

Overview: Organizational Development Framework¹

<i>Organizational Area</i>	<i>Stage 1 Creativity/Startup</i>	<i>Stage 2 Direction/Establishment</i>	<i>Stage 3 Delegation/Institution</i>	<i>Stage 4 Consolidation/Permanence</i>
Organizational Growth Issues	Survival/become known	Expand range of services Build infrastructure	Develop strategic approach Examine lines of business	Retain mission focus Continue to reinvent organization
Culture Characterized by	Family or Movement	Growth in many directions leads to “dysfunctional family”	Formalized relationships, team identity, competence	Aligned culture through organization, desire for performance, shared leadership
Top Leadership Characterized by	Individualistic	Directive	Delegative	Communicative
Organizational Structure	Informal	Centralized, functional divisions	Decentralized, cross functional teams	Streamlined for Effectiveness
Organizational Systems	Few systems	Basic systems	More sophisticated systems	Major investment in systems/technology
Resources	<ul style="list-style-type: none"> • Few sources of operating revenue • Limited capital 	<ul style="list-style-type: none"> • More diverse revenue/capital sources • Beginnings of earned income 	<ul style="list-style-type: none"> • Repeat/multi-year funding/capital sources • Access to larger sources 	<ul style="list-style-type: none"> • Approaching self-sufficiency • More sophisticated capital
Product/Program	<ul style="list-style-type: none"> • Single product • Basic approach 	<ul style="list-style-type: none"> • Multiple products/programs • Develop more sophisticated approach 	<ul style="list-style-type: none"> • Eliminate some products/programs • Performance standards/trend analysis influence product design 	<ul style="list-style-type: none"> • Focus program on core competencies • More sophisticated analysis of environment/trends
External Relations	Activist	Reactive	Recognized	Proactive
Growth Issues	Crisis of multiple roles	Crisis of Direction	Crisis of Control	Crisis of Meaning
Transition Characterized by	Mourning over loss of activism	Mourning over loss of family	Mourning over loss of access to director	Fear of loss of focus on principles and creativity

¹ Developed by Adina Abramowitz. Consulting for Change

Changing Leadership & Organizational Culture

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Management Focus	The Cause Raising Funds/Interest	Growth	Operational Efficiency	Consolidation
Executive Director's Focus	DO EVERYTHING	BE OPPORTUNISTIC Let go of technical pieces	DIFFERENTIATE between leadership and management	EXTERNAL FOCUS
Board's Focus	Issues of formation, Operational details	Issues of program, structure	Issues of market, relationships	Issues of strategy, long-term value
Board Membership & Structure	<ul style="list-style-type: none"> • Founders • Board & Loan Committee • Function as staff 	<ul style="list-style-type: none"> • Recruit expertise & relationships • Add Committees: Executive, Personnel, Fundraising, etc. • Sounding board for ED 	<ul style="list-style-type: none"> • Recruit Leaders • Add Finance Committee • Strategic Planning 	<ul style="list-style-type: none"> • Recruitment as ongoing function • Streamline and reorganize committee structure • Long term vision and performance
Communication Style	<ul style="list-style-type: none"> • Face to Face • Persuasive; Leader's Personal Style • Executive Director and Board Leadership 	<ul style="list-style-type: none"> • Staff Meetings; limited written materials • Beginnings of organizational positioning and image • Executive Director and Fund-Raiser 	<ul style="list-style-type: none"> • Team Meetings; more written memos and e-mail • Professionally produced communication materials • Dedicated communications staff person 	<ul style="list-style-type: none"> • Use technology for internal communications; publications for external purposes • Communications Plan & Network in place; Clear leadership position on key mission issues • In-house communication staff with Executive Director
Culture characterized by	Family or Movement	Growth in Many Directions leads to "dysfunctional family"	Formalized relationships, team identity, competence	Aligned culture through organization, desire for performance, shared leadership
Diversity	"Everybody looks alike"	Work differentiation: Diversity of skills, experience	Diversity in work styles/goals issues emerge	Diversity in management issues emerge