



Culture & Strategy

An initiative of



Developed and Facilitated by





INTENDED COMMUNITY BENEFIT

articulation of the positive quality of life outcomes the organization works to advance in the community



ORGANIZATIONAL DESIGN CAPACITY

ability to identify and create a shared understanding of what we value, what we believe, and the perspectives and assumptions that guide our behavior AND to articulate a theory and approach to creating and assessing the internal and external conditions that contribute to advancing our intended community benefit



PROGRAM CAPACITY

ability to develop and execute efforts that effectively advance community outcomes



ENGAGEMENT CAPACITY

ability of community members to engage with the entity to inform and influence the advancement of community outcomes



LEADERSHIP CAPACITY

ability to identify desired outcomes (small & large), determine what it takes to accomplish outcomes, and engage people in achieving those outcomes

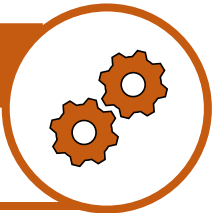


TALENT CAPACITY

ability to identify and engage the people with the competence, confidence, and comfort required to meet the Program, Leadership, and Engagement capacity needs

INFRASTRUCTURE CAPACITY

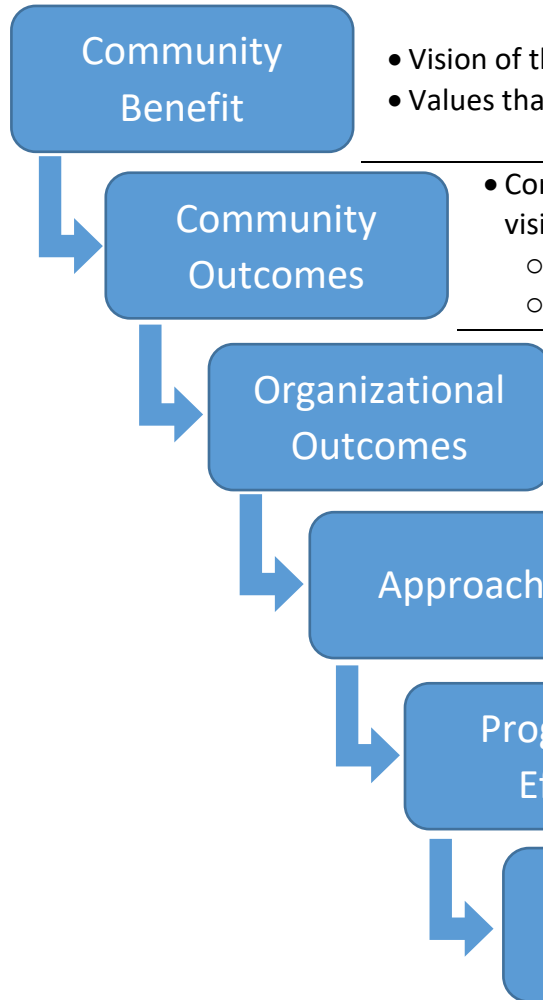
ability to identify, put in place, and consistently employ the systems and processes that support people's ability to act in alignment with design



ASSET CAPACITY

ability to identify required assets, attract/acquire those assets, and allocate them effectively to advance community outcomes

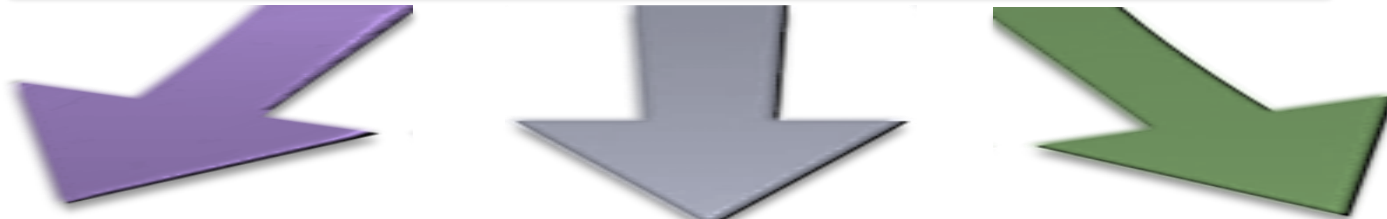
Organizational Design/Modeling Steps

	Description	Process
 <div style="border: 1px solid blue; border-radius: 15px; background-color: #4a86e8; color: white; padding: 10px; text-align: center; width: fit-content; margin-bottom: 10px;">Community Benefit</div>	<ul style="list-style-type: none"> • Vision of the community the organization contributes to creating • Values that guide behavior of people 	<ul style="list-style-type: none"> • Articulating why the work matters and what people value
<div style="border: 1px solid blue; border-radius: 15px; background-color: #4a86e8; color: white; padding: 10px; text-align: center; width: fit-content; margin-bottom: 10px;">Community Outcomes</div>	<ul style="list-style-type: none"> • Conditions that contribute to people being able to experience the vision <ul style="list-style-type: none"> ○ Things people need to have, feel, have access to ○ Environmental conditions that need to exist 	<ul style="list-style-type: none"> • Identifying what it will take to create change
<div style="border: 1px solid blue; border-radius: 15px; background-color: #4a86e8; color: white; padding: 10px; text-align: center; width: fit-content; margin-bottom: 10px;">Organizational Outcomes</div>	<ul style="list-style-type: none"> • Subset of conditions that contribute to the community outcomes which the organization focuses on creating directly through its work 	<ul style="list-style-type: none"> • Setting organizational focus
<div style="border: 1px solid blue; border-radius: 15px; background-color: #4a86e8; color: white; padding: 10px; text-align: center; width: fit-content; margin-bottom: 10px;">Approaches</div>	<ul style="list-style-type: none"> • Broad approaches (ways of doing things) the organization uses to achieve community outcomes (ie mentoring, counseling, education/training, networking, advocacy) 	<ul style="list-style-type: none"> • Outcomes Screening
<div style="border: 1px solid blue; border-radius: 15px; background-color: #4a86e8; color: white; padding: 10px; text-align: center; width: fit-content; margin-bottom: 10px;">Programs / Efforts</div>	<ul style="list-style-type: none"> • Specific activities the organization carries out to advance the strategy 	<ul style="list-style-type: none"> • Strategy Screening • Matrix Map
<div style="border: 1px solid blue; border-radius: 15px; background-color: #4a86e8; color: white; padding: 10px; text-align: center; width: fit-content; margin-bottom: 10px;">Infrastructure / Resources</div>	<ul style="list-style-type: none"> • People, assets, systems, and structures that support the programmatic activities 	<ul style="list-style-type: none"> • Program modeling • Asset Mapping



LEADERSHIP CAPACITY

ability to articulate desired outcomes (small & large), determine what it takes to accomplish them, engage people in achieving those outcomes, and evaluating success of the process that get you there



DESIGN COMPETENCY

ability to identify and articulate an organization's core purpose and guiding frameworks

COMMUNITY BENEFIT

WHAT WE VALUE

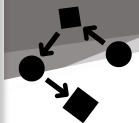
COMMUNITY CAPACITY REQUIREMENTS

TARGETED OUTCOMES

APPROACH (THEORY OF CHANGE)

PROGRAM CAPACITY

- ~ MODELS
- ~ ASSET REQUIREMENTS
- ~ PROCESSES



IMPLEMENTATION COMPETENCY

ability to put in place and execute processes in alignment with the organizational design

ENGAGEMENT CAPACITY

TALENT CAPACITY

INFRASTRUCTURE CAPACITY

ASSET CAPACITY



ASSESSMENT COMPETENCY

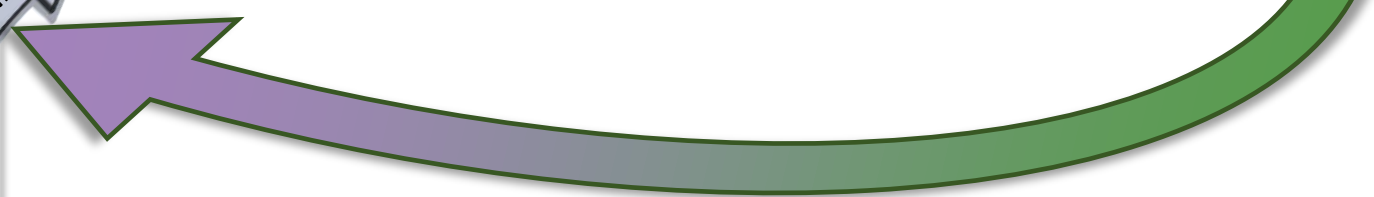
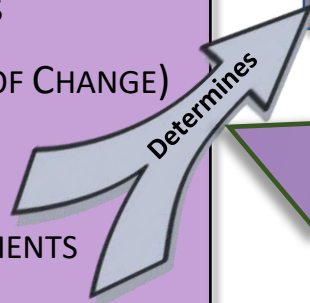
ability to evaluate behavior and results against design and implementation goals

EFFICACY (OUTCOMES)

EFFECTIVENESS (OUTPUTS)

EFFICIENCY (INPUTS)

SUSTAINABILITY/CONTINUITY



Developing Values Statements

Intention: This document is intended to help you develop a tool which can be used by people engaged with your organization (board, staff, volunteers, donors, beneficiaries, partners, etc) to understand the values that drive your work and what it looks like to act in accordance with those values.

Context: As you consider what the work of your organization will make possible for the community, your board, your staff, and the people who benefit from your effort, you will likely articulate a list of values that you believe are critical to your success. Unlike a Vision Statement that identifies what you want the community to be like (aspirational goal) or a Mission Statement that illustrates your approach and strategy for creating benefit and change – both of which focus on the organization – a Values Statement focuses on the day-to-day acts and decisions people make when engaging in the work of the organization.

Approach: In thinking about the greatest potential a set of values can have, we should ask what we can do to ensure that everyone understands what these values mean to us as a collective group and what it looks like to act in accordance with these values. Many organizations find success in articulating action oriented statements, sometimes called guiding/operating principles or credos, which describe both what a value means to the people within the organization and how they intend to use it to guide their work and relationships with one other. Since actions, as opposed to intentions or abstract ideas, actually create the change and reality we experience, these statements must take our abstract ideas, sentiments, and/or intentions and translate them into guidelines for action to which we can hold everyone accountable.

Below are two examples shared by Creating The Future¹

- I) *Our Recovery Organization will be able to provide the most benefit to our community only if we are true to the following Core values:*
 1. We will do our work in a way that treats the health and well-being of the men and women in our care as the highest priority. What is in the best interest of the greatest number of our Clients will be in the best interests of the organization.
 2. We will do our work in a way that complies with all Federal, State, Local and Health industry regulations.
 3. Our behaviors will evidence the highest ethical standards, including compassion, respect, sensitivity, confidentiality, honesty and sobriety.
 4. We will do our work in a way that models those behaviors to the staff, to the clients and to the community.
- II) *When making decisions at the Diaper Bank, the board, staff, and volunteers will be accountable for and conscious of the following:*
 1. The best decision will be the decision that provides the best end result for the highest number of our partners, the clients they serve, the issues they address, and the future of our Community.
 2. The core reason the Diaper Bank exists is to lessen the Current effects of poverty and Crisis, while working simultaneously to eliminate the root causes of poverty and crisis in the future. Today's decisions will therefore be made in the context of both today and tomorrow, asking the question, "How will this decision affect the future of our organization AND the future of our community?"
 3. All parties to any decision will be treated with respect, dignity, compassion, grace, integrity, honesty and humanity.
 4. Our message must be positive, that we CAN make change. With a passionate optimistic message, we can change minds and move mountains.

¹ These examples are work of organizations that have used a community benefit planning approach through Creating The Future and are copyrighted under the work of Creating the Future. They should be honored as the work product of others and seen only as examples of the type of statements you can create within the context of the organization you serve. www.creatingthefuture.org

Values-Based Systems/Organizations

What does having strong values make possible and for whom...

BENEFIT

What does this look like? What do we
Observe / Feel / Believe / Do / Act

BEHAVIORS

**STRONG
VALUES**

What does it take? What does a person need to experience, understand, have access to, feel, believe, be able to do

CONDITIONS

What needs to be in place to consistently support the above conditions

SYSTEMS

Values-Based Systems/Organizations

What does behaving in alignment with this norm make possible?

BENEFIT

INSERT NORM

What does this norm look like in action? What do we Observe / Feel / Believe / Do that signifies this is present and/or influencing us

BEHAVIORS

What does it take? What does a person need to experience, understand, have access to, feel, believe, be able behave in these ways?

CONDITIONS

What needs to be in place to consistently support the above conditions

SYSTEMS