

# ORGANIZATIONAL EFFECTIVENESS TRAINING

# INTRO

- **EXERCISE**

- Icebreaker
- Each participant to write our organization's vision and interpret with one word.
- What are our values?

- **LEADERSHIP**

- Visible leadership and communication is a must at all times
- Leaders need to take an active role in coaching and providing encouragement
- Leaders should be able to appraise situations and take necessary actions
- Leaders should support.

- **LEADERSHIP**

- Leaders need to empower others but set key principles and parameters to ensure greater consistency of empowerment.
- Leaders need to develop a collaborative decision making style
- Leadership skills are needed at all levels.

## **BALANCING SHORT- AND LONG-TERM HORIZONS**

- Context determines the length of the ‘short’ and ‘long term’ goals.
- Organization must anticipate and plan for future external and internal changes.
- Organization needs to be comfortable with uncertainty.
- The continuous communication of the organization’s vision and mission is important.
- Sometimes the short term has to take priority, but short-term pressures can act as derailers.

## **SHARED PURPOSE**

- An Executive committee needs to have a shared purpose:
- Knowledge and learning must flow across units and functions.
- There must be synergy and flexibility in meeting short and long term goals
- Members must connect emotionally with the purpose of the organization

# SHARED PURPOSE

- Shared purpose must be integrated into targets and performance
- Shared purpose should be leveraged through periods of uncertainty and change
- Need to balance the achievements of our core purpose with a focus on efficiencies.
- Shared purpose can be compromised by conflicting priorities or structural changes.

# LOCUS OF ENGAGEMENT

- Leaders have a critical role, affecting engagement at different levels
- Leader's behavior and management style affects members' engagement.
- Perceptions of organizational injustice can be a performance blocker
- The nature of engagement can be transactional or emotional.
- Leaders should hand hold and induct new members, officers of the organization.
  - Leadership skills are needed at all levels.
  - We should realize that some persons should be micromanaged to ensure effectiveness.
  - Set parameters and principles.

# **ALIGNMENT**

- Individual objectives should be drawn from the broad organizational goals and objectives.
- Job roles should be clearly aligned.
- Attitudes and behavior need to reflect organizational values.
- Systems and processes need to be aligned with organizational priorities.
- Internal alignment is critical, but it is also important for the organization to be mindful of external alignment e.g., alignment to partner organization objectives.

# **ASSESSMENT AND EVALUATION**

- Evaluation and self-monitoring are critical to high performing organization.
- Context affects how organizations assess their performance
- It is important to strike the appropriate balance between collecting quantitative and qualitative data.
- Making data readily available to leaders ensures more informed decision-making.
- Leaders need to have the right skills to make sense of and interpret the data.
- While using data to evaluate past performance, it is important to draw insight from past performance to inform future activity.



## **AGILITY**

- An appreciation of current organizational challenges enables an agile mindset.
- People at all levels need to be change-ready in both good as well as challenging times if lasting organizational agility is to be achieved.
- It is important to also consider an organization's history when embedding agility.

## **CAPABILITY BUILDING**

- Capability-building needs to be a continuous process.
- Management capability is essential
- Building capability is an integral part of successful organizational development and change programmes.
- Different managerial capabilities are required at different times
- Organizations need to be creative about how they build staff capacity in trying times especially when funds are scarce.

# **CAPACITY BUILDING**

- Let us think about this together, how do we ensure our organization is a sustainable high performing organization....
- **GROUP WORK (TRAFFIC LIGHT)**
- What do we need to start doing?
- What do we need to continue doing?
- What do we need to stop doing (non-essential)?