

“What’s Not in the Book?”

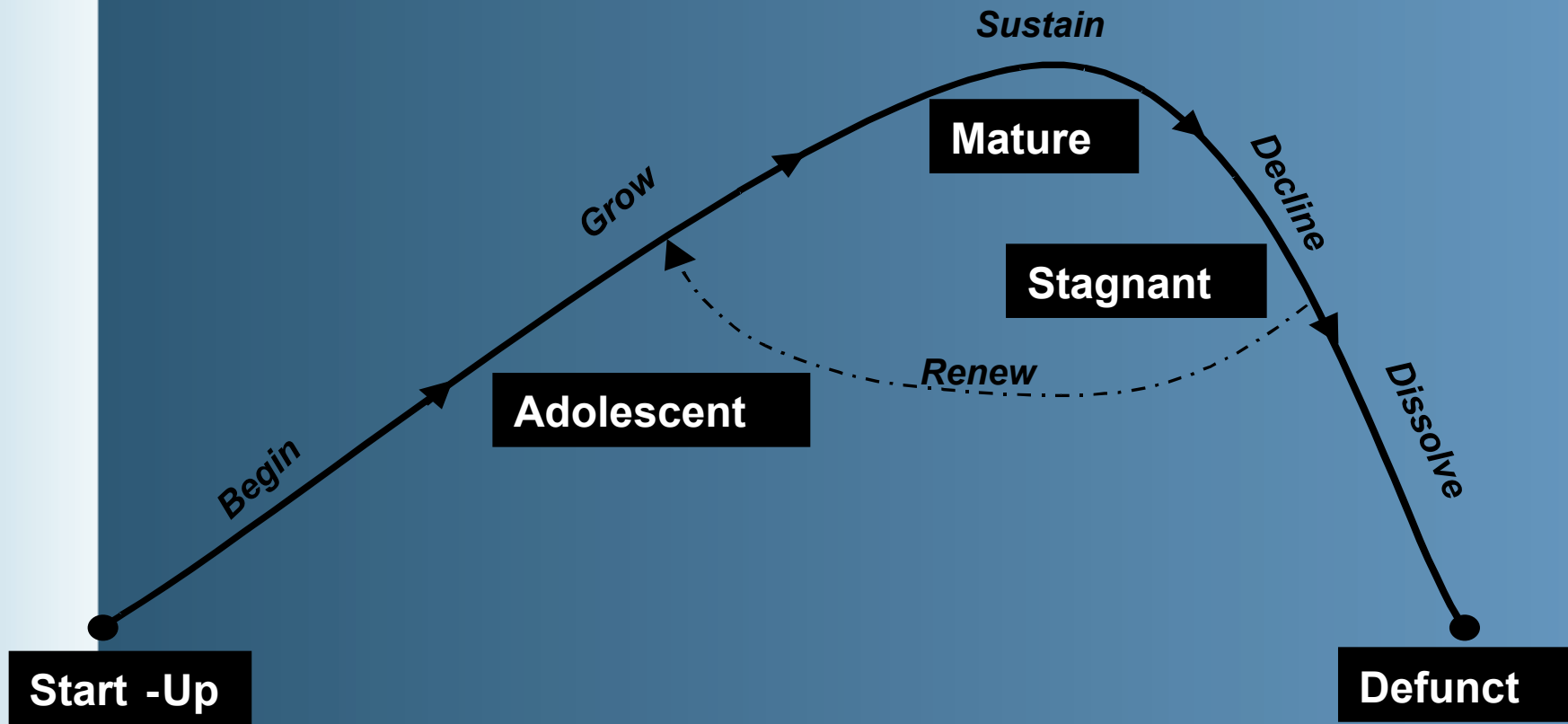
TCC GROUP

Peter York

Agenda

- **Organizational Life Cycle (It's in the Book)**
- **Life Cycle and the Four Core Capacities (Not in the Book)**
- **Each Life Cycle Stage's Focus, Goals and Transitional Milestones**
- **Best Practices Tool**
- **Organizational Assessment Tool**

The Nonprofit Organizational Lifecycle Model¹ (In the Book)



¹ This model is adapted from Susan K. Stevens' *Nonprofit Lifecycles: Staged-Based Wisdom for Nonprofit Capacity* (Stagewise Enterprises, 2002.)

Life Cycle & the Four Core Capacities (Not in the Book)

Life cycle is defined by how close an organization is coming to achieving its mission and vision

- Therefore, to identify where an organization is with respect to “life cycle,” one needs to look at how well “program” (the mission vehicle) resources are:
 - Led;
 - Learned about;
 - Managed; and
 - Used/applied.

Start-Up

Mission-based Focus:

- Design and implementation of core program(s)

Goal:

- To understand what it takes to deliver the right quantity of programs/services.

Transitional Milestone:

- Program staff/volunteers are delivering core programs similarly with respect to quantity; AND
- “Word-of-mouth” among the target population has begun.

Growing

Mission-based Focus:

- Refinement of programs/services; and
- Beginning/short-term outcome achievement for clients.

Goals:

- To understand what it takes to deliver the assumed right quality of programs/services;
- To have the necessary resources to delivery the right quantity of services every time; and
- To have the capacity to manage the use of program resources.

Transitional Milestones:

- Program staff/volunteers are delivering core programs similarly with respect to quality;
- Demand for programs is outpacing capacity to deliver more; AND
- Have resources to deliver program quantity every time.

Maturity

Mission-based Focus:

- Program achievement of expected client interim- and longer-term outcomes; and
- “Going to scale” with respect to program implementation (directly through own programs and indirectly through partnering with other organizations) such that community impact begins and increases over time.

Goals:

- To understand what it takes programmatically (quantity and quality) to achieve outcomes;
- To have the necessary resources to deliver the right quantity and quality of services every time;
- To have the capacity to manage the use of program resources and quality of program delivery; and
- To leverage other organizations’ resources for program delivery.

Maturity (cont.)

Transitional Milestones for Continued Maturation:

- Program staff/volunteers are consistently improving the quantity and quality of service delivery based on formal learning processes;
- Have resources to deliver better program quantity and quality every time to those being served; AND
- Achieving community impact through programs and partnering/alliances.

Stagnation/Decline

Milestone: How to Know if Your Organization is Stagnating or Declining

- Programs are achieving the same or less outcomes than during prior periods in the history of the organization;
- Demand for services remains the same or lessens;
- Funders and donors are decreasing their program grants/donations (unless their own resources have diminished, not shifted, in which case this may not be a sign of stagnation or decline);
- Partner organizations decrease their investment of time, money, etc. in your organization's programs; and/or
- Client-reported quality of programs hasn't improved and/or has diminished.

Stagnation/Decline (cont.)

Mission-based Focus:

- Re-examine if and how to make programs relevant to the community, again;
- Through program innovation/change, return to a level of high-quality, outcome-focused programs/service (go back to “growth” stage); or
- Decide to dissolve and pass along program resources/assets to other organizations in the community.

Goals:

- To re-assess community needs for current programs/services;
- Make program adjustments/refinements to meet current community needs; or
- Close down/merge with another organization.

Transitional Milestones for Stagnation/Decline:

- Milestones for “growth” (refer above)

Life Cycle & the Four Core Capacities

Life cycle development is supported by organizational resources, and how well they are led, adapted, managed and used

- *“Non-programmatic”* resources must be well led, learned about, managed and used if mission-focused (program) resources are to be used most effectively

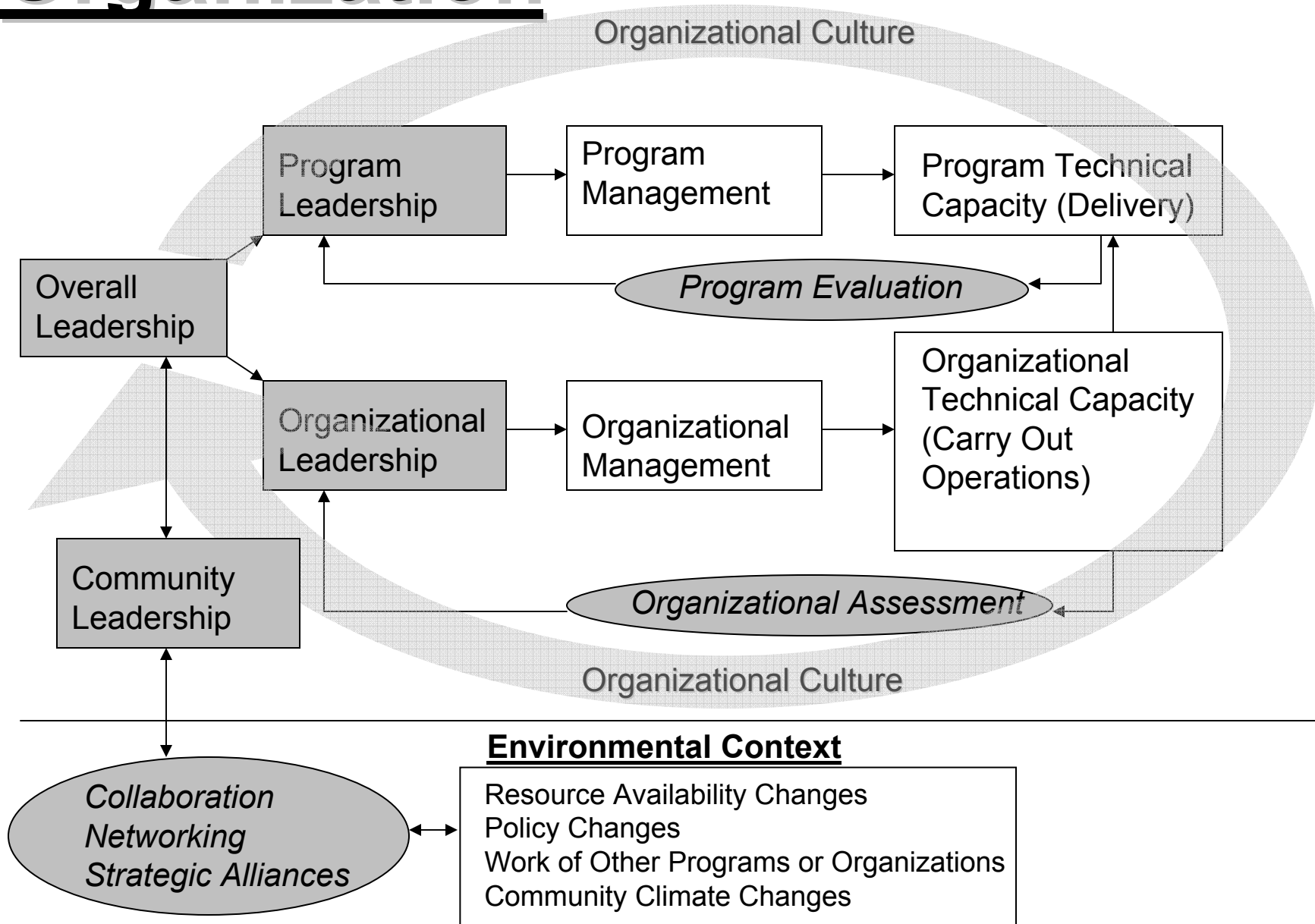
Life Cycle Stage Advancement

- **Leadership and adaptive capacity drive a nonprofit's advancement**
- **Management and technical capacity building must follow**

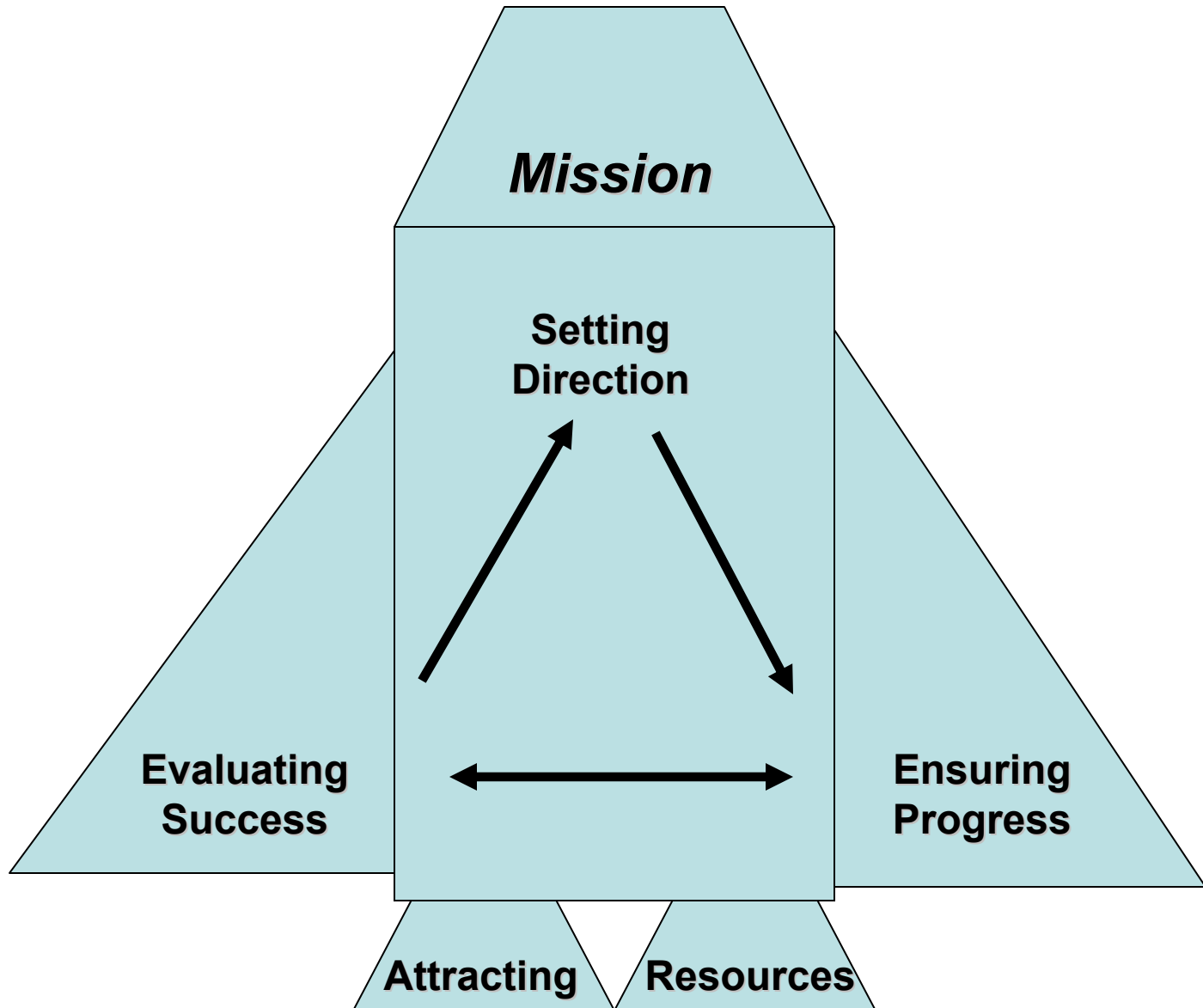


**Strive to Be a Well-led
Learning Organization**

The Well-led Learning Organization



Mission Steward-Ship





The Organizational Best Practices Tool

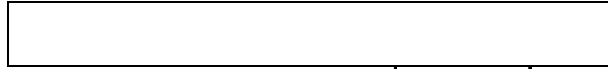
Best Practices Tool

- Checklist of “best practices” at each stage in the organizational life cycle, for each of the four core capacities
- Begin with programs to determine how your organization is progressing
- Determine how aligned your organization is with your life cycle
- Milestones to achieve for advancing to the next life cycle stage
- Capacity building strategies to achieve these “transitional milestones”

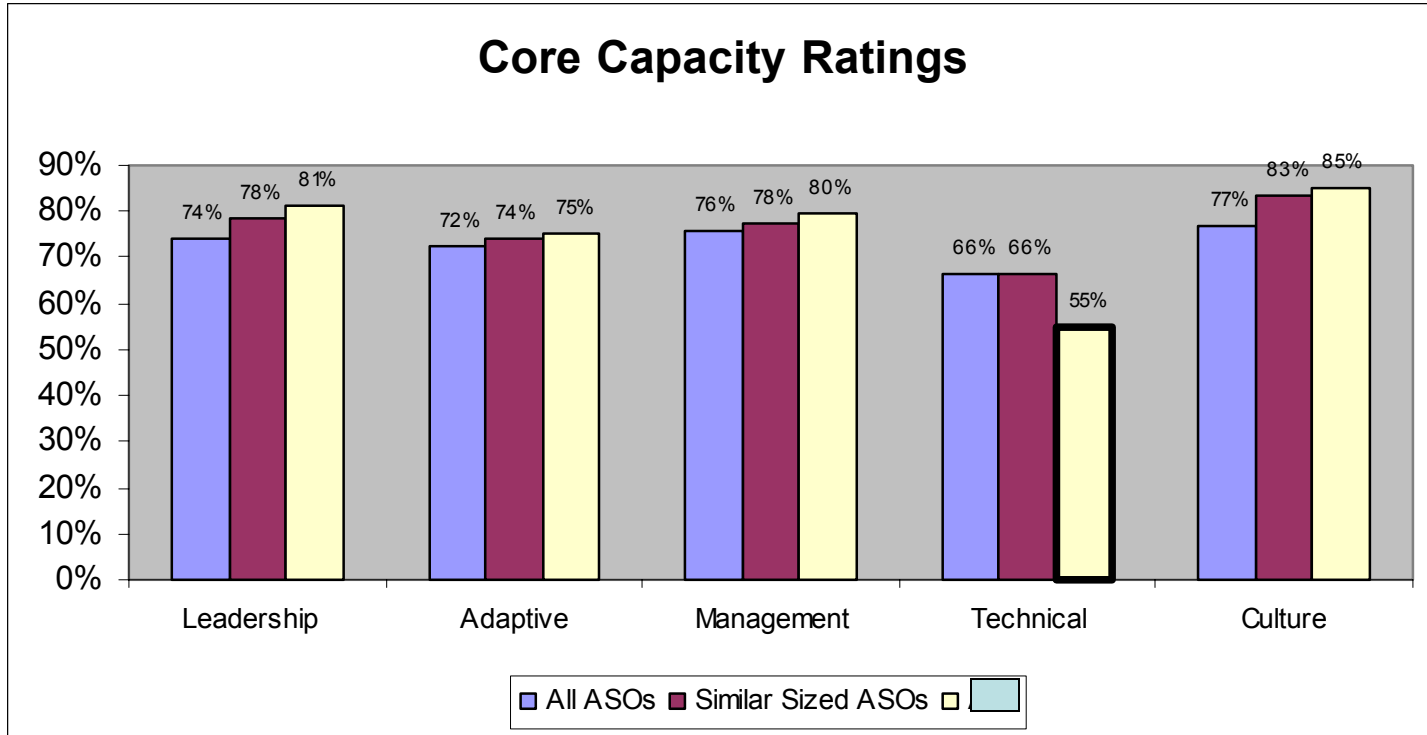


The Core Capacity Organizational Assessment Tool

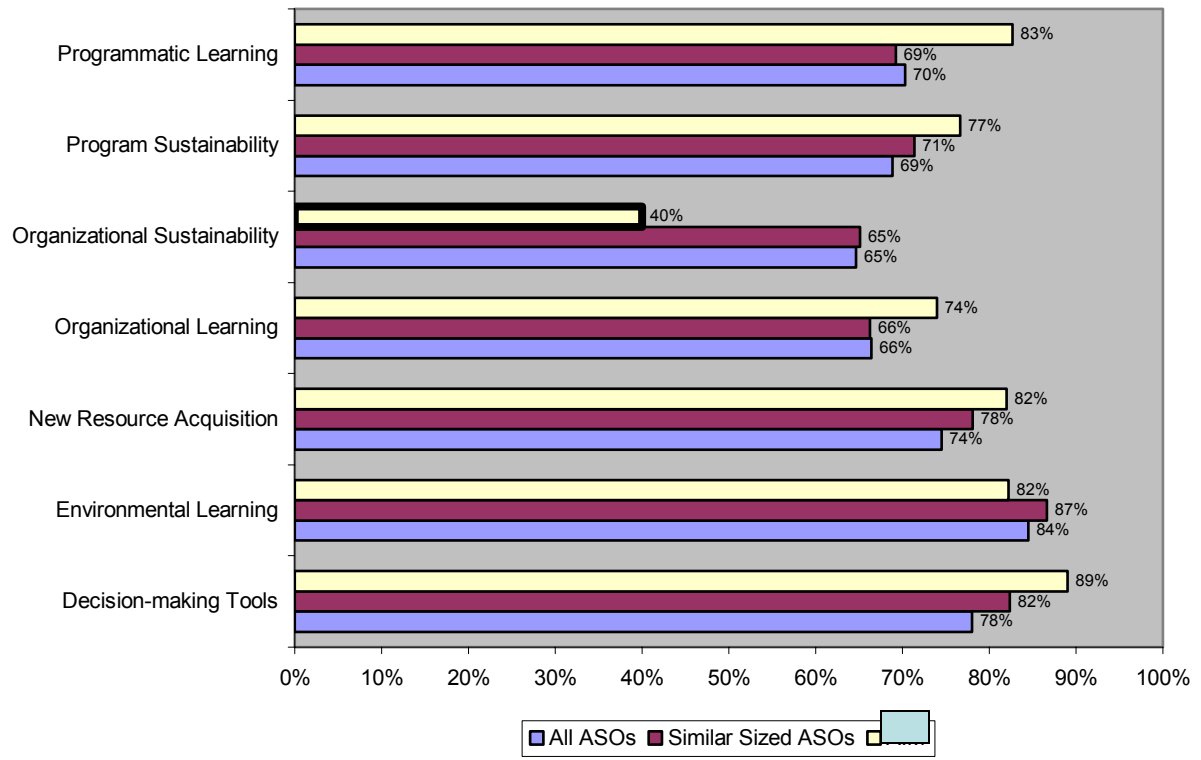
Example of Organizational Assessment Report



Overall Score: **79.2%**



Adaptive Capacity



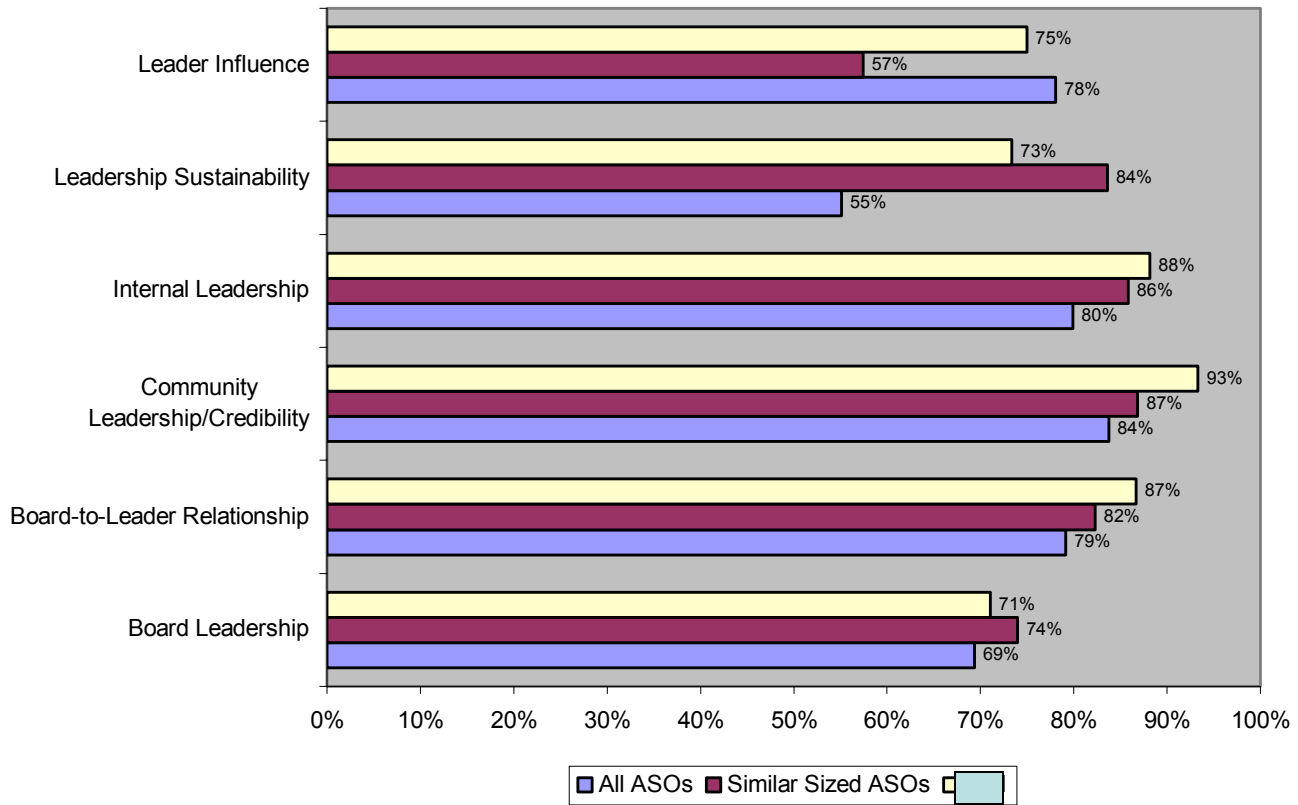
Recommendation

- Leaders could be invited more often to decision/policy-making discussions
- Could increase participation in HIV/AIDS associations, events, listservs
- Could better cultivate new funders
- Could be more willing to consider merging to better achieve mission
- Could have more regular and frequent organizational assessments
- Could share organizational assessment findings with staff more often
- Could have more regular, formal sharing of strategic plan progress w/ staff
- Could get and use more stakeholder input for the strategic plan
- Could be more on schedule with implementing the strategic plan
- Could reduce reliance on one or two funders
- Could enhance the quality of program evaluations (enough to know outcomes)

Capacity

- Environmental Learning
- Environmental Learning
- New Resource Acquisition
- New Resource Acquisition
- Organizational Learning
- Organizational Learning
- Organizational Learning
- Organizational Learning
- Organizational Learning
- Organizational Learning
- Organizational Sustainability
- Programmatic Learning

Leadership Capacity



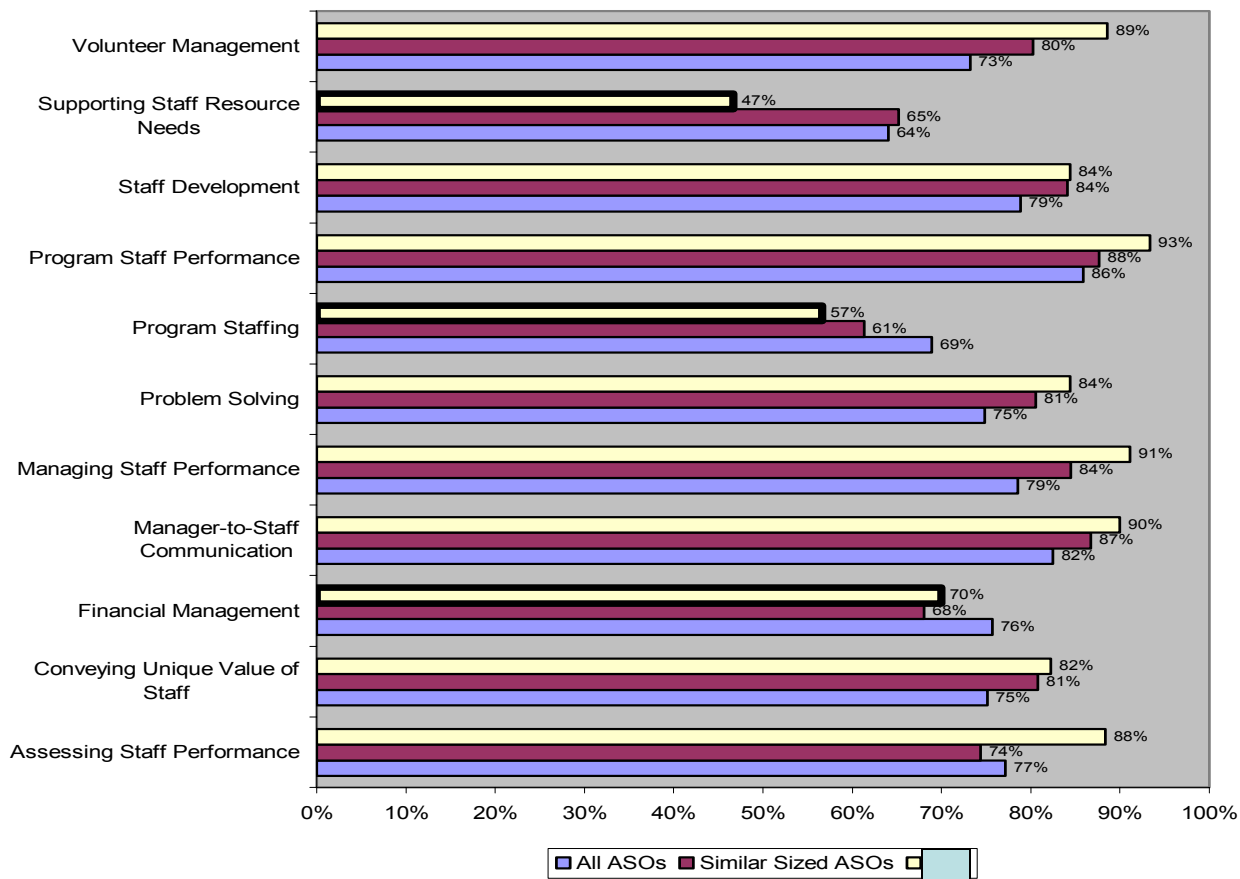
Recommendation

- Board could improve in terms of showing up and following through
- Board could describe mission, vision, and goals more clearly
- Board could fulfill more of its responsibilities (i.e., plans, ED evaluation, finances, etc.)
- Could face financial management problems less often
- Leaders could be more persuasive re: changing the board's attitude/behavior
- Could reduce reliance on one leader (enough that his/her leaving wouldn't slow the organization)

Capacity

- Board leadership
- Board leadership
- Board leadership
- Board leadership
- Leader Influence
- Leadership Sustainability

Management Capacity



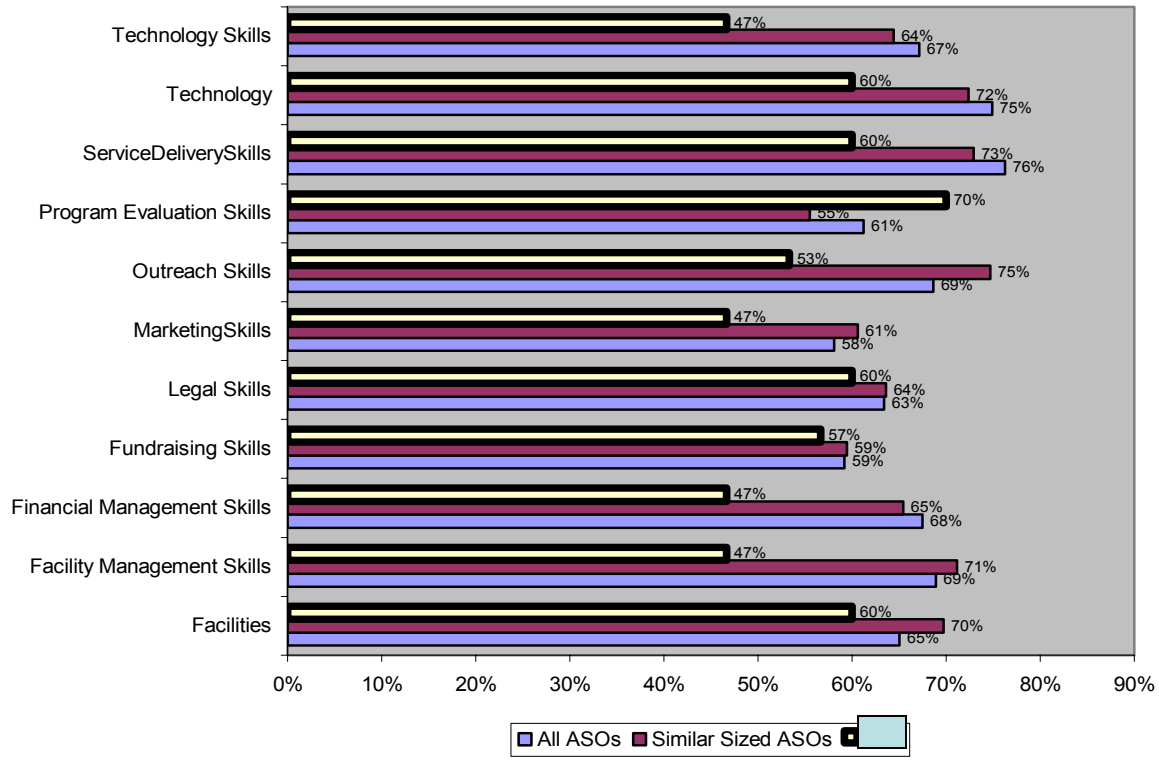
Recommendation

- Staff could have clearer benchmarks to evaluate performance
- Could have more ways to reward staff performance (e.g., time off, bonus, etc.)
- Could have financials more available upon request
- Could more regularly benchmark and update staff salaries/benefits
- Could be more willing to use staff changes to increase program/service quantity
- Could be more willing to use staff changes to improve program/service quality
- Staff could get more technical resources (so enough to do their job)
- Could have more tools, systems, manuals, technology, resources, etc. for staff to do job well
- Could hire more people (so that the workload is manageable)

Capacity

- Assessing Staff Performance
- Conveying Unique Value of Staff
- Financial management
- Financial management
- Program Staffing
- Program Staffing
- Supporting Staff Resource Needs
- Supporting Staff Resource Needs
- Supporting Staff Resource Needs

Technical Capacity



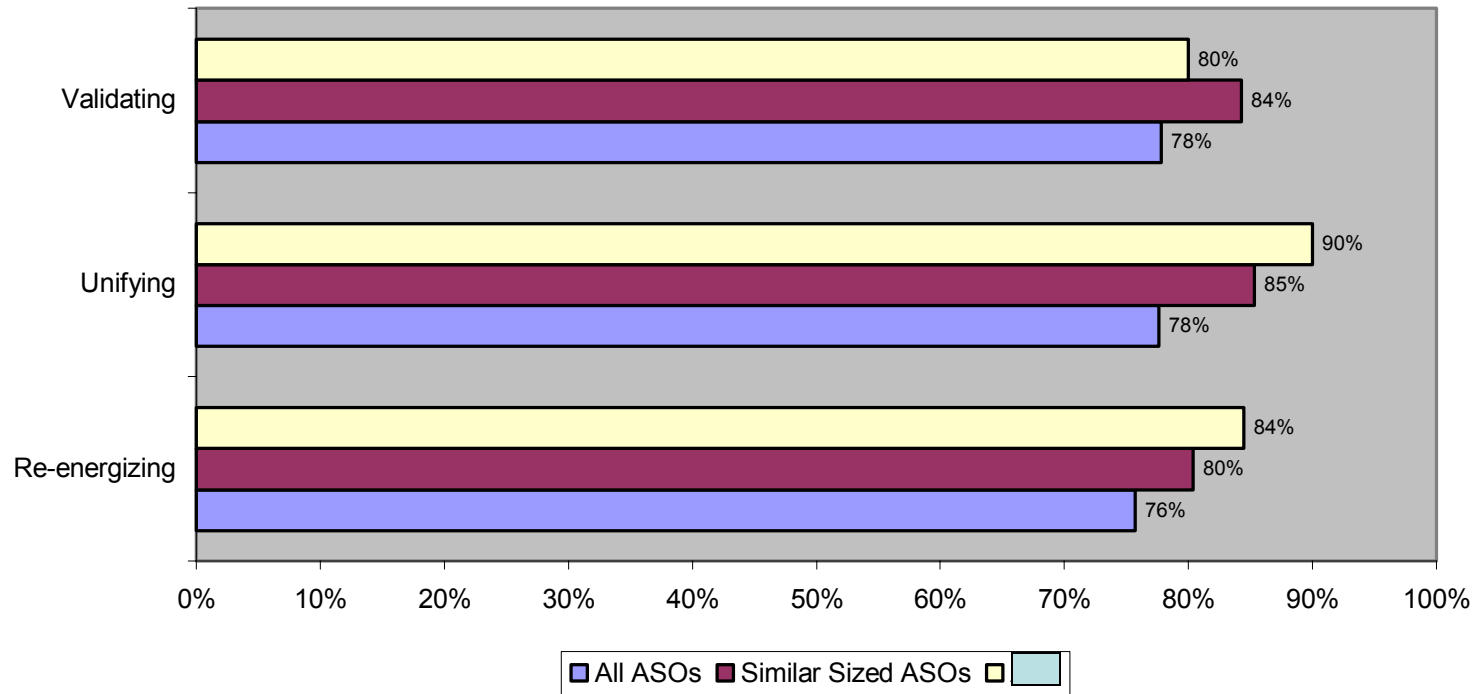
Recommendation

- Could have more appropriate facilities
- Could have more people for facilities and equipment
- Could have more people to do financial management
- Could have more people to raise funds from government, corporations, foundations
- Could have more people to raise funds from individuals
- Could have more people w/ legal expertise
- Could have more people to do marketing
- Could have more people to do outreach, organizing, advocacy
- Could have more people to do quality program evaluations
- Could have more people for HIV/AIDS service delivery
- Could have more technology (so enough to run efficiently/effectively)
- Could have more people to run technology systems
- Could have more people who can use the communication software that is needed

Capacity

- Facilities
- Facility Management Skills
- Financial Management Skills
- Fundraising Skills
- Fundraising Skills
- Legal Skills
- Marketing Skills
- Outreach Skills
- Program Evaluation Skills
- Service Delivery Skills
- Technology
- Technology Skills
- Technology Skills

Culture



Recommendation

Staff could be more regularly rewarded in front of colleagues

Capacity

Validating