

Getting Your Game On



Making the Connection Between Organization Capacity and Effective Teen Pregnancy Prevention

Conference on Teenage Pregnancy Prevention
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Health Council
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What If?



- **A funder came to your organization or community and...**
 - Guaranteed you up to \$1 million per year for three years to create a teen pregnancy prevention initiative, including...
 - One year, beginning right now, to design and establish your initiative, but...
 - You had to have it fully operational one year from today to receive the \$1 million per year, and...
 - Your plan had to guarantee making it sustainable without the funder's money for a decade after the \$1 million per year.
- **Question #1: What issues would you need to address in order to create your initiative?**
- **Question #2: In what order would you need to address them?**

Organizational Capacity



- **An organization's capability and competence as measured by its ability to fulfill its mission and programmatic objectives through responsible stewardship of organizational plans and resources.**

Nonprofit Good Practice Guide (www.nonprofitbasics.org)

- **Or, can you get it done and keep on doing it?**

Capacity at Two Levels



- **Organizational Development**
 - Who's responsible?
- **Program Development**
 - Who's responsible?

Capacity at Two Levels



- **Organizational Development**
 - Mostly Responsible: Board and ED
- **Program Development**
 - Mostly Responsible: ED and Staff

How They PD & OD Connect



**Effective,
Creative,
Sustained
Organizations**



**Effective,
Creative,
Sustained
Programs**

Program Development (PD)



- **Strategies, initiatives, or actions created, implemented, monitored, and evaluated by an organization which support the achievement of it's mission.**

Key Words - PD



- **Operational Plan**
- **Logic Model/Getting to Outcomes**
- **Client-centered**
- **Change Agent**
- **External**
- **Science-based**

Organizational Development (OD)



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- Process of exploring the Practices, Principles, and Programs that drive and sustain a Purposeful, Productive, and Powerful organization, so it can better adopt to new information, technologies, markets, and challenges.

Key Words - OD

- **Internal**
- **Assessment**
- **Structure**
- **Values**
- **Leadership**
- **Sophistication**

Capacity Building Basics



- 1. Assess current organizational capacities**
- 2. Research how your organization needs to change/grow to accomplish your goal**
- 3. Implement the necessary changes**
- 4. Evaluate, re-assess, and grow as needed**

Assessment



- **Leadership Capacity**
 - Considers the strengths and weaknesses of an organization's leadership.
- **Adaptive Capacity**
 - Considers the organization's ability to monitor, assess, and respond to internal and external changes.
- **Management Capacity**
 - Considers the ability of the organization to utilize resources effectively.
- **Operational Capacity**
 - Considers how well the organization is able to implement key organizational and programmatic functions.

Marguerite Casey Foundation Capacity Assessment Tool
(www.caseygrants.org)

Leadership Capacity



- **Includes but is not limited to...**
 - **Vision**
 - **Goals**
 - **Strategy**
 - **Beliefs and Values**
 - **Board Composition and Commitment**
 - **Board Governance**
 - **Board Involvement**
 - **ED Leadership**
 - **ED Analytical and Strategic Thinking**
 - **Board/ED Power Issues**
 - **Financial Sustainability**

Research



- To identify the “best practices” for successful, sustainable organizations with the vision, mission, goals, and objectives most like yours

Implement



- **Develop a strategy – perhaps with outside assistance – to implement the practices identified to be the best fit for your organization.**
- **Then, make it so!**

Evaluate



- **Regular review (every three to five years) of the organization's capacity to determine if it still "meets the need".**
- **Re-assess and change as needed.**
- **Utilize a positive approach such as Appreciate Inquiry to evaluate and reassess.**

Organizational Change through Appreciative Inquiry



Appreciative Inquiry...

- **Build upon what works ___
rather than trying to fix what doesn't.**

David Cooperrider
Case Western Reserve University

Briefly – Why It Works



- ❖ *What we ask determines what we find*
- ❖ *What we find determines how we talk*
- ❖ *How we talk determines how we imagine*
- ❖ *How we imagine determines what we will achieve*

Is AI “new”?



- ❖ “Imagination is more important than knowledge.” Einstein
- ❖ “A vivid imagination compels the whole body to obey it.” Aristotle
- ❖ “For as he thinks within himself, so he is.” Proverbs 23:7

What is Appreciative Inquiry?



- ❖ Appreciative Inquiry is both...
 - ❖ ...a practical philosophy for engaging the world at a day-to-day level, and
 - ❖ ...a highly adaptable process for engaging people to build the kind of organization and world that they want to live in

As a Practical Philosophy...



- ❖ ...AI invites us to consciously choose to seek out and inquire into that which *supports growth, is life enriching* (both in our own and others' lives) and *encourages exploration of hopes and dreams* for the future

As a Process for *engaging*...



- ❖ ...AI involves a collaborative, inclusive, discovery process of what gives an organization “life” when it is being most effective and capable at all levels
- ❖ AI weaves that discovery into the fabric of the organization’s formal and informal infrastructure

AI and Organization Development



- ❖ AI is not just another organizational development
- ❖ It is a new process for accomplishing existing organizational development strategies, such as:
 - ❖ Strategic planning
 - ❖ Operational planning
 - ❖ Teambuilding & staff development
 - ❖ Organization restructuring
 - ❖ Individual and project evaluation
 - ❖ Coaching
 - ❖ And many other organizational processes

How It Works: The Assumptions of AI



1. *Something is working well in every organization, system, and situation*
 - ❖ *Two bowling teams taped their games. One learned by focusing on and correcting mistakes. They improved their scores by 30%. The other learned by focusing on and doing more of what they did well. They improved their scores by 100%.*

How It Works: The Assumptions of AI



2. What we focus on becomes our reality.

- ❖ *Terry McHale was infected with e-coli. He had over 30 surgeries to save his life and doctors told him to get used to the limitations. He found a picture of healthy colon in a medical textbook and focused his attention on it several hours each day. Slowly, his colon healed and doctors were able to close the colostomy they said would be permanent.*

How It Works: The Assumptions of AI



3. Reality is created in the moment and there are multiple realities.
 - ❖ *Two people/organizations may share the same moment but not the same experience of that moment.*
 - ❖ *Asset Based Community Development, an offshoot of AI, finds that when communities are seen as being needy rather than in terms of their assets they rarely change as rapidly as communities that are valued.*

How It Works: The Assumptions of AI



4. The language we use creates our, and our organization's, reality.

Watch your thoughts; they become words.

Watch your words; they become actions.

Watch your actions; they become habits.

Watch your habits; they become character.

What your character; it becomes your destiny.

-- Frank Outlaw

How It Works: The Assumptions of AI



5. People have more confidence going into an unknown future when they carry forward parts of the known past.
 - ❖ *Change is made easier by understanding the successes of the past become the roots for re-creating success in a new future. Going confidently into the future is like packing for a trip – you want to take everything you need but not everything you own.*

How It Works: The Assumptions of AI



6. If people and organizations carry parts of the past into the future, they should be what are best about the past.
 - ❖ *What do we have room to take into the future?*
 - ❖ *What is the best and most useful “stuff” we have accumulated?*
 - ❖ *The “best and most useful” have the highest priority in the future*

How It Works: The Assumptions of AI



7. The act of asking questions somehow influences the outcome.
 - ❖ *Viktor Frankl survived a Nazi concentration camp by asking a different question than most of his fellow prisoners. While many asked, “Will I survive?” he asked “Does this suffering have meaning and, if so, what is it?”*
 - ❖ *Frankl’s experience reminds us that asking questions is important. Even more important are the questions we ask.*
 - ❖ *Frankl directly attributed his survival to his focus on something positive, something other than his endless suffering.*

How It Works: The Assumptions of AI



8. It is important to value differences.

- ❖ *Because each person's life experience is different, each person will experience an organization differently.*
- ❖ *“Tolerance is respect, acceptance and appreciation of the rich diversity of our world's culture, our forms of expression and ways of being human. It is fostered by knowledge, openness, communication, and freedom of thought, conscience, and belief. Tolerance is harmony in difference.”*

-- Jane Addams

How You Do It: The Process of AI



1. Choose the positive as the focus of inquiry (*Definition*)
2. Inquire into exceptionally positive moments (*Discovery*)
3. Share the stories and identify life-giving forces (*Discovery, continued*)
4. Create shared images of a preferred future (*Dream*)
5. Innovate and improve ways to create that future (*Design, and Destiny or Delivery*)

In summary



- ❖ AI is an approach to accomplishing organizational development strategies that recognizes we can choose how to think about ourselves and our organizations:
 1. Organizations are primarily systems and constellations of problems/obstacles/barriers to be analyzed and overcome
 - OR
 2. Organizations contain mysterious and life-giving forces to be understood, embraced, amplified, and replicated for the future

- ❖ AI recognizes that whichever choice we make about the nature of an organization will lead us to a certain focus in how we talk about the organization
- ❖ This talk will lead to certain images being dominant in our mind and those images will lead to both conscious and unconscious actions that shape the future

- ❖ Appreciative Inquiry uses the *power of inquiry* to engage our imagination which, in turn, influences our actions.
- ❖ Appreciative Inquiry enables people and organizations to transform themselves by using inquiry to focus on that which is life-giving (energizing, joyful, fun); amplifying those qualities by involving; and replicating them in the future.

For More Information



Tom Klaus

Program Director, Teen Pregnancy Prevention

Advocates for Youth

2000 M Street NW, #750

Washington, DC 20036

Phone: 202-419-3420

Email: tom@advocatesforyouth.org