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“A Vital Christian Presence in Social Work”

FROM MISSION TO MISSION EFFECTIVENESS

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From Mission to Mission Effectiveness

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Sources

- *Effective Capacity Building in Nonprofit Organizations*, 2001 Venture Philanthropy Partners (prepared by McKinsey & Company) www.vppartners.org/learning/reports/capacity/capacity.
- *Leading Change*, 1995 James O'Toole, Jossey-Bass, Inc.

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Objectives

1. To deepen an understanding of how building organizational capacity promotes mission effectiveness.
2. To define a framework for building organizational capacity.
3. To understand the unique role of leaders in promoting mission effectiveness through organizational culture.

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Why capacity building?

- FBOs play an important role in society
- Demand for services is increasing
- Scrutiny of nonprofit organizations in general is on the rise
- FBOs have a moral obligation to perform *effectively and efficiently*

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What is capacity building?

- The process of investing in people and systems to make services better.

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The role of capacity building:

- To strengthen FBOs to do even more to improve the lives of the people they serve.
- Capacity building needs to be on the same level of importance as is service and program development

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Barriers to capacity building:

- Managers and boards tend to favor program work over “back office” work or even higher order functions such as strategic planning
- Capacity building has a “business” ring to it – FBO managers are skeptical about applying business practices to their organizations
- Time and money
- Lack of knowledge

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Seven Elements of Capacity

- Three Higher Level Elements:
 - Aspirations
 - Strategies
 - Organizational Skills
- Three Foundational Elements:
 - Human Resources
 - Systems and Infrastructure
 - Organizational Structure
- Culture

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Three Higher Level Elements

- Aspirations: that include mission, vision, goals and purposes
- Strategy: that consists of actions and plans to fulfill goals
- Organizational Skills: that includes such things as performance measurement, planning, and resource management

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Three Foundational Elements

- Human Resources: that is the collective capabilities of the organization’s board, staff, and volunteers
- Systems and Infrastructure: planning, decision making, administrative functions, technology
- Organizational Structure: governance, organizational design, job descriptions

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Essential Element: Culture

- Performance as shared value
- Other shared beliefs and values
- Shared references and practices

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Christ’s Entry into Brussels in 1889



Moral Leadership: A Definition

- “Moral leadership emerges from, and always returns to, the fundamental wants and needs, aspirations and values, of the followers. I mean the kind of leadership that can produce social change that will satisfy followers’ authentic needs. I mean less the Ten Commandments than the Golden Rule. But even the Golden Rule is inadequate, for it measures the wants and needs of others simply by our own.”

James MacGregor Burns

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Effective Moral Leadership

- Is always and all time focused on enlisting the hearts and minds of followers through inclusion and participation.
- We must put aside the notion and instinct to lead by “push” particularly when times are tough.
- We must adopt the unnatural behavior of *always* leading by the pull of inspiring values.

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Respect for Followers

- Is made manifest by listening to them
- Faithfully representing them
- Pursuing their noble aspirations
- Keeping promises made to them
- Never doing harm to them or their cause

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Lessons Learned

- Effective capacity building is rarely confined to addressing only one of the elements in isolation; addressing one element will invariably lead to making changes in other elements. For this reason, capacity building requires leadership.

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Lessons Learned cont.

- The act of resetting aspirations and strategy is often the first step toward a dramatic improvement in the organization’s capacity.
- Both leadership and management are important.
- Patience is a must. Capacity building can take a long time and can be very frustrating.

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Treating people with dignity and respect is what moral leadership is about, and nothing could be harder.



SOMETIMES I MISS THE OLD TESTAMENT DAYS WHEN WE COULD SHAME THEM FOR THAT KIND OF BEHAVIOR

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