Tune Up Your Organization
Part 1: Assess current work and eliminate bottlenecks to get important work done with greater ease
What we will cover today:

- How to assess your organization’s current work and identify bottlenecks
- How to create effective and efficient processes

Next week’s webinar:
Creating a united team and effective leadership strategies
Tune Up Your Organization

Three Strategies to Tune Up Your Organization

1. Organizational Self-Assessment Chart
2. Walk-Throughs and MBWA (Management by Walking Around)
3. Elimination of bottlenecks and long, unproductive meetings
Tune Up Your Organization
Organizational Self-Assessment

Dreamer

Achiever
Achievers:
- Communicate & live the vision
- Inspire action, get things done

Bystander

Doer

Vision

Action
Tune Up Your Organization

Organizational “Personality”

**Bystander**: Present but not involved, lacks direction and inactive.

**Dreamer**: Has inspiring vision, but lacks the ability or interest to inspire others to action.

**Doer**: Gets things done. The more connected to mission/vision the more effective.

**Achiever**: Lives the vision/mission AND inspires action.
Tune Up Your Organization
Organizational Self Assessment

- Dreamer
- Achiever

Achievers:
- Communicate & live the vision
- Inspire action, get things done

- Bystander
- Doer
Create Your Road Map

Quick Poll

Where do you feel your organization is on the chart currently?

- Bystander
- Dreamer
- Doer
- Achiever
- Not sure
Tune Up Your Organization
Organizational Self-Assessment

Exercise with your team: Ask where they would place your organization. Ask what they suggest to improve.

- Dreamer
- Achiever
  - Communicate & live the vision
  - Inspire action, get things done

- Bystander
- Doer

Vision

Action
Tune Up Your Organization

Walk-Throughs and MBWA (Management by Walking Around)

Different types of facility walk-throughs:

• Walk-throughs with a purpose
• Management by Walking Around
How often do you deliberately walk through your facility, observe and talk with people?

- Once a week or more often
- Two to three times a month
- About once a month
- Less than once a month
- Not applicable – no facility
Tune Up Your Organization

Walk-Throughs with a Purpose: maintenance tune-up, important visitor, public tour, etc.

Tips for Success:

• Take a moment to put yourself in mindset of a visitor seeing facility for the first time.

• Walk through the parking lot, entry door and through the entire building slowly and deliberately.

• Focus on both overall impressions and details.

• Bring a couple of members of the management team along.

• Take notes for follow up.
Tune Up Your Organization

Walk-Throughs with a Purpose: maintenance tune-up, important visitor, public tour, etc.

“Think like a customer”
– Paul Gillin
Tune Up Your Organization

Walk-Throughs with a Purpose: maintenance tune-up, important visitor, public tour, etc.

“Take time to look”
– Georgia O’Keefe
Tune Up Your Organization

MBWA (Management by Walking Around)

MBWA Benefits:

- Builds relationships with your team, making you more accessible to staff & volunteers.
  - Learn about problems and successes
  - Hear team members’ ideas
  - Show interest & appreciation
- Gives you first-hand knowledge of what’s happening in your facility
- Let’s you experience what visitors experience
Tune Up Your Organization

MBWA (Management by Walking Around)

MBWA Tips for Success:

- Ongoing but not regular
- Schedule time
- Go it alone
- Engage people you meet
- Keep conversation informal
- Seek input
- Listen more than you talk
- Don't criticize
- Acknowledge good work
- Share your passion and goals
- Equal time
- Follow up
What’s a bottleneck?
One step in a process where limited capacity reduces the capacity of the whole chain.

Common signs of a bottleneck:
• Pattern of waiting
• Delays or backlogs
• Routinely behind schedule
• Stress
Do you or others in your organization experience bottlenecks or delays in getting things done?

- Often
- Sometimes
- Rarely
- Never
Tune Up Your Organization

Eliminate Bottlenecks

Bottlenecks can be created when:

- A person or team who is in a critical path cannot keep up with high volume of inputs.

- A process or policy that is not serving the organization.
Tune Up Your Organization

Eliminate Bottlenecks

Resolving Bottlenecks:

1. Identify them.

2. Keep asking “why” until you get to the root of the delays. (There may be more than one cause.)
Tune Up Your Organization

Eliminate Bottlenecks

Resolving Bottlenecks:
3. Make strategic changes:
   Devise a better process.

Creating a flowchart that represents your current process can help identify bottlenecks.

Designing a new flowchart can address bottlenecks.
Tune Up Your Organization

Eliminate Bottlenecks

Full flow chart

Close up view
Tune Up Your Organization

Eliminate Bottlenecks

Resolving Bottlenecks:
Potential elements of a better process
• Utilize technology
• Reduce inputs
• Adopt best practice policies
• Provide training
• Obtain skilled help

“Goals are good for setting a direction, but systems are best for making progress.”

– James Clear
Tune Up Your Organization

Eliminate Bottlenecks

Resolving Bottlenecks:
Finding Skilled Help

Ask your supporters and volunteers – specific requests for specific skills get results

Examples of other sources:
- SCORE – expert mentors
- Catchafire – professionals
- Volunteer Match
- Handshake – interns
Tune Up Your Organization

Eliminate Bottlenecks

Strategies to Prevent Bottlenecks:

• Simple decision-making guidelines for the team.
• Job descriptions that clarify roles and responsibilities.
• Internal communications strategies that include necessary productive meetings.

Our four priorities to guide decision-making:

• Create lifesaving solutions for the animals.
• Involve the community in our work.
• Deliver quality customer service.
• Provide excellent care to the animals.
Do you or others in your organization experience long or unproductive meetings?

- Often
- Sometimes
- Rarely
- Never
Tune Up Your Organization

Create Shorter More Productive Meetings

Chairing Better Meetings

• Start and end on time.
• Create an agenda in advance with start and end times.
• Draw people out who don’t speak up.
• Share credit and accept responsibility for issues.
• Document action items, review at the end of meeting, follow up.
• Use a “parking lot” for off-topic things that come up.

“Be cheerfully, impersonally decisive!”
– Gretchen Rubin
Tune Up Your Organization

Create Shorter More Productive Meetings

Types of Meetings to Consider

Staff or Key Team members:
- Managers’ meetings (weekly or every other week, one hour max)
- Stand-up team meetings (weekly or twice weekly, 15 minutes max)
- All-staff meetings (twice a year, one hour max)
- Supervisor one-on one meetings with direct reports (monthly or more often, 20-30 minutes)

Volunteers:
- Small focus group meetings (every other month, 45 minutes)
- All-volunteers meetings (twice year, one hour max)
Tune Up Your Organization

Create Shorter More Productive Meetings

Try Martha’s Rules

• Alternative to Robert’s Rules for board meetings

Try Martha’s Polling

• To take the pulse of a team
• For team decision-making when consensus is important
Tune Up Your Organization
Review: Strategies to Tune Up Your Organization

1. Organizational Self-Assessment Chart

2. Walk-Throughs and MBWA (Management by Walking Around)

3. Elimination of bottlenecks and long unproductive meetings
Create Your Road Map

Next week’s part-two webinar on Tuning Up Your Organization

You’ll learn how to:
- Increase the effectiveness of your board
- Create a unified team

Final two webinars in series
Powering Your Journey:
- Raising needed funds
- Increasing public engagement
This webinar is made possible by the Petco Foundation. The Petco Foundation is creating a national lost and found database for pets. Learn more and join the initiative by visiting petcofoundation.org/lostpets
Questions?
Bonney Brown and Diane Blankenburg
858-395-3677  info@humanenetwork.org
www.humanenetwork.org

This webinar is made possible by the Petco Foundation.
The Petco Foundation is creating a national lost and found database for pets. Learn more and join the initiative by visiting petcofoundation.org/lostpets