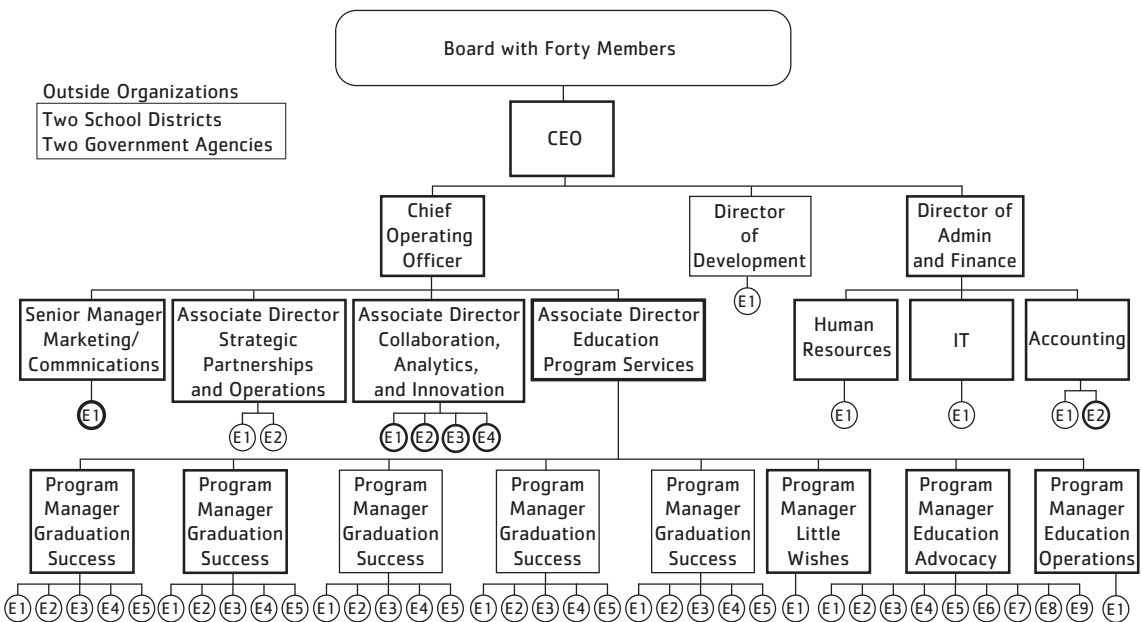


Organization Alignment

Scenario number 7 – Program Expansion at a Nonprofit

A nonprofit with a forty-person board gets approval to expand their program to two new school districts. The financing for the project is contingent on the nonprofit working with two outside government agencies to complete the project.

Figure 47: Scenario 7 Program Expansion at a Nonprofit

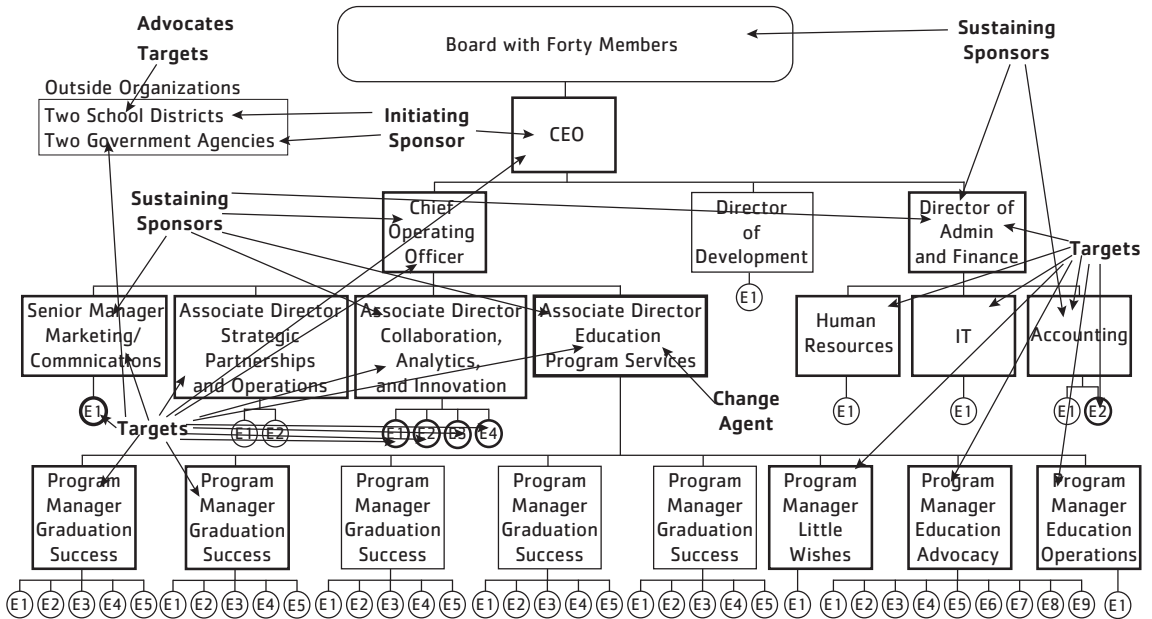


The appointed project manager is the Associate Director Education Program Services. All bolded people above will have tasks in completing the project. Each outside agency and school district have SPAs assigned as contact people to work with the project manager. The 40-member board consists of six or seven sub-groups which perform functional work that supports the nonprofit.

Therefore, who is the Sponsor of the work?

Additional SATA Examples

Figure 48: Scenario 7 SATA Map



In this case, sponsorship is more completed due to outside agencies, school districts, and the board. The board members are the Sustaining Sponsors. There is a board president, but he does not hold veto power over the board. He does have the power to set the agenda and influence (through advocacy) the direction of the group. All decisions are still made by majority vote, but in practice it is more consensus.

Notice that the only advocates identified above are the school districts. That is because people within the districts heard about the program and requested it to be implemented. In a situation where an organization strongly wants a program in their schools because of its perceived importance to their students, resistance to bringing it in is severely diminished. The focus can then be solely on effective implementation. The nonprofit's job is easier because they do not have to sell what they are advocating.

Organization Alignment

Notice that each school district and each government agency is also an Initiating Sponsor? That is important to get, the Change agent and the people working outside of the agency must maintain alignment through education, power and influence. In other words, the change agent must use interpersonal power, referent power, and technical abilities to implement and set up an effective program to educate the outside agencies. This will need to happen early, often, and consistently throughout the process in order to help maintain alignment and smooth implementation.

Within the nonprofit, the direct Sponsor of the project manager is also in charge of three other key departments. They must stay aligned with the project manager or misalignment problems may rapidly occur in over half of the organization. If the project manager advocates for a change, they must work hard to work within the boundaries provided by their sponsor or they will not be on the same page with their peers.

Notice that I only identified one change agent, the project manager. In practice, this change will require that many employees work with other departments and collaborate around tasks and strategies. Therefore, many will slip in and out of the roles of change agent and target throughout the life of the project.

Finally, in a major project involving multiple members, clarity of decision making is critical. All key decision points must be identified with an SPA appointed for each as well as the employees with whom that SPA must consult with prior to the decision being made. One of the project manager's jobs is to track the decision moments on the project timeline and involve the correct sponsors at the right moments to ensure effective functioning. Complex projects that involve multiple members, departments, and outside agencies can interrelate relatively smoothly if they plan for and acknowledge tough moments.