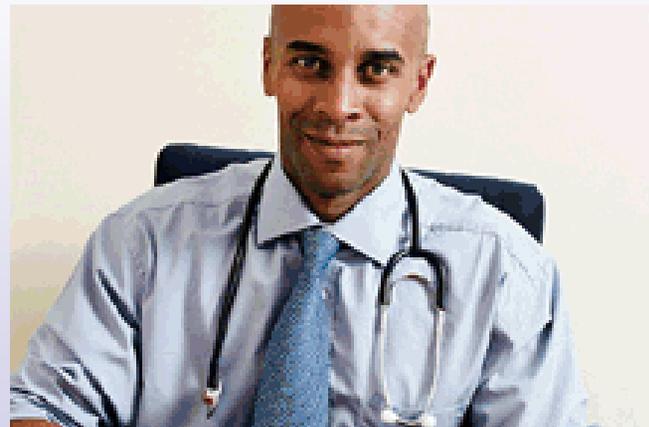
- A specific statement of the work the organization will do within a given funding period toward the realization of the overall program goals.
- Focus should be on the most critical organizational issues and outcomes that need to be addressed to achieve the stated goals.
- Objectives are performance-oriented as well and described by time

■ Goal

- A general statement of what the organization seeks to accomplish, who it is for, and how you hope to accomplish it.
- Program goals are broad statements of desired overall outcomes — not specific as to when or how.



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Concluding Thoughts

Concluding Thoughts

- **Before engaging in a discussion about organizational development, consider:**
 - Organizational readiness/buy-in
 - Organizational culture
 - Organizational leadership

■ Organizational leadership

“The very essence of leadership is that you have to have a vision. It’s got to be a vision you articulate clearly and forcefully on every occasion.”

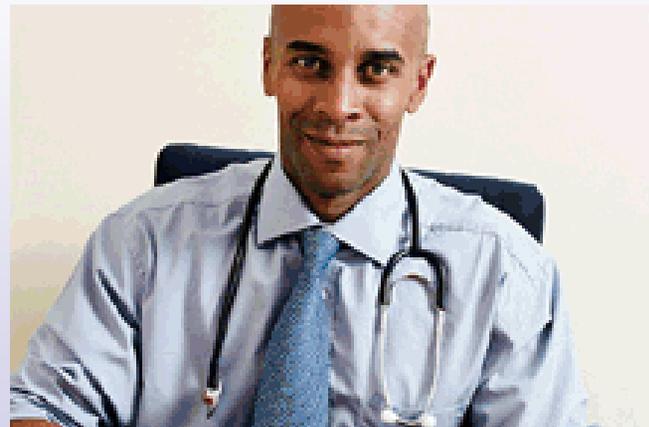
■ Organizational Leadership

- “Leadership is ultimately about creating a way for people to contribute to making something extraordinary happen.”

(Kouzes & Posner, The Leadership Challenge, 2002)



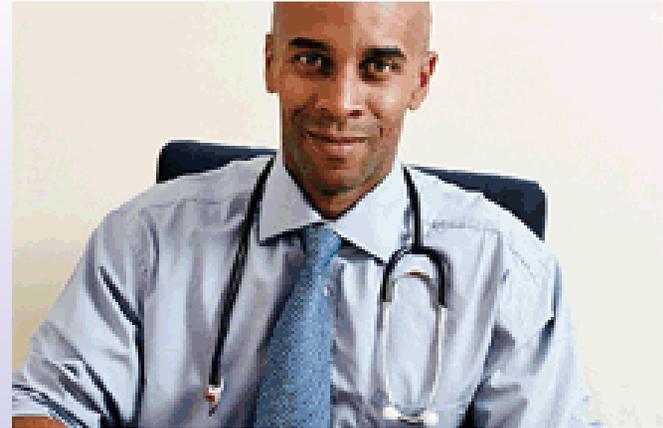
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End of Module 4



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Small Group Work: **Organizational Assessments**

Organizational Capacity Assessment Survey

- The organizational capacity assessment survey is a tool designed to help organizations assess their organizational capacity
- It is based on the seven organizational elements discussed in Module 2
- The survey is adapted from the McKinsey Capacity Assessment Grid as presented in the Venture Philanthropy Partners guide, Effective Capacity Building in Nonprofit Organizations
- The results of the survey can serve as an organization's capacity-building plan

Small Group Instructions

- **There are seven stations around the room to correspond with each element of organizational capacity**

Small Group Instructions

- **Your group will rotate among each station to:**
 - Complete the assessment survey for that particular element
 - Discuss some of the challenges the organizations in your group experience related to that element
 - Work together to outline at least one strategy to address the challenge
- **You will complete this process until your group has visited each of the seven stations**

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