

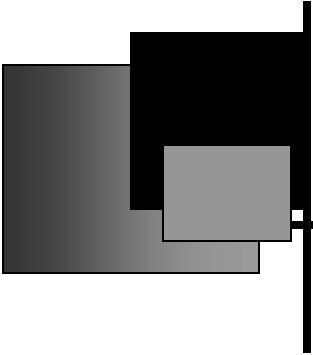
# *CCDO Management*

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## **A Look at Some Best Attitudes and Practices for Managing a Christian Community Development Organization (CCDO)**

**Developed and Presented by:**

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# *Session Goals*

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1. Define "Management"
2. Review two key attitudes managers must possess
3. Describe and discuss the value of "best practices"
4. List some best management practice areas
5. Go deeper into two best management practices

**NOTE:** We are not going into *CCDO* management per se in this workshop since general management practices apply to *CCDO* management.



# Defining Terms

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Three key terms are often used interchangeably, and should not be. Also one of them often is used preferentially, and another sometimes is avoided; they should not be. The terms are: Leadership, Management, and Coordination. Let's look closer at them. NOTE: These might not be the best definitions; they are offered to differentiate between these functions, and to create common understanding regarding them.

## Leadership

Leadership is a blend of guiding a group of people, associations, and/or organizations toward some preferred future and/or ensuring that goals are achieved.

Leaders ensure their staffs develop to high degrees of confidence and competence for leading and managing the programs, operations, and systems of an organization.

## Management

Management is the body of attitudes, knowledge, and skills that ensures the project gets done well.

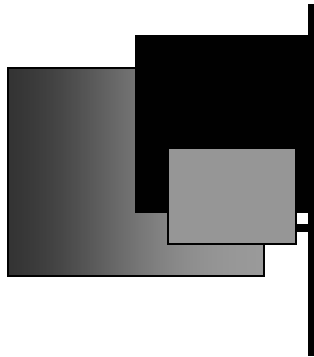
Managers focus on the necessary nuts-and-bolts of an organization's operations and systems to get the project done personally or through other people, using the organization's resources.

## Coordination

Coordination is that body of activity and skills that ensures the interconnections among a range of grouped entities or tasks work together well to achieve a common goal.

Coordinators stay in constant touch with the various participants in a project to ensure they achieve good focus, connectivity, and capacity.

**This workshop focuses on management.**



# *Two Key Attitudes for all Managers*

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## **Attitude #1 - Management Must Manage**

Let's discuss the implications of the three words in "Management Must Manage" when we take them together. What unshakable views about the concept emerge?

Please record your thoughts, feeling, challenges, etc. in the box.

Let's discuss two case studies to help flesh out the attitude. Remember, our key focus is on the concept "Management Must Manage". So, as we discuss each case study, let's try to:

- Understand the core elements of each example
- Consider each situation's specific lapses and corrective actions
- Expand our thinking on a professional dilemma, not merely to advise or solve the problems
- Deepen our understanding of the meanings embedded in the management side of your work

## **Case Study #1. Overwhelmed Manager.**

In the 1980s, inmates in several Michigan prisons rioted. For several days, the institutions were out of the control of their wardens and staffs. After the second day of extreme danger and overwhelming stress, one of the beleaguered wardens was seen on a lawn mower cutting the prison grass.

How might you explain that behavior? Think about our definition of management. How might implementing that definition get challenged when the manager is under distress?

## **Case Study #2. Preferring Activities over Outcomes.**

We ask churches and nonprofits this question, "What do you offer on Wednesday evenings?"

One program director said, "We offer a budget counseling class. People attend for 90 minutes and spend an additional 30 minutes with a mentor."

Another program director said, "We offer a budget counseling class. People actually save regularly, reduce their debt, increase their credit scores, and buy their first homes."

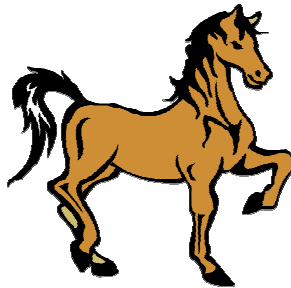
What key differences exist in the two approaches? Think about our definition of management. What is the intended outcome of management in each situation?

Please record your notes, etc. here:

## Attitude #2 - Management Must Build Relationships

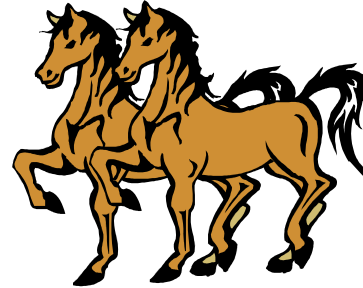
Let's examine the idea of relationship building among organizations.  
Why should managers value building relationships?

1 Horse



Can Pull 2 Tons!

2 Horses Teamed Together



Can Pull 18 Tons!

Managers must "collaborate" to get more pulling power for their organizations!  
Organizations can no longer fulfill their missions without collaborating!

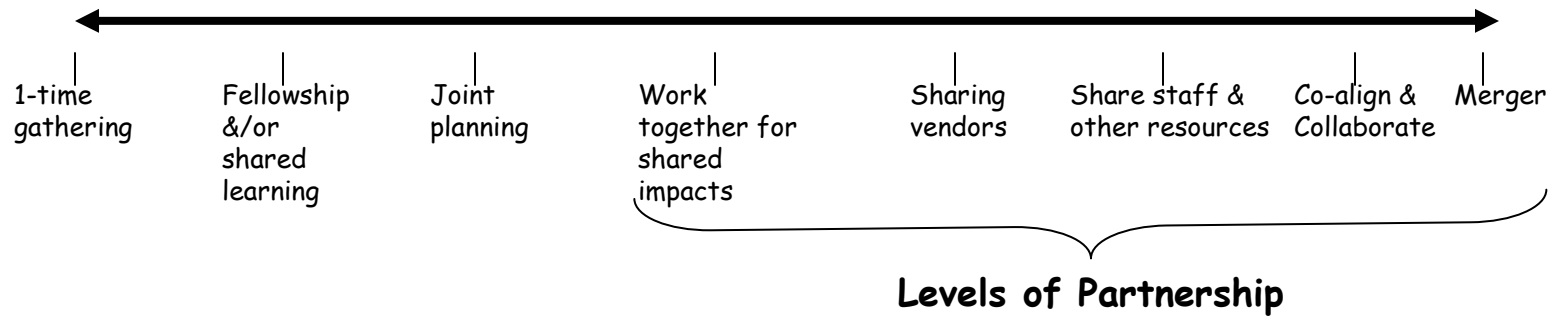
### We collaborate inside our organization to:

- ✓ Support mission, core values, goals, & strategies
- ✓ Maximize resources & create synergies
- ✓ Help participants achieve greater success
- ✓ Increase community impacts
- ✓ Extend org.'s reach & energize practices
- ✓ Increase effectiveness & efficiency

### We collaborate outside our organization to:

- ✓ Support mission, core values, goals, & strategies
- ✓ Maximize resources & create synergies
- ✓ Help participants achieve greater success
- ✓ Increase community impacts
- ✓ Extend org.'s reach & energize practices
- ✓ Increase effectiveness & efficiency

**"Collaboration"** is best understood as being on a continuum of relationships among organizations bound on one end by a simple one-time gathering and bound on the other end by actual merger of resources. The locations on the continuum and the definitions might not be the best ones. We offer them to provide a common frame of understanding. The continuum might look like this:



**Network**

A network is the entire continuum of relationships among organizations and people.

People and organizations that network may perform any of the behaviors along the continuum

**Partnership**

Partnerships are categories of networks within the continuum in which organizations and people seek to share impacts, outcomes, and resources. Actions of one affect the actions of another. Partnerships generally are bound by a written document that describes reasons and terms of the relationship.

**Collaboration**

Collaboration is a partnership in which two or more organizations or people, from positions of strength, affirm mission alignment & link resources for shared impacts and outcomes. Collaborations are always bound by a written document.

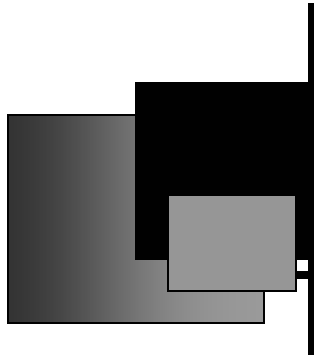
**Merger**

Merger occurs when two or more organizations, for a wide range of reasons, opt to become a single organization.

## Steps for Building a Successful Collaboration

Not all collaborations succeed. Without a compelling reason for existing, they are doomed to fail. The effective manager addresses these essential steps when building a collaboration. The specific order is not as important as completion of all of them. The information is provided in a checklist fashion so that the manager can easily assess where the organization is when building a collaboration.

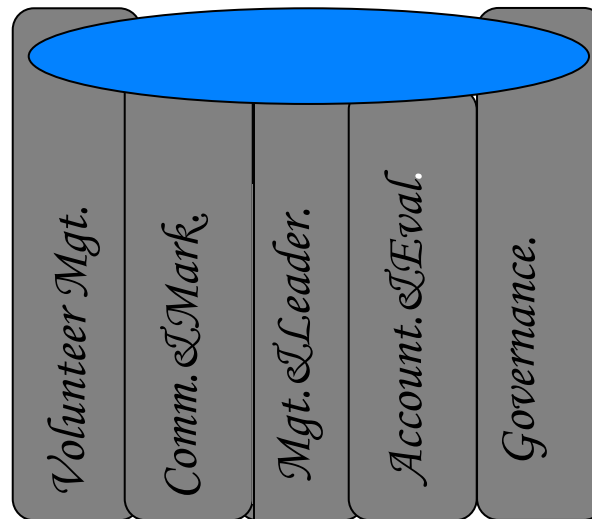
Factor	Great Now	OK Now	Needs Work	Improvement Plan
Clearly define the collaboration's leadership				
Clearly define the collaboration's core group (Are the right people there?)				
Assemble the collaboration's broad membership				
Clearly define the collaboration's shared mission and vision, goals and action steps				
Define collaboration's structure, staffing, & communication				
Identify resources and funding sources				
Implement strategies & action plans to achieve collaboration's mission & goals				
Evaluate the work of the collaboration as it progresses				
Sustain the collaboration				



## *Some Best Management Practices*

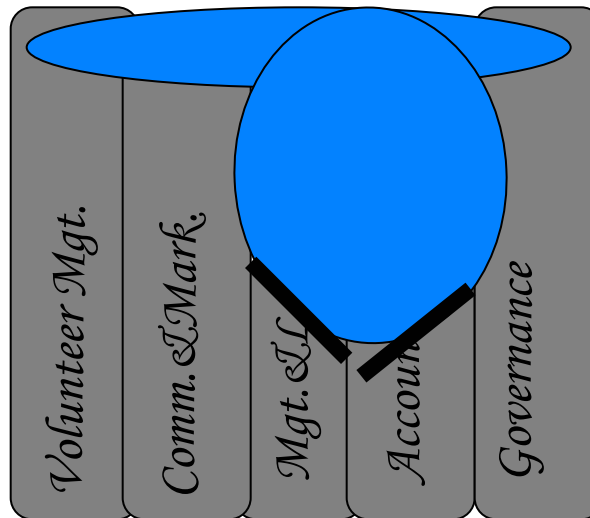
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An organization is like a barrel that is filled with water. The water represents mission, values, strategies, programs and projects. Each stave of the barrel represents an organizational capacity or key practice. If all the staves are in good repair and are of equal length, the barrel can hold the maximum amount of water.



Each stave or practice must be strong in and of itself. Also each stave or practice contributes to 1) the barrel's ability to hold water, and 2) the organization's ability to achieve its mission.

If one or more of the staves or practices (such as Management & Leadership and Accountability & Evaluation) are not in good shape, then the barrel itself cannot fulfill its purposes. Its ability to fulfill its mission and strategies are lessened.



What are your thoughts about the example of the barrel?

What are your thoughts about the implications of applying the barrel concept to your CCDO?

Here is a list of management best practices. You can find it at this website address:  
[www.npgoodpractice.org](http://www.npgoodpractice.org)

- Accountability and Evaluation
- Advocacy
- Communications and Marketing
- Fund Raising and Financial Sustainability
- Governance
- **Management and Leadership**
- Staff Development and Organizational Capacity
- Technology
- **Volunteer Management**

Let's focus on Management and Leadership, and Volunteer Management. We will conduct our review by check lists.

## Practice #1 - Management and Leadership

Let's talk... Think about the various occasions over the last year when your CCDO had to manage and lead.

Think about what made those managing and leading activities:

- Great for the your CCDO, its community, and its other constituents, and
- Not so great for your CCDO, community, and constituents?

What might you have done to improve your managerial and leadership performance? Record your thoughts below. Discuss your experiences with your team and/or others when you return home.

# Management and Leadership Checklist

*(Factors taken from [www.npgoodpractice.org](http://www.npgoodpractice.org))*

*Please check one box*

Standard	Exceed Standard	Meet Standard	Not Meet Standard	Improvement Plan
1. Create a well-rounded management team				
2. Establish objectives for leadership team				
3. Develop a compelling shared vision and mission for the organization				
4. Convert mission to goals and measurable objectives				
5. Develop a sound planning process				
6. Monitor implementation for results				
7. Program managers have authority to manage their programs				
8. Include employees in discussions of major decisions				
9. Hire the right people for the right positions				
10. When developing collaborations, share and align around best practices, and value interrelationships over being right on your own				
11. Build trust at all costs				

## Practice #2 - Volunteer Management

Think about the various occasions over the last year when your CCDO used volunteers.

Think about what made those volunteer activities:

- Great for the your CCDO, its community, and its other constituents,
- Not so great for your CCDO, community, and constituents?

What might you have done to improve your volunteers' performance?  
Record your thoughts below. Discuss your experiences with your team and/or others when you return home.

## Volunteer Management Checklist

*(Factors taken from [www.npgoodpractice.org](http://www.npgoodpractice.org))*

*Please check one box*

Standard	Exceed Standard	Meet Standard	Not Meet Standard	Improvement Plan
1. Plan & organize the work before volunteer starts.				
2. Set interim deadlines for large projects.				
3. Break projects down into groups of major tasks.				
4. For smaller projects, create small tasks achievable in short time periods.				
5. Clearly define each task to help ensure 1) volunteer commits to it and 2) task will be completed.				
6. Determine how many volunteers are needed.				
7. Determine level of experience each volunteer needs to complete task.				
8. Determine information, skills, tools, and training volunteers must have and provide them.				
9. Design written work sheet for each project.				
10. Do not let new volunteers loose on a project.				
11. Carefully match volunteers by skill and interest with project assignment.				
12. Publically recognize volunteers and volunteer opportunities.				



# *Additional Resources*

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There are many excellent management resources available in book, magazine, newsletter, and internet formats. In addition to [www.npgoodpractice.org](http://www.npgoodpractice.org), we use this resource extensively: [www.managementhelp.org](http://www.managementhelp.org), a comprehensive, free, online management library specializing in information for non-profits.

A couple other websites are:

- [www.genie.org](http://www.genie.org)
- [www.pfdf.org](http://www.pfdf.org) (Peter F. Drucker Foundation for Nonprofit Management)

Also there are many free, online tutorials. Query something like *free online management training*.