National Community Action Partnership

Celebrating Community Action Month with a Focus on Results Oriented Culture

National Community Action Partnership
1020 19th Street NW, Suite 700
Washington, DC 20036

May 29, 2024

The Promise Of Community Action

Community Action changes people's lives, embodies the spirit of hope, improves communities, and makes America a better place to live. We care about the entire community, and we are dedicated to helping people help themselves and each other.



Celebrating Community Action Month with a Focus on Results Oriented Culture

NCAP Webinar Series
May 29, 2024

May is Community Action Month!



Workshop Description

No matter what change is being considered or the location or size of the Community Action Agency, there is one constant that largely determines success or failure – it is the role and importance of **organizational culture**.

Culture is the beliefs, values, and assumptions that shape behaviors and help individuals understand the organization. Culture is often so strong and so powerful that when there is a discrepancy or inconsistency between the current culture and the objectives of change, the culture will win.

For our purposes, we consider how an organization's culture is related to its success in producing positive outcomes for families, communities, and our agencies.

Join us as we identify the building blocks of a “results oriented culture” and come away with ideas on how you, no matter your title or position, can be an advocate for results.


status
result
society
fit
meaning
high
values
external
social
success
stories
problems
ORGANIZATIONAL
CULTURE
expertise
interpersonal
outlasting
deepest
organizational
knowledge
satisfaction
result
management
unique
cognitive
emotional
symbols
important
collective
growth
belief
company

The “Culture” In An Organization

Includes beliefs about

- What the world is like (what is reality?)
- How to respond to social and material environments
- The appropriate way for people to interact with each other
- Such things as chain of command and other management structures

Culture Is Reflected in

- Way work is organized
- How technologies are used
- How staff responds to customers
- The understanding of conditions related to poverty
  - Health/wellness (including mental health), disabilities, education, motivation, etc.…

Organizational Culture

- Learned beliefs, traditions, principles and guides for individuals
- Collective behaviors that members of a group commonly share with each other



Why do we cut the ends off of the ham?

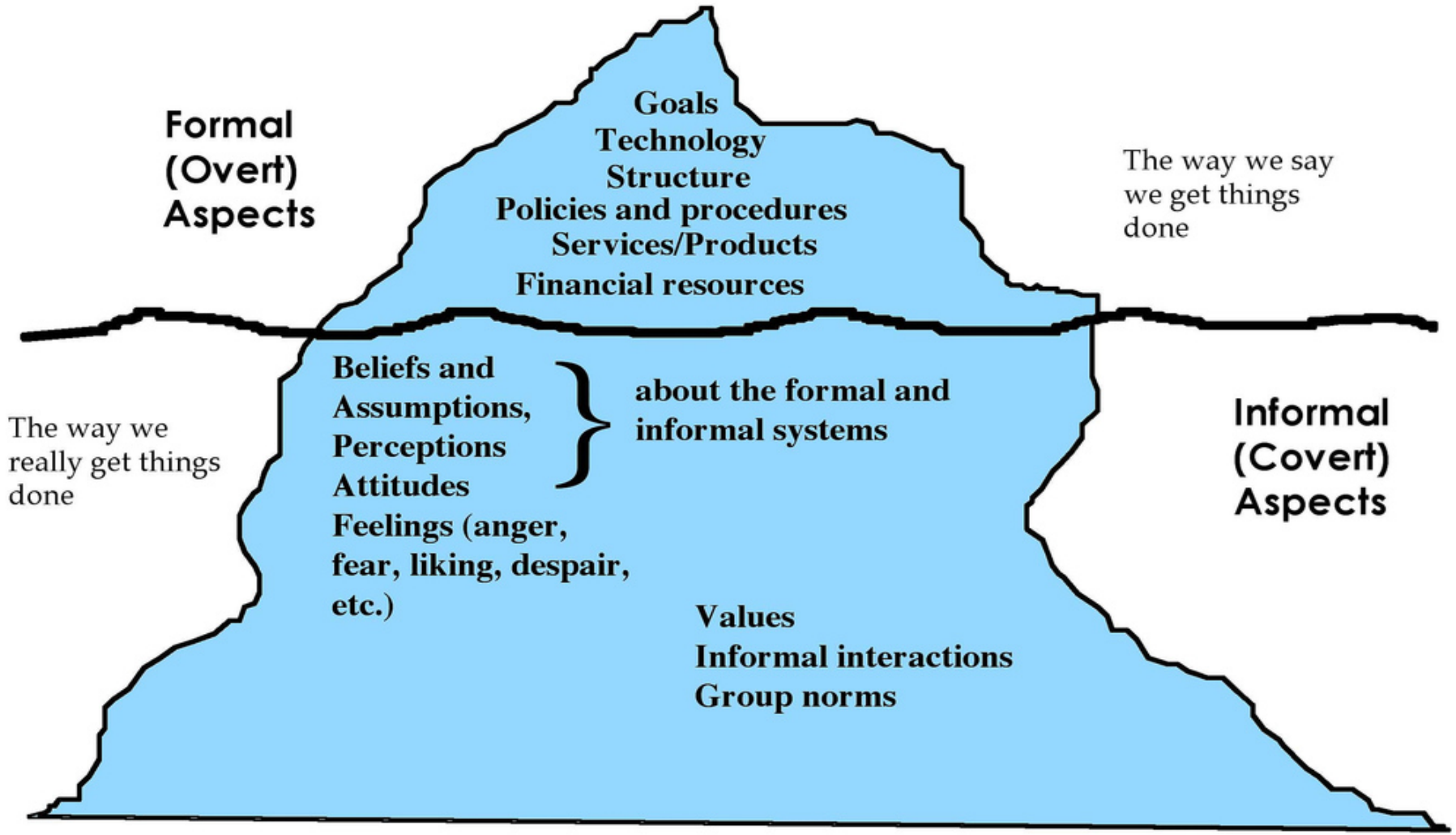
Organizational culture

"is a pattern of shared basic assumptions that **the group learned as it solved its problems** of external adaptation and internal integration. These patterns have **worked well enough** to be considered valid…and therefore, taught to new members as the correct way to perceive, think, and feel in relation to those problems."

- Edward Schein



Cultural Iceberg



Created by Stanley N. Herman. TRW Systems Group, 1970

Community Action is Founded on a Results Oriented Culture

Implementing the concepts of Performance Management

Original Legislation and Purpose



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Community Action Month

Our Vision

A nation that creates opportunities for all people to thrive, builds strong, resilient communities, and ensures a more equitable society.

Our Mission

To ensure the causes and conditions of poverty are effectively addressed and to strengthen, promote, represent, and serve the Community Action Network.

Our Values

- We believe all people should be treated with dignity and respect and recognize that structural race, gender, and other inequities remain barriers that must be addressed.
- We believe that this nation has the capacity and moral obligation to ensure that no one is forced to endure the hardships of poverty.
- We believe that with hope, adequate resources and opportunities, everyone can reach their fullest potential, and we are committed to achieving that vision.
- We pledge ourselves to creating an environment that pursues innovation and excellence through multi-sector partnership and collaboration.

We are about the CHANGE, not just the Service!

–Individuals and families achieve potential

–Communities have resources and opportunities

Identify practices that support RESULTS- ORIENTED Culture

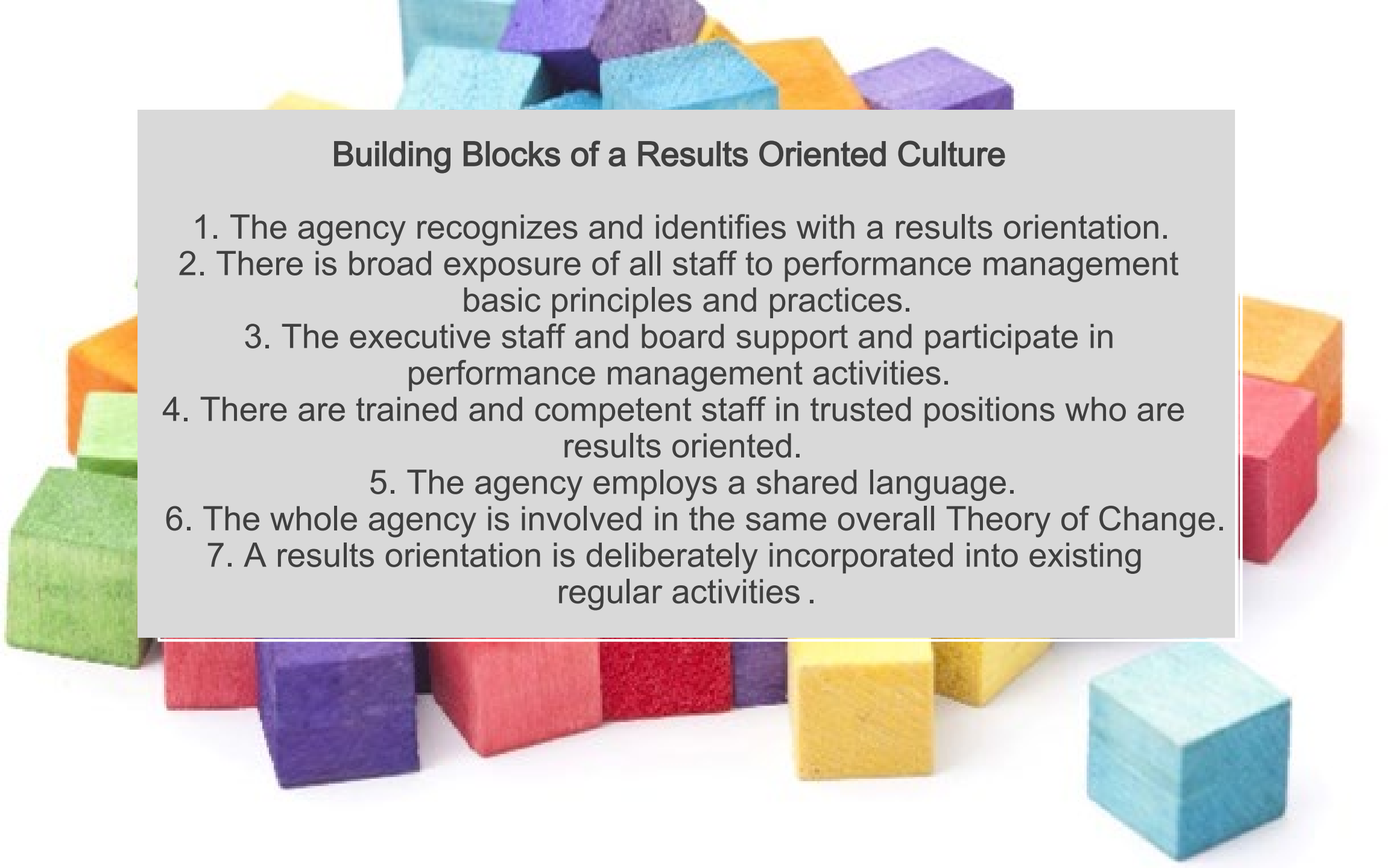
The agency demonstrates …

- Having a focus on results not only on services.
- Acceptance that agency performance must be identified and improved.
- Understanding and value of performance management systems as a tool.



Results Oriented Performance Culture

- A “performance management system” provides a framework for setting objectives, documenting performance standards, and assessing employee results.
- But building a performance culture goes far beyond an agency's performance management system.
- It must be integrated into every facet of agency functioning!



Building Blocks of a Results Oriented Culture

1. The agency recognizes and identifies with a results orientation.
2. There is broad exposure of all staff to performance management basic principles and practices.
3. The executive staff and board support and participate in performance management activities.
4. There are trained and competent staff in trusted positions who are results oriented.
5. The agency employs a shared language.
6. The whole agency is involved in the same overall Theory of Change.
7. A results orientation is deliberately incorporated into existing regular activities .

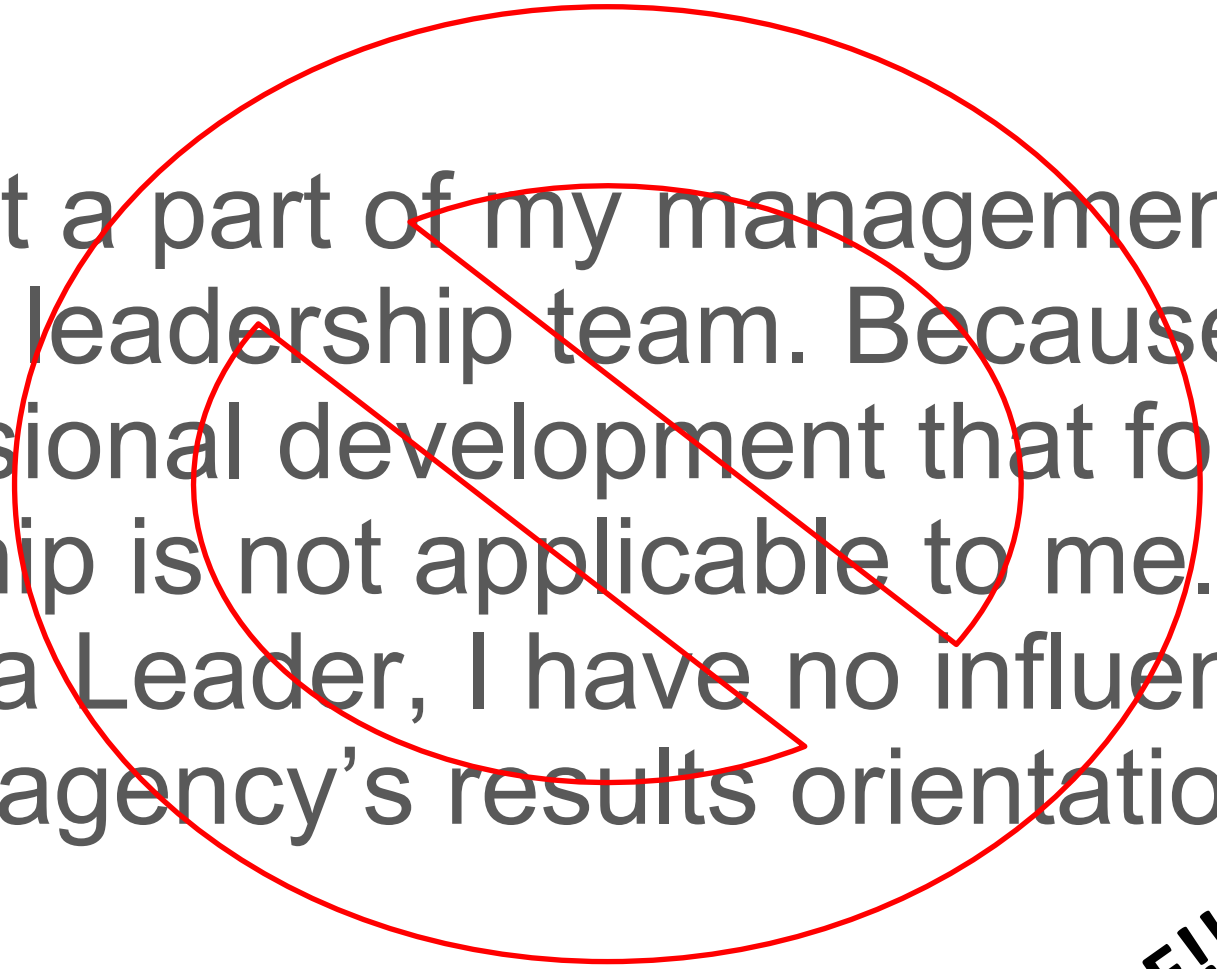

LEADERS
CULTURE
BEHAVIOR
RESULTS

The impact of leadership on culture and behavior contributes to the results the organization is able to achieve (or not)



Where does leadership start?

I am not a part of my management team or formal leadership team. Because of that, professional development that focuses on leadership is not applicable to me. and since I'm not a Leader, I have no influence on my agency's results orientation.



FALSE!!!
Leadership starts with you!

Leadership is a process whereby an individual influences a group of individuals to achieve a common goal

Defining leadership as a *process* means that it is not a trait or characteristic that resides in the leader, but rather a transactional event that occurs between the leader and the others in the group.

"Process" implies that a leader affects AND is affected by others in the group. It emphasizes that leadership is not a linear, one-way event, but rather an interactive event.

When leadership is defined in this manner, it becomes available to everyone. It is not restricted to the formally designated leader in a group.



Who Provides Leadership?

A Change Champion!



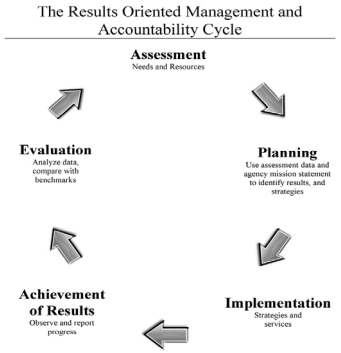
The Change Champion in your organization could be you!

- You could be the person who identifies a need for change and has a passion for seeing the change is implemented.
- You could be willing to use your knowledge and skills to plan a change and set out action steps.
- You could be the person who monitors the progress toward the change and helps move it forward.
- You could provide input to the executive in the organization who wants to see the change happen.

Support YOUR Results Oriented Culture



How to Change the Organizational Culture



- First, assess the culture (i.e., current individual and agency wide results orientation).
- Next, identify what the changed culture would look like.
- Create a plan for change!
  - Determine development activities for new leadership/supervisors, for case managers/coaches, and for data management staff.
- Implement, reassess, analyze, plan for next steps.

Are you results oriented? -- STAFF SURVEY

	Read the statements below. They are "paired" to represent either a service orientation or a results orientation. Pick either statement a or b in each pair.	Select the one that is MOST like your agency a.	 b.
1	a. When asked about my job, I primarily talk about what services I do.		
	b. When asked about my job, I primarily talk about what changed and what was accomplished by the families and communities I serve.		
2	a. I I think about my work in terms of applying the rules of funding sources or of the program.		
	b. I think about my work in term of helping families and communities change for the better.		
3	a. I think of myself as a staff member of a particular department or program of our agency.		
	b. I think of myself as a staff member of the agency, who is working to improve the lives of people with low income.		

Are you results oriented? -- AGENCY SURVEY

	Read the statements below. They are "paired" to represent either a service orientation or a results orientation. Pick either statement a or b in each pair.	Select the one that is MOST like your agency a.	 b.
1	a. Our agency publicity highlights what we do (the services we provide).		
	b. Our agency publicity highlights what was accomplished by the families and communities we serve and does not separate these accomplishments by "department" or "division" of the agency.		
2	a. Our agency policies and procedures are compliance driven.		
	b. Our agency policies and procedures are results driven.		
3	a. Our agency's strategic plan identifies what each department (or each funding source) will do.		
	b. Our agency's strategic plan includes clearly defined outcomes that will be achieved through the work of the entire agency, not just by a department.		

What would the new culture look like?

- On-going and timely feedback at all levels provides a mechanism for improvement and innovation.

- A performance culture refers to the agency's holistic approach with emphasis on:
  - continuous learning;
  - strong employee engagement;
  - inclusion and appreciation of a diverse workforce;
  - accountability for results;
  - rewards for employee performance.

Being Results Oriented Means Being Data Centric

Both long term strategic and day-to-day operational decisions should be based on facts that can be sourced back to reliable and accessible data.

- Is the agency oriented to apply data as a source of actionable insight in support of advocacy, marketing, engagement of stakeholders and the broader focus of the organization?
- Does the organization value decisions that are supported by verifiable data that is accurate, reliable, timely and complete?

Create a Plan for Change

Using Community Action Ethical Standards


Remain Focused On Mission



Be Outspoken Advocates and Educators

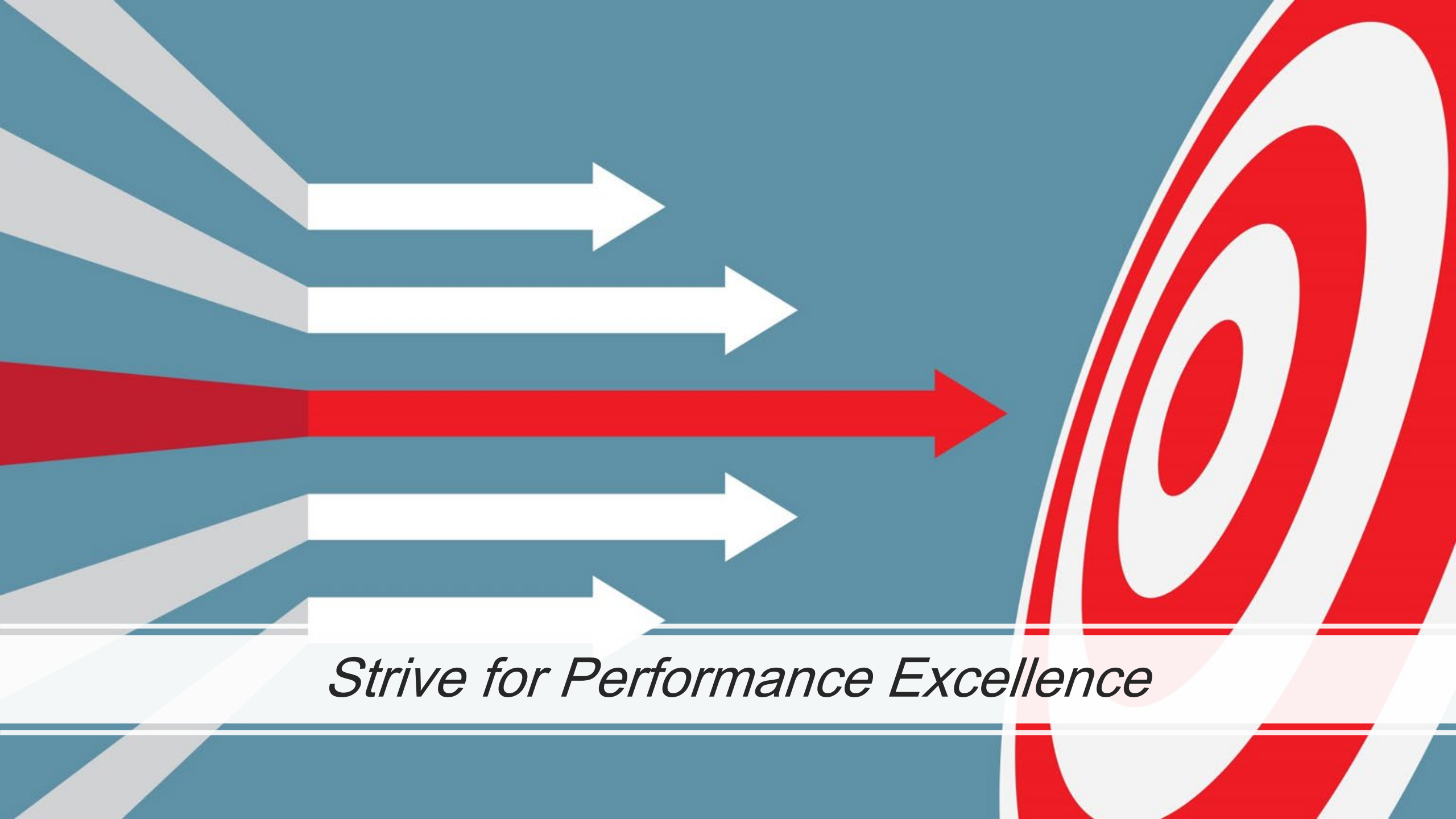


Inspire Confidence And Trust



Practice Service Above Self


Be Leaders, Support Leaders, Create Leaders


Strive for Performance Excellence

Lead from where you are!

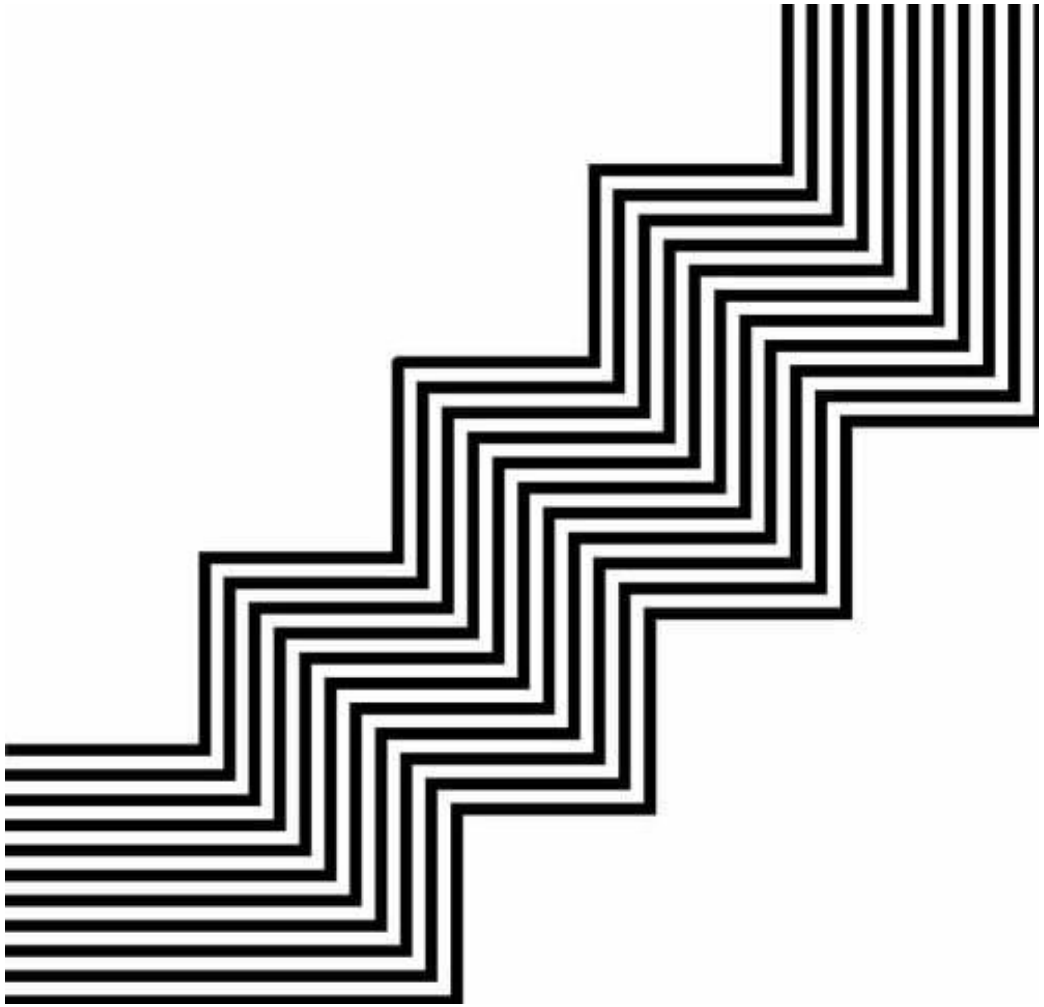


Share What You Know With Your Peers



Next Steps

Think about one action you can take today to move your agency to a more results-oriented culture!!



Contact us with questions:

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EVALUATION

https://www.surveymonkey.com/r/Results-Oriented_Culture



Celebrate the 60th with Us in Seattle!



Helping People. Changing Lives.
community Action PARTNERSHIP
AMERICA'S POVERTY FIGHTING NETWORK



Executive Director & Board Chair Symposium

June 26th & 27th
St. Paul, MN

LEARN MORE AND REGISTER!

Register now!



Two New Executive Director Institutes!

A purpose-centered training event designed to prepare Community Action Executive Leaders for today's unique challenges and opportunities. Centered around the Community Action model, attendees will explore leadership functions necessary for success including finance, board governance, HR, equity, and building organizational culture. Registration is opening soon!

October 29 & 30 – Alexandria, VA

December 3 & 4 – San Diego, CA