

# **BUILDING EFFECTIVE ORGANIZATIONS – Thursday & Friday**

**NOTE: All topics, descriptions and objectives are draft and subject to change.**

## Topic 1: Characteristics of Being Effective/The 7 Characteristics of Highly Effective Natural Resource Organizations

Issue description: Effective natural resource management involves a working knowledge of many disciplines, ranging from the most basic biological sciences to practical math and engineering skills, computer technology, psychology, business management, public policy, economics and more. Yet all effective organizations share a few characteristics that provide the framework for the varied aspects of their job.

Objectives: Participants will:

- Be able to describe the characteristics of effective organizations.
- Have specific operational models that they can adopt.
- Learn what resources are available to help them become more effective.

## Topic 2: Involving Your Community in Your Strategic Plans

Issue description: A strategic plan can launch an organization on the path to greatness. A good strategic plan requires board involvement, community engagement and concrete action steps and continual review. Strategic objectives are the drivers of on-the-ground management goals.

Objectives: Participants will:

- Learn the steps needed to prepare an organization for creating a strategic plan.
- Learn the process for developing a strategic plan.
- Obtain advice on implementing and reviewing the strategic plan to keep it a vital part of the organization.

## Topic 3: Achieving Your Mission, Funding Your Mission.

Issue description:

Making enough money to operate your organization effectively and efficiently while fulfilling the mission can be a challenge. Whether you create a business plan or not, your success will depend on how well you do your homework.

Objectives: Participants will:

- Adopt a 'can do' attitude from hearing how others, in similar situations, have made a successful plan.
- Be able to describe the tangible steps of creating a business plan for their own agency by using the examples provided in the session.
- Begin identifying those in the community who support their vision and are willing to put in time and resources to help.
- Be able to describe the common pitfalls of creating a business plan for an organization and how to prevent them.

#### **Topic 4: Jumping over Project Pitfalls: Learning from Survivors**

Issue description: Despite best-laid plans, your projects, programs and initiatives can be derailed by unexpected events. Successful managers and organizations overcome these obstacles with no significant harm to their missions and goals.

Objectives: Participants will:

- Learn how organizations have responded to unexpected events.
- Identify the resources that allow organizations to respond effectively to unexpected situations.
- Obtain tools and learn approaches that they can use in their own organizations to respond effectively to unexpected situations.

#### **Topic 5: Transitions and Succession Planning**

Issue description: Even when planned in advance, change of key positions in an organization can be traumatic. The trauma is multiplied when the loss of a person in a key position is unexpected and when the organization is small.

Objectives: Participants will:

- Be able to describe tangible steps for creating a work environment that reduces turnover of key employees.
- Be able to list ways in which an organization can prepare itself in advance so that institutional knowledge and procedures aren't lost when employees leave.
- Be able to draft a road map of procedures and processes that need to happen during a transition and succession of key staff.
- Be aware of resources available that will assist the organization and new employee during the transition process.

#### **Topic 6: Fund-raising (Two sessions: #1 Basics/#2 Advanced)**

Issue description: Every nonprofit must raise money to accomplish its goals and to survive. This is often a hard truth for the board and staff members of an organization to internalize and act upon, but it is absolutely essential for an organization's survival. The organization that puts all its energy into issues, and neglects management of fund-raising will quickly suffer or cease to exist. Every organization needs to formulate an annual fund-raising plan.

Objectives: Participants will:

- Learn methods and techniques for developing an annual fund-raising plan.
- Obtain advice on how to integrate fund-raising with other activities.
- Assess which fund-raising strategies are best suited for their organization.

#### **Topic 7: Why Can't We All Just Get Along? Part I**

Description: Large group decision-making really isn't an oxymoron, and it's essential for watershed decisions that affect the entire community. This two-part workshop introduces the foundations of effective public participation, from identifying stakeholders to ensuring their engagement in the process for solid decisions made by the community.

Objectives: Participants will:

- Be able to identify when public participation is appropriate for a decision their organization is making.
- Know ways to establish clear and achievable objectives for public participation and the public's role in decision-making.
- Be able to describe the steps in developing an effective public participation process
- Know how to create a plan for the timing, techniques, and resources needed for success.

### **Why Can't We All Just Get Along? Part II**

Description: This session builds upon the skills from Part I for effective watershed-wide public participation, from identifying stakeholders to ensuring their engagement in the process for solid decisions made by the community.

Objectives: Participants will:

- Participants will have the skills to use at least two different group process techniques to help their stakeholders explore and understand a topic.
- Participants will be able describe the elements of effective forums for public dialogue and discussion.
- Participants will be able to describe techniques to move beyond traditional public meetings to effectively engage the public in decision-making.

Participants will be more aware of resources for continued training, information and networking to support effective stakeholder engagement.

### **Topic 8: The Nuts and Bolts of Forming a 501(c)(3) Organization**

Issue description: There are numerous issues related to an organization's decision to become a 501(c)(3).

Objectives: Participants will:

- Learn about the challenges and opportunities of becoming a 501(c)(3) organization.
- Find out what pitfalls to avoid and how to benefit from 501(c)(3) status.
- Discover how 501(c)(3) status might influence board development and evolution.
- Discuss how to maintain the role of traditional stakeholders.
- Explore how to meet the obligations of a 501(c)(3) organization while maintaining an effective and inclusive organization.

### **Topic 9: Effective Organizations - WRAP UP**

Objectives: Participants and selected panel members (speakers from prior workshops in this track of topics) will engage in two-way communication to:

- Discuss issues needing clarification or not covered in individual workshops during this track.
- Answer questions not addressed in individual workshops during this track.