

Organizational Interventions

AN OVERVIEW OF PROGRAM DEVELOPMENT,
SOCIAL WORK ADMINISTRATION, AND
FACILITATING ORGANIZATIONAL CHANGE

Program Development

Overview

For Brueggemann, **program development** involves the creation of a **new** program or organization to address an identified need.

Your role in this would most likely be as a consultant or facilitator. You would assist an organization(s) and/or community members in the development process, which includes these steps:

- Development
- Working with the Board of Directors
- Establishing the Organization
- Financing the Organization
- Finding the Clients

Development

1. Form a program development group
2. Identify and verify the need (conduct a needs assessment)
3. Establish the legal corporation
 - For profit or non-profit
 - Develop a constitution and by-laws (see next slide for details)
 - Incorporate
4. Transition from the program development group to the Board of Directors

Development

The constitution and by-laws are the “general rules that govern the organization and the board’s composition and structure” (Brueggemann). The constitution and by-laws should address the following:

- What is the purpose of the organization?
- What will be the location of the organization?
- Will the organization have members?
- What will be the structure of the board of directors?
- How are the meetings of the board of directors structured?
- What shall be the duties of the officers?
- What shall be the structure of the committees?
- What special rules will apply to the corporation?
- What are the provisions for amendment of the by-laws?

Working with the Board

Transition from the Program Development Group

Recruiting Board Members

- Board Composition/Structure
- Strategic Board Recruitment

Training Board Members

- Orientation
- Development
- Leadership Succession and Stewardship

Establishing the Organization

Mission, Vision, and Goals

Choose the Organizational Structure

- Management by Objectives (MBO) – Peter Drucker

Staffing the Organization

- Administration
- Fair employment practices
- Positions, salary, benefits
- Job descriptions
- Recruiting and screening candidates

Financing the Agency

Budget

- Expense budget
- Income budget

Accounting

Obtaining Funding

- Fees for service
- Contracts
- Government grants
- Private foundation grants

Social Work Administration

Supervision

Roles

- Information giver
- Instructor
- Problem-solver
- Coach
- Consultant
- Mentor
- Evaluator

Performance evaluation

Decision-Making

Role

Methods

- Brainstorming and reverse brainstorming
- Nominal group technique

Administering Finances

Line item budgeting

Functional budgeting

Program budgeting

Human Resources Management

Recruitment and selection of employees

Administering Diversity

- Managing Diversity – R. Roosevelt Thomas, Jr., *From Affirmative Action to Managing Diversity*.

Staff Orientation

Employee performance issues

- Progressive discipline

Termination

Chief Administrative Tasks

Oversight of Services

Planning

Working with Board of Directors

Program Evaluation

Facilitating Organizational Change

Overview

Facilitating organizational change or **organizational development** is “an emerging behavioral science that provides a set of methodologies for systematically bringing about organizational change, improving the effectiveness of the organization and its members” (Brueggemann).

There are six approaches to facilitating organizational change:

- Social ecology approach
- Analysis approach
- Subsystems approach
- Contingency approach
- Therapeutic approach
- Conventional approach

Process

Problem identification

- Outputs
- Internal system state
- Adaptation
- Organizational culture

Information gathering

Assessment (diagnosing organizational issues) – see next slide

Develop an intervention plan

Implementation

Evaluation

Termination

Common organizational issues

Issues commonly found in organizations include:

- If only
- Dualism
- Unchallenged ambiguity
- Inconsistencies
- Avoidance of responsibility for issues
- Absolute denial of issues
- Too hot to handle
- Unresolved conflicts
- Triangulation
- Micromanagement
- Scapegoating
- Double standards (do as I say, not as I do)
- The party line
- Lack of trust
- Resistance to change
- Helplessness
- Burnout

Leadership

Leadership

Classic approaches to leadership:

- The Great Man Theory
- Autocratic or Authoritarian
- Democratic or Participative
- Laissez-faire

Contemporary approaches to leadership:

- Transactional leadership
- Servant leadership
- Stewardship
- Transformational leadership