

## Training Outline



### Organizational Planning and Management

June 6, Lisbon, Portugal

#### 1. Trainer's professional experience in brief



**Name:** Elaine Brennan Wright

**Current Position & Organization:**

Executive Coach and  
Management Consultant

**Contact:**

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At the US Environmental Protection Agency, Elaine Wright served in a broad range of leadership capacities from Human Resources Officer to Senior Executive positions. After retiring from EPA, Elaine was appointed to the faculty of the University of Pennsylvania, Department of Earth and Environmental Science where she taught Environmental Science and Environmental Health courses. Elaine also taught management courses for 10 years in the MBA program at Eastern University.

In addition to serving as an executive coach and consultant for the Federal Consulting Group, Elaine conducts management training, organizational analyses, and strategic planning retreats for the US EPA, the Regional Environmental Center for Central and Eastern Europe (REC), and organizations in the Chesapeake Bay area. She has developed and facilitated management and environmental programs in Italy, Montenegro, Bosnia, Poland, Hungary, Turkey, Hong Kong, Philippines, Russia, and throughout the US. She has served as the Curriculum Coordinator for the REC's Sustainable Development Academy and facilitated a series of Sustainable Development training programs in Budapest, Venice, Istanbul, St. Petersburg and Montenegro.

Elaine holds a Masters of Counselling from the University of Virginia and a Masters in Business Administration from Widener University. Elaine was a Senior Executive Fellow at the Kennedy School for Public Policy, Harvard University. She received her Certified Professional Coach (CPC) certification from the College of Executive Coaching.



## 2. Learning objectives

After completing this course participants will be able:

- To define the principles of organizational management and to practice applying a SWOT assessment an organization;
- To identify strategies to maximize organizational effectiveness in managing change, communication and resolving conflict;
- To recognize the elements and benefits of organizational planning and goal setting;
- To apply the elements of planning and goal setting in a practice exercise and develop a hypothetical strategic plan; and
- To become acquainted with a self-assessment tool that could be helpful in their organization.

## 3. Training session abstract

Many organizations are facing turbulence and growing uncertainty. Managers encounter economic, social and political turmoil along with decreasing budgets and changing demands. This training will provide tools, lectures, discussions, case studies and exercises to help managers maximize the effectiveness of their organization. Topics will include the importance of organizational management, addressing four core management issues – change, communication, conflict resolution and knowledge management, and organizational planning and goal setting. In small group and individual exercises, participants will conduct a SWOT analysis and draft a strategic plan for a hypothetical organization. The objective of the training is to provide the participants with information and techniques that they can apply to their own organizations.

## 4. Suggested reading list, sources, useful links

- Planning Toolkit, United Nations Department of Peacekeeping, Operations, by Ann Shotton, [http://www.un.org/en/peacekeeping/publications/Planning%20Toolkit\\_Web%20Version.pdf](http://www.un.org/en/peacekeeping/publications/Planning%20Toolkit_Web%20Version.pdf)
- Strategic Planning for Public and Non-profit Organizations: A Guide to Strengthening and Sustaining Organizational Achievement, 3rd Edition by John M. Bryson. Jossey Bass Publishers.
- Strategic Planning in the United Nations System by Tadanori Inomata. [https://www.unjju.org/en/reports-notes/JIU%20Products/JIU\\_REP\\_2012\\_12\\_English.pdf](https://www.unjju.org/en/reports-notes/JIU%20Products/JIU_REP_2012_12_English.pdf)
- Strategic Planning Manual, UNDP, [http://www.ba.undp.org/content/dam/bosnia\\_and\\_herzegovina/docs/Research&Publications/Democratic%20Governance/Handbook%20for%20Strategic%20Planning%20and%20a%20Handbook%20for%20Policy%20Development/Strategic%20Planning%20Manual.pdf](http://www.ba.undp.org/content/dam/bosnia_and_herzegovina/docs/Research&Publications/Democratic%20Governance/Handbook%20for%20Strategic%20Planning%20and%20a%20Handbook%20for%20Policy%20Development/Strategic%20Planning%20Manual.pdf)

## 5. Glossary (List of key concepts)

- Accountability – The obligation of an individual or organization to account for its activities, accept responsibility and to disclose the results in a transparent manner.
- Action plans – Specific statements that explain how a goal will be accomplished. Generally include task, responsible person/department and a due date.
- Change Management – An approach to leading an organization and individuals through a transition to achieve a desired outcome.

- Communication – A two way information sharing process. A key function in management to exchange information that can contribute to the organization's success.
- Conflict Resolution – Dealing with disputes in a rational manner to restore the focus to the organization's overall goals.
- Goals – An outcome the organization would like to achieve to reach their vision.
- Guiding Principles – Organizational values or core beliefs
- Mission – Purpose of the organization
- Strategic Plan – Outlines the vision for the organization and the strategies necessary to achieve that vision
- Objectives – Series of concrete steps to achieve the goal
- Self-Assessment Tool – Process that evaluates the effectiveness of the performance of an organization.
- Succession Planning – Identification and training of potential successors for key functions in an organization.
- SWOT – Analysis of the strengths, weaknesses, opportunities and threats of an organization
- Vision Statement – Short concise statement of the organization's future. What will the organization look like in 5 years?
- Workforce Plan - Links the workforce strategies for recruiting, retaining and developing employees and the succession planning for anticipated vacancies with the strategic plan.