

Making Change Work For You

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"Everybody has accepted by now that change is unavoidable. But that still implies that change is like death and taxes. It should be postponed as long as possible and no change would be vastly preferable. But in a period of upheaval, such as the one we are living in, change is the norm."

--Peter F. Drucker

How to Make Change Work for You

1. Be true to your mission, values and vision
2. Understand the nature of change
3. Seek opportunities for change
4. Develop support
5. Involve the board
6. Leading others through change
7. Evaluate and modify
8. Celebrate your accomplishments
9. Utilize expert advice

Develop Support

- Assure others understand the need for change
- Communicate what the change is striving to accomplish
- Engage others in the developing the implementation plan or new structure or process
- Board support is critical
- Keep key funders and supporters in the loop

Be True To Your Mission, Values And Vision

"People can't live with change if there's not a changeless core inside them. The key to the ability to change is a changeless sense of who you are, what you are about and what you value."

--Stephen Covey

Be True To Your Mission, Values And Vision

- Your organization's mission should be your compass through your journey of change
- Avoid change for change sake
- Strategic Plans can't predict the future. Update your plan annually.
- "Our plan is flexible enough to allow us to adapt to unforeseen changes." –MNA's Principles and Practices

Understand Types Of Change

Organization-wide, transformational change
Restructuring, collaborating, new culture, consolidation

Improvements to systems
New program, program improvement, new computer system, new board recruitment process

Developmental Change
Increase in services, improved fundraising plan, new partner

Planned Change
Implementation of a strategic plan, revised budget, proactive approach

Unplanned Change
Turnover in staff or board leadership, unexpected loss in funding, pr problems

Seek Opportunities For Change

- Be proactive instead of reactive
- Opportunities can be internal or external “*Listen to the environment*”—*Crutchfield and McLeod Grant*
- Connect, collaborate and form strategic alliances with other nonprofits
- Be aware of community and demographic trends
- Organization isn't reaching performance goals
- Change when your organization is performing well—don't rely on past success

Involve The Board

- Board volunteers bring an external view and “hear” the environment
- Board support assures projects are fully resourced
- Board revises plan and objectively monitors progress
- Volunteers have useful expertise and can assist with problem solving
- Allows the board to contribute in meaningful ways—develops the board

Lead Others Through Change

- Others may be fearful, committed to the status quo, cynical or just too busy
- Welcome questions; deal with resistance
- Over communicate—why, how and what the change will accomplish
- Microenvironment more important than the big picture for staff
- Involve other champions for change
- Outside consultants can serve as the change agent

Evaluate And Modify

- Evaluation is an important part of the cycle of organizational change
- Evaluation assures accountability and determines if the goals and expected outcomes were achieved
- Provides an opportunity for learning and continuous improvement
- Involves others in feedback and meaningful communication
- Modify programs based on the evaluation

Celebrate Accomplishments

- Recognize when the project is completed
- Focus on improved performance, not just where additional improvement is needed
- Acknowledge staff and board's hard work and commitment
- Make celebration a priority in your organization

Utilize Expert Advice

- Outside consultants can help, especially with unplanned or transformational change
- Seek out best practices from similar organizations
- Utilize Montana Nonprofit Association resources for evaluation and assessment
- Find a mentor or coach

“Enduring great organizations are characterized by a fundamental duality. On the one hand, they have a set of timeless core values and a core reason for being that remain constant over long periods of time. On the other hand, they have a relentless drive for change and progress...Great organizations keep clear the differences between their core values (which never change) and operating strategies and cultural practices (which endlessly shape to a changing world)”

--Jim Collins

Presentation Resources

- *Forces for Good* by Leslie R. Crutchfield and Heather McCleod Grant
- *Managing the Nonprofit Organization* by Peter F. Drucker
- *Good to Great and the Social Sectors* by Jim Collins
- *MNA's Principles and Practices for Nonprofit Excellence in Montana*
- *Field Guide to Consulting and Organizational Development with Nonprofits* by Carter MacNamara