

**Welcome to this  
Web Conference**  
Building Capacity for  
Prevention Efforts

We will start soon

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**How to use this technology**

- Raise Hand
- Q&A
- Text Chat
- PowerPoint Slides

➤ Please mute your phone by pressing \*6  
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**PreventConnect**

- Domestic violence /Intimate partner violence
- Sexual violence
- Violence across the life-span
- Prevent before violence starts
- Connect to other forms of violence

PreventConnect is a national project of the California Coalition Against Sexual Assault sponsored by U.S. Centers for Disease Control and Prevention. The views and information provided in this web conferences do not necessarily represent the official views of the U.S. government, CDC, or CALCSA.

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**Building Capacity for Prevention Efforts**

Web Conference conducted by:  
**Jeanne Bell, CEO**  
**CompassPoint Nonprofit Services**

**September 27, 2010**  
**11:00AM -12:30 PST**

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**Learning Objectives**

- Demonstrate a common understanding and definition of capacity building
- Identify the core principles of effective capacity building
- Understand technical and adaptive leadership

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

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## Agenda

- Defining capacity building
- Essential principles and vocabulary of effective capacity building
- Assessing organizational capacity
- Capacity for change (paradigm shift)

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## Defining Capacity Building

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

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## Capacity for What?

“A great organization is one that delivers superior performance and makes a distinctive impact over a long period of time.”

*-Good to Great and the Social Sectors*

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## Capacity for What?

“Organizational effectiveness is the ability of an organization to define a meaningful mission, generate the tangible and intangible resources required to advance that mission, and deploy those resources efficiently and well in the accomplishment of its work.”

-Funding Effectiveness: Lessons in Building Nonprofit Capacity



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## Capacities for Effectiveness

**Technical capacity** to define, deliver, and evaluate programs consistent with promising practices in the field.

-Funding Effectiveness: Lessons in Building Nonprofit Capacity



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## Capacities for Effectiveness

**Management capacity** to align policies, processes, and resources with desired outcomes.

-Funding Effectiveness: Lessons in Building Nonprofit Capacity



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### Capacities for Effectiveness

**Resource development capacity** to assemble adequate physical and human resources as well as a diverse, reliable, and sustainable flow of financial assets.

-Funding Effectiveness: Lessons in Building Nonprofit Capacity

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### Capacities for Effectiveness

**Leadership capacity** to build support among varied constituencies, participate in social and policy dialogue, and govern the organization in such a way as to continuously renew its position in a changing context.

-Funding Effectiveness: Lessons in Building Nonprofit Capacity

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### FEEDBACK

What type of capacity do you think your agency has as its greatest STRENGTH?

- a. Technical
- b. Management
- c. Resource Development
- d. Leadership

Use Feedback tool on left to reply, or text chat a different answer.

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**FEEDBACK**

← Use Feedback tool on left to reply, or text chat a different answer.

What type of capacity do you think your agency has as its greatest WEAKNESS?

- a. Technical
- b. Management
- c. Resource Development
- d. Leadership

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**Organizational Capacity Building**

“Organizational capacity building is the application of knowledge and expertise to the enhancement of those factors that contribute to organizational effectiveness.”

-Funding Effectiveness: Lessons in Building Nonprofit Capacity

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**Capacity Building Modalities**

- Training
- Peer learning
- Individualized Technical Assistance
- Coaching
  - Executive
  - Content
  - Team
- Intensive leadership development programs
  - Transformative (e.g. Rockwood)
  - Content-based (e.g. Spitfire Strategies)
  - Hybrid
- Consulting

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**Essential Principles and Vocabulary of Effective Capacity Building**

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**From Inputs to *Impact***

“It doesn’t really matter if you can quantify your results. What matters is that you rigorously assemble *evidence*---quantitative or qualitative---to track your progress.”

-Good to Great and the Social Sectors

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**Linking Capacity Building to Impact**

- Not for the sake of ‘best practice’
- Prioritize investments
- Finance alongside programming
  - Evaluation
  - Professional development
  - Policy advocacy/sector engagement
  - Network building
  - Outreach/communications/social media

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Organizational culture eats strategy for breakfast.

-Peter Drucker

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Interdependent Domains of Change

Skills  
Systems  
Organizational Culture

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Example: Finance

- Skills
  - Self-taught bookkeeper attends 2-day QuickBooks class
- Systems
  - Organization upgrades QuickBooks and creates new financial reporting package for staff and board
- Culture
  - Executive director models financial transparency by discussing budget shortfalls with all staff and board

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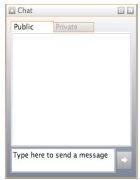
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### TEXT CHAT

Example: Evaluation

Can you give examples of a disconnect (or a connection) among Skills, Systems, and Culture related to evaluation?

Use Chat Box to Answer



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### Dual Bottom Line Thinking



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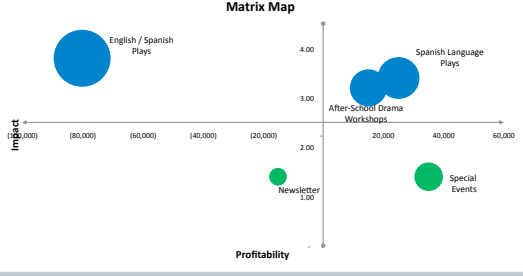
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### Example: Community Theater

#### Matrix Map



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### Understanding Strategy

“Most often a consideration of strategy is absent from the strategic planning process.”

“Strategies are organized patterns of action that dramatically increase the success of organizations.”

-The Nonprofit Strategy Revolution

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### Example: 3 Kinds of Strategy

- Organizational
  - e.g. new name, revised mission statement
- Programmatic
  - e.g. greater emphasis on primary prevention
- Operational
  - e.g. new plan for ongoing professional development of staff

-The Nonprofit Strategy Revolution

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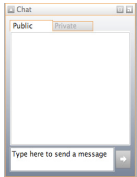
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### TEXT CHAT



Can you think of examples of shifting strategies (Organizational, Programmatic, or Operational) related to primary prevention that you have used?

Use Chat Box to Answer

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## Management and Leadership

	MANAGEMENT	LEADERSHIP
Concerns	Complexity	Change
Creating an Agenda	Planning and Budgeting	Establishing Direction
Developing Human Network for Achieving Agenda	Organizing and Staffing	Aligning People
Execution	Controlling and Problem Solving	Motivating and Inspiring
Outcomes	Produces Predictability, Order, and Results	Produces Dramatic Change and Useful Change

Source: John P. Kotter, *Forces for Change: How Leadership Differs from Management*. Free Press, 1990

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## Leadership Domains

© 2010 CompassPoint Nonprofit Services. Adapted from the work of Center for Creative Leadership, Grantmakers for Effective Organizations, David Day, and Building Movement Project.

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## Assessing Organizational Capacity

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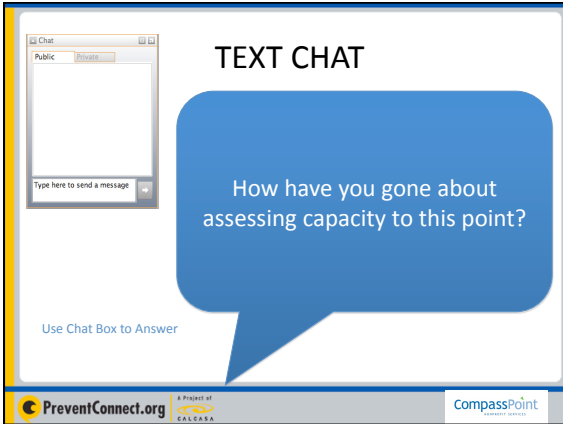
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**TEXT CHAT**

Public Private

Type here to send a message

How have you gone about assessing capacity to this point?

Use Chat Box to Answer

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### Widely Used Assessment Tools

- McKinsey Capacity Assessment Grid
  - Aspirations, Strategy, Organizational Skills, Human Resources, Systems and Infrastructure, Structure, Culture
  - [www.vpppartners.org](http://www.vpppartners.org)
- Marguerite Casey Foundation Assessment Tool
  - Leadership Capacity, Adaptive, Management Capacity, Operational Capacity
  - [www.caseygrants.org](http://www.caseygrants.org)
- TCC Group's CCAT
  - Adaptive Capacity, Leadership Capacity, Management Capacity, Technical Capacity, Culture
  - [www.tcccat.com](http://www.tcccat.com)

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### Caution: Limitation of Tools

- Organizational readiness and motivation
- Prioritization of findings
- Operationalizing of findings
- Further delay/avoidance of decision-making
- Non-contextual (e.g. recession, market opportunities)

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## Capacity for Change

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## What Kind of Change?

“Technical problems, while often challenging, can be solved applying existing know-how and the organization’s current problem-solving processes. *Adaptive* problems resist these kinds of solutions because they require individuals throughout the organization to alter their ways; as the people themselves are the problem, the solution lies with them.”

*-A Survival Guide for Leaders*

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## Adaptive Leadership

Leader’s Responsibilities	Technical/Routine	ADAPTIVE
Direction	Define problems and provide solutions	Identify the adaptive challenge and frame key questions/issues
Protection	Shield the organization from external threats	Let the organization feel external pressure within a range it can stand
Orientation	Clarify roles and responsibilities	Challenge current roles and resist pressure to define new roles quickly
Managing Conflict	Restore order	Expose conflict or let it emerge
Shaping Norms	Maintain norms	Challenge unproductive norms

Source: Heifetz and Laurie, *The Work of Leadership*. Harvard Business Review, 2001

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## Capacity Building Resources

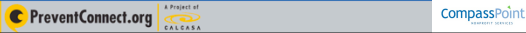
Collins, Jim. *Good to Great and the Social Sectors*

Heifetz, Ron et al. *The Work of Leadership and The Survival Guide for Leaders* both in Harvard Business Review

Kibbe, Barbara et al. [Funding Effectiveness: Lessons in Building Nonprofit Capacity](#)

La Piana, David. [The Nonprofit Strategy Revolution](#)

CompassPoint at [www.compasspoint.org](http://www.compasspoint.org)  
 The Nonprofit Quarterly at [www.nonprofitquarterly.org](http://www.nonprofitquarterly.org)  
 Blue Avocado at [www.blueavocado.org](http://www.blueavocado.org)  
 Grantmakers for Effective Organizations (GEO) at [www.geofunders.org](http://www.geofunders.org)  
 TCC Group and CCAT at [www.tccgrp.com](http://www.tccgrp.com)




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## Questions and Comments

- Are there any specific areas where your agencies are struggling in terms of capacity building?
- Do the definitions or principles seem like good organizing tools? Do you disagree with any of them?
- What steps will you take at your organization based on this Webinar?




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## About the Presenter

Jeanne Bell, MNA is CEO of CompassPoint Nonprofit Services--one of the country's leading providers of training, consulting, and leadership development services to community-based organizations. She is the co-author of *Financial Leadership for Nonprofit Executives: Guiding Your Organization to Long Term Success* (Wilder). In addition to frequent speaking and consulting on nonprofit strategy and finance, Jeanne has conducted a series of research projects on nonprofit executive leadership, including *Daring to Lead 2006: A National Study of Nonprofit Executive Leadership* and *Securing the Safety Net: A Profile of Community Clinic and Health Center Leadership in California*. Jeanne is Chair of the board of the Alliance for Nonprofit Management and a board member with the Nonprofits' Insurance Alliance of California (NIAC) and with Intersection for the Arts. She is a contributing editor at The Nonprofit Quarterly.




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