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HR's Role in Organizational Development

Nonprofit Human Resources Symposium, San Diego, CA
June 3, 2011

Presented By
Lisa Brown Morton
President & CEO
Nonprofit HR Solutions

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information of the client to whom it is addressed.*

Session Objectives

- ▶ **What is Organizational Development?**
- ▶ **Why Does it Matter?**
- ▶ **What is HR's Role in Organizational Development?**
- ▶ **How Nonprofit Leaders Can Make Organization Development and HR a Priority**
- ▶ **Q&A**

What is Organizational Development?

Organizational Development Defined

“deals with the overall arrangement of the organization and its functions, including both the long-term and short-term identification and development of its human resources. It includes the process of enhancing the effectiveness of an organization and the well-being of its members through planned interventions; the set of systematic and planned activities designed by an organization to provide its members with the necessary skills to meet current and future job demands...”

www.shrm.org

Or More Simply Put...

Organization development is the process through which an organization develops the internal capacity to most efficiently and effectively provide its mission work and to sustain itself over the long term.

Article Source: <http://EzineArticles.com/1224214>

Key Components of Organizational Development?

The organizational development function:

- ▶ Equips the organization to prepare for present and future talent needs
- ▶ Helps the organization become more effective and efficient
- ▶ Focuses on organizational structure and job design
- ▶ Promotes ongoing performance and productivity initiatives
- ▶ Fosters an environment of organizational learning

Organizational Development



Organizational Development In Its Simplest Form



HR's Role in Organizational Development

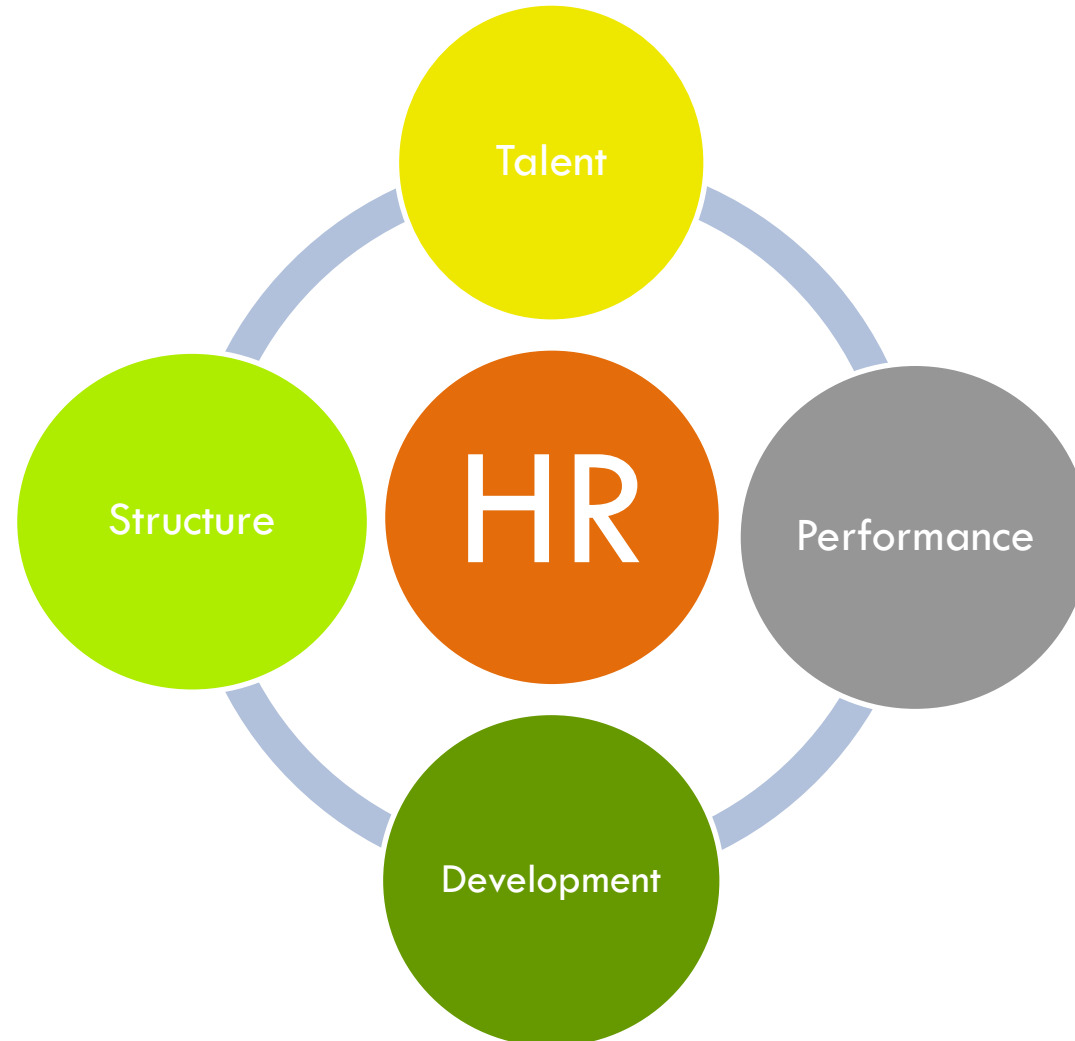
HR's Role in Organizational Development

“One of the most significant ways that HR can strategically contribute to an organization and its ability to deliver on its mission is through organizational development. The most impactful and successful organizations are deliberate about how they are organized, how their work is carried out and how they use *and* develop their talent to achieve effectiveness. The most successful HR leaders are also deliberate about driving forward organizational effectiveness for the benefit of the staff, leadership and the community.”

Lisa Brown Morton, Nonprofit HR Solutions

So where do we as HR professionals fit into the organizational development continuum?

HR & Organizational Development



Role of HR in Organizational Development

Structure

- ▶ Evaluate which structure works best for your organization and its clients and/or stakeholders based on mission, culture, values, resources, and then make recommendations to the CEO.
- ▶ Know and understand the various organizational structures available to the organization. Re-assess effectiveness periodically or when there is a major change in strategic focus and/or programs.
- ▶ Identify the structures of **successful** peer/benchmarked organizations.

Role of HR in Organizational Development

Talent

- ▶ Actively and intentionally seek out top talent, diverse talent.
- ▶ Know your talent. Have a process to accurately identify their strengths and weaknesses.
- ▶ Promote continuous alignment between staff skills, passions and organizational needs.
- ▶ Proactively address workplace barriers to individual and organizational effectiveness. Acknowledge they exist and communicate plans to address concerns.

Role of HR in Organizational Development

Performance

- ▶ Treat performance goals like fundraising goals! Create an environment of accountability where success is measured!
- ▶ Measure what matters.
- ▶ Develop and implement a plan to close performance gaps at the individual, department and organizational levels
- ▶ **STOP IGNORING LOW PERFORMERS.** Demand improvement or facilitate an exit plan.

Role of HR in Organizational Development

Development

- ▶ Find resources for training and professional development.
- ▶ Focus on learning that is directly connected to mission delivery.
- ▶ Train staff to be experts in their areas of focus. Leverage internal resources (i.e. other staff), Board, community partners, business professionals to augment learning.
- ▶ Regularly educate staff on the business of your organization including financial metrics and industry trends and/or best practices.

What Do You Bring to the Organizational Development Discussion?

- ▶ Understand your organization's mission, vision, and business.
- ▶ Establish a strong partnership with your organization's leadership.
- ▶ Challenge and question the status quo; intentionally contribute to critical thinking issues related to organizational structure, talent, performance and development.
- ▶ Develop both short and long-term strategic plans for each element of the organizational development function; tie expected outcomes to your organization's overall strategic plan
- ▶ Continuously balance the needs of the organization with those of staff

How Nonprofit Leaders Can Make Organization Development and HR a Priority

Making Organizational Development & HR a Priority

- ▶ Recognize the strategic value that HR brings to organizational effectiveness.
- ▶ Make HR as important as fundraising and finance.
- ▶ Engage your HR leader in **ALL** strategic planning and visioning discussions. Require the develop a workforce plan and hold HR accountable for results.
- ▶ Regularly report to the Board of Directors on HR/organizational development achievements; tie achievements to impact on funding and program delivery results.
- ▶ Empower HR to be both the organizational conscience AND a strategic partner.
- ▶ Hiring qualified, experienced HR professionals. Don't relegate HR to non-qualified staff.

Q & A

What is your organization doing about organizational development and human resources?

About Us

Nonprofit HR Solutions, (www.nonprofithr.com) is a full service consulting firm specializing exclusively in meeting the needs of nonprofit organizations. We provide expert guidance and support in the areas of: staffing & retention management, policy development, HR compliance, benefits & compensations management, employee relations & performance management, organizational development, and HR department outsourcing.

**For more information on our services,
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or call us at (202) 785-2060**