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Mary Tschirhart is a Professor of Public Administration at The Ohio State University. She served as Director of the Institute for Nonprofits and Professor of Public Administration at NC State University from 2008-2013. She has published extensively on nonprofit topics including board governance. She recently co-authored a text titled *Managing Nonprofit Organizations*. Dr. Tschirhart has served on six nonprofit boards in a variety of roles, including president, and led a nonprofit as its executive director.

Module 6



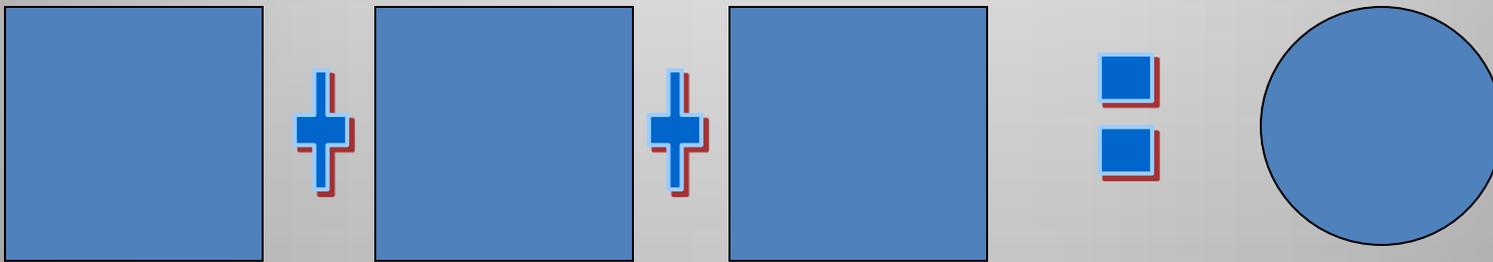
Goals for this Module

Participants will be able to:

- articulate the importance of planning for organizational effectiveness
- build flexibility into plan implementation to effectively adapt plans to changing contexts
- Identify organizational values that support the balancing of flexibility and planning



How we are taught to plan



How to be strategic and flexible

Strategically
planned
structure



Flexibility to
innovate
and adapt



Uncharacteristic Curiosity



Paired interviews

Tell a story of a time when you were part of an organization that was a “plan-ful” organization.



Interview Questions

- What was your role in this organization?
- What did you do to make this responsive planning happen?
- What did others do?
- What were the results of this for the organization?



What are the elements of an organization with a clear, flexible, and adaptive plan?

Strategically
planned
structure



Flexibility to
innovate
and adapt



Benefits of good planning

(adapted from Carter McNamara)

Planning serves a variety of purposes; it helps to:

- Define the purpose
- Establish realistic goals and objectives
- Communicate those goals and objectives
- Develop a sense of ownership of the plan
- Use organization's resources effectively
- Focus on organization's priorities
- Helps frame evaluation
- Build a consensus around the organization's direction



Vision versus Values

- Both can drive strategic planning
- Vision (where you want to go) should reflect values (the culture or way in which you operate to get there)
- Organic small organizations may run on values for a long time with no systematic plan or written vision



Organizational Values

<http://www.youtube.com/watch?v=g6WHAfWqX3s>



Vision and Values

- How do vision and values work with the organizational elements we talked about earlier to build organizational capacity in flexible planning?



Evaluation

What are the key points of this module?

- What did you find most useful?
- What can we improve upon?
- Other items you want us to cover?



Curriculum Modules

Module 1: Foundations for Transforming Board Practice

Module 2: Legal and Recruitment Issues

Module 3: Governance and Board Structure

Module 4: Enhancing Board Engagement

Module 5: Constructive Conflict

Module 6: Thinking Strategically

Module 7: Asking the Right Questions

Module 8: Board Meeting Communication



Curriculum Modules

PDF copies of the curriculum modules are available for viewing on the

NC Thrive portal:

<http://communitydevelopment.ces.ncsu.edu/local-government-nonprofits/>



References

Cooperrider, D.L., Whitney, D., Stavros, J.M. (2008). Appreciative Inquiry Handbook: For Leaders of Change (2nd edition). Brunswick, Ohio: Crown Custom Publishing Inc.

For additional information, case studies, articles, materials and meeting design please visit the Appreciative Inquiry Commons at <http://appreciativeinquiry.case.edu/>

McNamara, C. (2007). Field Guide to Nonprofit Strategic Planning and Facilitation (3rd edition). Minneapolis, Minnesota: Authenticity Consulting, LLC

