#### Field Guide to Consulting and Organizational Development With Nonprofits

Collaborative and Systems Approach to Performance, Change and Learning

## **Table of Contents**

#### Introduction

Focus of Guidebook Audiences Content of Guidebook How to Use Guidebook About the Author About Authenticity Consulting, LLC Useful Nonprofit Publications Acknowledgments

## PART I: FOUNDATIONS FOR COLLABORATIVE CONSULTING

### **About Nonprofit Consultants**

What Do Consultants Do? Who is the Client? How to Know Who Your Current Clients Are Reasons Nonprofits Work With Consultants Major Types of Consultants to Nonprofits Primary Roles of Consultants Most Important Goals for Consultants Working Assumptions for Consultants

### **Collaborative and Organizational Consulting**

Problems With Traditional Approaches to Consulting Power of Collaborative Consulting With Clients How Much is Client Involved in Collaborative Consulting? How to Do Collaborative Consulting With Very Busy Clients Collaborative Consulting for Generalists and Specialists How to Know What Consultant Role to Play and When Overview of Phases of Collaborative Consulting Cycle Profession of Organization Development (OD) and Nonprofits

#### **Maintaining Professionalism**

Principles for Effective Consulting Principles for Ethical Consulting How to Maintain Proper Boundaries How to Minimize Legal Liabilities and Risks How to Continously Improve Your Skills as Nonprofit Consultant

#### **Understanding Yourself as Instrument of Change**

You Are Instrument of Change – Every Part of You Understand Your Biases – We All Have Them Do You Talk About "Problems" or "Opportunities"? Understand Your Preferred Consulting Style Understand Your Natural Responses to Feedback and Conflict Understand Your Natural Approaches to Problem-Solving and Decision-Making Understand Your Preferred "Lens" Through Which You View Organizations Understand Your Preferred Focus on Organizations How to Inventory Your Skills as Organizational Development Consultant How to Articulate Your Professional Mission and Values Summarize Your Learning About Yourself as Consultant

#### **Building Trust, Commitment and Collaboration With Clients**

How to Work in Multicultural Environments How to Remain Authentic With Yourself and Others How to Really Listen to Your Clients How to Recognize and Understand Body Language How to Make Sure Your Client Really Hears You How to Coach for Deep Problem-Solving and Learning How to Share Useful – and Respectful – Feedback How to See Your Client's Point of View – Your Skills in Empathy How to Keep It Real – Managing for Realistic Expectations How to Help Your Client to Appreciate Accomplishments

#### **Dealing With Resistance From Individuals**

What is Resistance? What Causes It? How to Recognize Individual's Resistance How to Respond to Individual's Resistance How to Manage Your Own Resistance How to Manage Interpersonal Conflicts

#### Administrative Skills for Consultants

How to Design Systematic Project Plans How to Take Useful Notes During Projects How to Write Meaningful Project Reports

#### **Staying Grounded and Centered**

Frustrations of Consulting for Organizational Change How to Motivate Yourself During Long Journeys for Change How to Manage Your Time and Stress – Avoiding Burnout Summary Principles to Stay Sane During Change

#### **Special Topics in Nonprofit Consulting**

How to Define Project "Success" How to Work With Nonprofit Service Providers How to Collaborate With Consulting Teams ("Tag Teams") How to Work When Reporting to a Committee How to Work When Contracting to Provide Recommendations Only How to Know When to Ask for Help How to Know When to Leave Project

# PART II: OVERVIEW OF NONPROFIT ORGANIZATIONS AND SYSTEMS

#### What is a Nonprofit?

Nonprofit Compared to For-Profit Corporations Primary Forms of Nonprofit Organizations Three Major Levels of Nonprofit Corporations Key Roles in Nonprofit Corporations Roles and Responsibilities of Board of Directors Roles and Responsibilities of Chief Executive Officer Board and Staff Coordination Board and Staff Relationships – Who Does What Mission, Vision – Compass for Where Change Goes Values – Compass for How Change Occurs Critical Role of Strategic Planning in Nonprofits Unique Challenges of Typical Nonprofit

#### **Diversity of Nonprofits**

Context-Sensitive Features – What Makes Each Nonprofit Unique Culture (Personality) of Organizations Life Cycles of Organizations and Programs Types of Community Needs Met by Nonprofits Diversity of Board Structures Organization Chart of Typical Start-Up Nonprofit Organization Chart of Typical Small Nonprofit With CEO Organization Chart of Typical Medium-Sized Nonprofit Nonprofit Programs, Configurations and Types Various Approaches to Building Programs

#### **Understanding Nonprofits as Open Systems**

Benefits of Systems View of Nonprofits What is a System? Major Parts and Processes of Open Systems Overview of Open System of Nonprofit Oganization Understanding System of Nonprofit Program Management Systems in Nonprofits and Why You Should Understand Them Typical Types of Plans in Nonprofits

## PART III: NONPROFIT PERFORMANCE, CHANGE AND LEARNING

#### Nonprofit Performance Management

What is Performance? Why Is It So Important Now? Overview of Performance Management Process Benefits of Performance Management Perspective Examples of Performance Management Systems in Nonprofits Models of Organizational Performance Management in Nonprofits Maximum Performance – Different Things to Different People

#### Understanding Change and Capacity Building

Major Types of Organizational Change Why Change and Capacity Building Can Be Difficult to Accomplish Requirements for Successful Organizational Change Various Organizational Change Models Major Roles During Change and Capacity Building How to Ensure Board of Directors Participates in Project for Change Overview of Capacity Builders and Activities Challenges and Rewards of Capacity Building With Nonprofits

#### **Evaluation of Performance and Change**

Evaluations and Assessments – Means to Change and Performance Benefits of Evaluations and Assessments Myths About Evaluations and Assessments Major Dimensions and Categories of Evaluation Common Types of Evaluation and Evaluation Questions Levels of Evaluation Various New Perspectives On Evaluation Barriers to Evaluations and Assessments and How to Overcome Them Guidelines for Successful Evaluations and Assessments How to Design Successful Evaluation and Assessment Plans

#### **Cultivating and Guiding Learning**

Learning, Change and Performance Key Components of Learning Myths About Learning Barriers to Learning During Projects Different Kinds of Learning (Loops of Learning) Continuous Learning Key Principles of Adult Learning Forms of Peer Learning For Your Projects Integrating Learning Into Your Projects

## PART IV: COLLABORATIVE CONSULTING CYCLE

#### Description

#### Phase 1: Client's Start-Up

What Consultants Can Learn From This Phase Client's First Recognizing Need for Change Client's Preliminary Efforts to Accomplish Change Client's Decision to Get Help Client's Approach to Selecting Consultant

## Phase 2: Engagement and Agreement

Purpose and Goals Arrange First Meeting With Your Potential Client Understand Your Client's Perception of Need for Change Clarify Desired Outcomes, Timing and Resources So Far Decide How Project Could Be Coordinated and Administrated Help Your Client Start Thinking About Project Evaluation You and Your Client Learn About Each Other Assess Client Readiness for Project Decide If You and Your Client Should Work Together Now

### Phase 3: Discovery and Feedback

Purpose and Goals Establish Project Team? Select Specific Organizational Diagnostic Model Now? Focus Your Research What Data Does Your Research Need to Collect and How? Address Context-Sensitive Considerations Collect Meaningful Data If Discovery and Feedback Stalls, Cycle Back? Identify Issues and Recommendations From Your Data Share Feedback With Others

#### Phase 4: Action Planning, Alignment and Integration

Purpose and Goals Collaborative Planning for Relevant, Realistic and Flexible Plans Develop Vision for Change Now? Develop Action Plans Finalize Action Plans – Integration and Reality Check Identify Overall Measures (Performance Indicators) of Success Develop Evaluation Plan to Prepare to Evaluate Achievement of Results Develop Learning Plan to Capture Learning During Project Develop Recognition and Motivational Plan Develop Communications Plan Develop Overall Change Management Plan If Action Planning Stalls, Cycle Back?

## Phase 5: Implementation and Change Management

Purpose and Goals Integrate Change Management Plan Throughout Organization Reminders – Critical Ingredients to Maintain Successful Change Coaching and Delegation to Maintain Motivation and Momentum Important Reminders for Consultants During Implementation Use These Tools to Track Status of Implementation If Implementation Stalls, Cycle Back? Systematically Adjust Plans As Needed

## Phase 6: Adoption and Evaluation

Purpose and Goals Indicators That Your Client Has Adopted New Systems Conduct Evaluation of Quality of Project Results If Desired Results Still Not Achieved, Cycle Back? Conduct Evaluation of Entire Project

## Phase 7: Project Termination

Purpose and Goals Typical Reasons Projects Are Termiated Identify Next Steps Formilize Termination of Project

## PART V: TOOLBOX – GROUP SKILLS

### Forming Groups and Teams

What Determines if Gathering is "Group" How to Personally Prepare for Facilitation How to Build Highly Effective Teams

## **Meeting Design, Management and Interventions**

How to Design Highly Effective Meetings How to Manage for Highly Effective Meetings How to Know When to Intervene

### **Organizing Information and Making Decisions**

How to Collect and Organize Useful Information in Groups How to Help Groups Make Meaningful Decisions

### **Common Challenges in Facilitating Groups**

How to Get All Group Members to Participate How to Address Resistance in Groups How to Manage Group Conflict and Come to Decisions How to Get Groups Unstuck

## PART VI: TOOLBOX – PRACTICAL DATA COLLECTION METHODS

#### **Major Methods of Data Collection**

Overview of Major Methods of Data Collection How to Review Documentation How to Conduct Observations How to Design and Administer Questionnaires How to Design and Conduct Interviews How to Conduct Focus Groups How to Select From Among Public Data Collection Tools

# PART VII: TOOLBOX - ANALYZING AND CHANGING SYSTEMS

## **Analyzing Systems**

What is Systems Thinking? How to Analyze Mental Models – How People Think How to Depict and Analyze Systems

### **Changing Systems**

Important Principles for Changing Systems Guidelines for Successful Organizational Change How to Respond When All Else Fails

# APPENDICES

## Appendix A: Glossary

# Appendix B: Resources for Nonprofits and Consultants

Free Management Library<sup>SM</sup> Free Nonprofit Micro-eMBA<sup>SM</sup> Organizational Development Program Professional Organizations Sources of Nonprofit Consultants and Mentors Web Sites and On-Line Forums

# Appendix C: Useful Forms During Consulting

Checklist to Assess Client Readiness Sample Proposal for Organizational Development Services Sample Basic Contract Form for Consulting Services Organizational Assessment and Best Practices Tool Planning Your Research

# Appendix D: Citations and Recommended Readings

# **Table of Tables**

Table I:1 – How to Know Who Your Client Are Table I:2 – Various "Lens" Through Which We View Organizations Table I:3 – Summary of Learning About Yourself and Change Agent Table I:4 – Useful Questions to Ask When Coaching Others Table I:5 – Examples of Inauthentic and Authentic Responses Table II:1 – Nonprofit Compared to For-Profit Corporations Table II:2 – Sample Job Description of Chief Executive Officer Table II:3 - Common Roles Between Board and Staff Table II:4 – Understanding Strategic Planning Table II:5 – One Perspective on Life Cycles Table II:6 – Another Perspective on Life Cycles Table II:7 – Overview of Open System of Nonprofit Organizations Table II:8 – Example of Logic Model for Nonprofit Program Table II:9 - Overview of Management System in Nonprofit Organization Table II:10 – Examples of Management Systems for Specific Functions Table III:1 - Examples of Performance Management Systems in Nonprofits Table III:2 – Common Types of Capacity Building Activities Table IV:1 – Overview of Collaborative Consulting Cycle Table IV:2 – Example of Client's Start-Up Phase Table IV:3 – Example of Engagement and Agreement Conversation Table IV:4 – Useful Information to Answer Research Questions Table IV:5 – Possible Types of Data to Collect Table IV:6 – Common Presenting Priorities and Data to Collect Table IV:7 – Common Sources and Methods of Data Collection Table IV:8 – Common Types of Issues in Nonprofit Organizations Table IV:9 - Common Recommendations and Order of Implementation Table IV:10 – Text to Include in Reports to Reduce Client's Resistance Table IV:11 – Example of Overall Recommendations to Client Table IV:12 – Suggested Topics and Timing for Feedback Meeting Table IV:13 – Example of Action Plans Table IV:14 – Example of Performance Indicators to Success Table IV:15 – Checklist of Categories of Typical Motivators Table IV:16 – Example of Grand Timeline Template Table VI:1 - Overview of Major Methods of Data Collection Table VI:2 – Type of Documentation and What to Look For Table VII:1 – Summary of Systems Principles

Table VII:2 – Summary of Principles for Success Change