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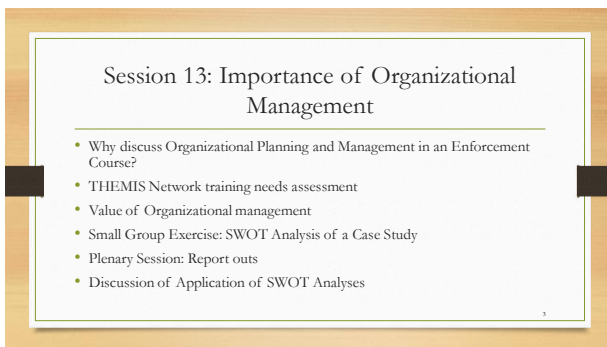
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## TRAINING NEEDS ASSESSMENT

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## THEMIS Network: Training Assessment

- Priority Topic:
  - Organizational Development, including self-assessment of departmental and institutional capacities for better workflow planning – 5.88%
- Suggestions:
  - Organizational management issues
  - Study of implementation systems through study cases and SWOT analysis
  - Practical toolkits for enforcers
  - Exchange of experience

**themis**  
NETWORK

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## ORGANIZATION MANAGEMENT

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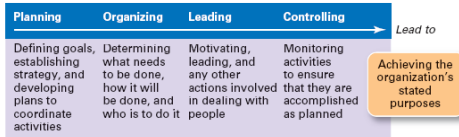
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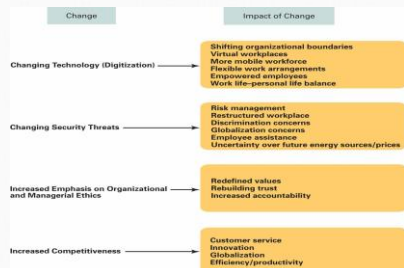
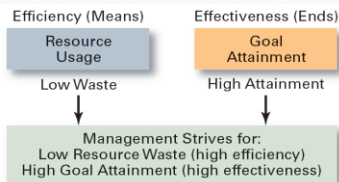
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## Traditional Management Functions



## Value of Organization Management



## SWOT ANALYSIS

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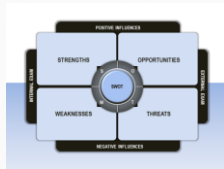
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## What is a SWOT Analysis?



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## Elements of a SWOT Analysis

- Strengths/Weaknesses – Internal factors
  - Financial resources - funding
  - Physical resources – location, equipment
  - Human resources – employees, stakeholders
  - Current processes, Organization structure
- Opportunities/Threats – External factors
  - New Technologies
  - Economic trends
  - Environmental threats
  - Legislation
  - Demographics
  - Politics

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## Purpose of a SWOT Analysis

- The ideal outcome of a SWOT is accurate data that can be utilized to create a solid action plan for addressing a weakness and threats and highlighting strengths and opportunities.
- The SWOT analysis is an excellent tool for organizing information, presenting solutions, identifying challenges and emphasizing opportunities.
- A SWOT is generally used as the first step in developing a strategic plan.
- Some organizations do a SWOT analysis quarterly to stay current.

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## CASE STUDY

SWOT Analysis

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## Case Study: Madisonia

### INSTRUCTIONS

- Read the case study individually.
- Break into small groups.
- Discuss the issues of the case.
- Identify the Strengths, the Weaknesses, the Opportunities and the Threats.
- Write them down.
- Based on your SWOT analysis, list your 3 top recommendations for this organization before the EC screening process begins.
- Prepare to share your findings when we reconvene in the large group setting.

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## Session 14: Management Issues

- Small Group Exercise: A Case Study
  - Discuss case identifying core management issues
  - Suggest Recommendations
  - Group Report Outs
- Change Management
- Communication
- Conflict Resolution
- Succession Planning

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## CASE STUDY

Core Management Issues

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## Case Study: Katia

- **INSTRUCTIONS**
  - Read the case study individually.
  - Break into small groups.
  - Discuss the issues of the case.
  - Identify the Change Management, Communication, Conflict Resolution and Succession Planning issues.
  - Write them down on the chart.
  - Based on your discussions, list your 3 top recommendations for this organization.
  - Prepare to share your findings when we reconvene in the large group setting.

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### Core Management Issues

CHANGE	COMMUNICATION	CONFLICT RESOLUTION	SUCCESSION PLANNING

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### Recommendations

- Top 3 recommendations for each group

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### CHANGE

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## Organizational Change

- Organizational change is the process by which organizations move from their present state to some desired future state to increase their effectiveness.
- Organizational change includes alteration of structure, people & technology.
- Change agent** is a person responsible for bringing about change in an organization.



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## Types Of Change

Evolutionary Change  
 Revolutionary Change  
 Structural Change  
 Technology Change  
 People Change  
 Planned Change  
 Incremental Change

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## Reasons/ Forces For Change

### Internal forces

- People
- Deficiencies in existing system
- Crisis
- Employee Composition
- New Managerial Personnel

### External forces

- Competition
- Technology
- Influence of business environment
- Political & Legal System
- Globalization

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## Approaches to Managing Change

- Start with gaining a better understanding of the challenge or the problem
- Adapt and refine change strategies to fit the particular context of the challenge, the organization or the sector
- Recognize the complex and dynamic nature of organizations
- Encourage creativity and recognize that failure, and learning from it, is an inevitable and essential feature of successful change
- Emphasize collaborative working but accept that building collaborative relationships takes time, energy and patience
- Assume that leadership is as important as process

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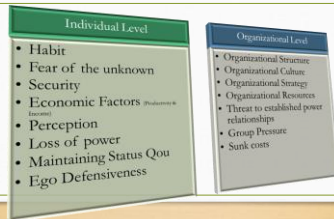
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## Factors Effecting Resistance To Change



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## Overcoming Resistance To Change



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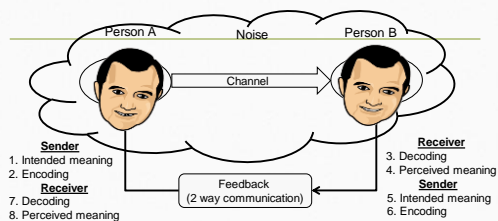
## COMMUNICATION

### What is Organizational Communication?

- A program that focuses on general communication processes and dynamics within organizations. Includes instruction in the development and maintenance of:
- ✓ interpersonal group relations within organizations;
  - ✓ decision-making and conflict management;
  - ✓ power and politics within organizations;
  - ✓ and how communications socializes and supports employees and team members.

(source: U.S. Department of Education)

### The communication process



## Importance of organizational communication

### Individual Level

- Understanding the mission, goals, values and procedures of the organization
- Creating an employee in the whole, heart, and ability
- Sense of "making a difference"

### Group Level

- Creating common culture permits employees to act with empowerment.
- Resolving day-to-day conflict

### Organizational Level

- Coordinating organizational resources
- Sense of belonging and commitment
- Direct impact on effort and efficiency

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## Types of organizational communication

### External communication

- Covers interactions with those outside the organization.
- This may be with the public, employers, community organizations, local authorities, job centers, careers offices, funding bodies, specialist agencies and other training providers.

### Internal communication

- Communication within a company .
- And can take many forms.
  - Meetings
  - Announcements
  - Employee Discussions
  - Emails/Memos
  - Celebrations

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## CONFLICT MANAGEMENT

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## Conflict Resolution



- **Definition:** *A conflict occurs when two or more parties perceive that they have mutually incompatible values, priorities or goals.*

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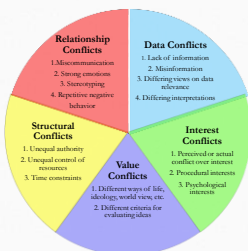
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## Causes of Conflict



Adapted from:  
Christopher Moore, *The Mediation Process*, Third Edition (San Francisco: Jossey-Bass), 2003.

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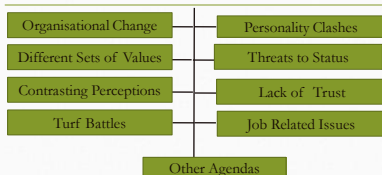
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## Sources of Conflict Within an Organization



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## Managing Conflict

1. **Anticipate** - be on the lookout for and collect relevant information about a brewing conflict
2. **Prevent** - try to employ preventive strategies even before conflict surfaces
3. **Identify** - most damage happens when conflict is interpersonal or due to breaking of a set procedure; move in quickly if this is the case.
4. **Manage** - see the emotional side involved in the conflict and tread with caution. Try to keep emotions in check because usually emotions replace logic.
5. **Resolve** - react without blaming any of the involved parties, try to reason out a resolution through constructive dialog.

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## Conflict Approaches



Adapted from Kenneth Thomas & Ralph Kilmann, 1974.

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## Resolution of Conflict

- Conflict resolution or management is the process of planning to avoid conflict where possible and organising to resolve conflict where it does happen, as rapidly and smoothly as possible.
- Conflict resolution is the principle that all conflicts cannot necessarily be resolved, but learning how to manage conflicts can decrease the odds of non-productive escalation.
- Effective conflict resolution skills can make the difference between positive and negative outcomes.

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## SUCCESSION PLANNING

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## Succession Planning

- A deliberate and systematic effort by an organization to ensure leadership continuity in key positions, retain and develop intellectual and knowledge capital for the future, and encourage individual advancement.

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## Reasons for Succession Planning

- Contributes to organization's strategic plan
- Helps to identify needs in employee training & development
- Increases talent pool of promotable employees
- Increases opportunities for high-potential employees
- Taps potential for intellectual capital
- Helps individuals realize career goals from within the organization

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### Succession Planning is Proactive

- Don't wait for talent in key positions to leave
- Anticipate, develop and ensure that all key work is accomplished by well-prepared staff, and that knowledge is shared and transferred in an effective, collaborative way.
- Lost productivity and lost expertise are minimized

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### Succession Planning

- Ensures that employees are recruited and/or developed to fill each key role.
- Ensures that we operate effectively when individuals occupying critical positions depart.
- May be used for managerial positions or unique or hard-to fill roles.
- Align bench strength for replacing critical positions.

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### Steps for Successful Succession Planning

- Phase 1: Identify Key/Critical Positions
- Phase 2: Conduct Position Analysis
- Phase 3: Develop Succession Plan
- Phase 4: Monitor, Evaluate, Revise

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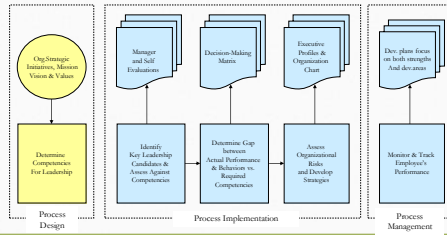
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## Overview of Process and Tools



## CROSS TRAINING

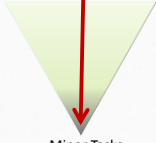
### Cross Training

- Cross-training is a powerful tool to enhance organizational and employee goals. It involves training employees to perform two or more roles, skills or tasks to ensure they have the skills necessary to perform various job functions within their organization.
- In addition to benefitting the individual, cross-training provides flexibility in assigning trained/experienced staff when required to meet the changing needs of the organization.



## Cross Training - Getting Started

### Major Tasks



Minor Tasks



- Identify major tasks
- Identify primary person
- Select back-ups
- Primary persons write jobs
- Primary persons train back-ups
- Identify minor tasks
- Repeat & Refine**

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## Session 15: Organizational Planning and Goal Setting

- Small Group Exercise:
  - What types of planning does your organization do?
  - What is the purpose?
  - What are the benefits?
  - How do you do it?
- Reconvene
  - Exchange Experience

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## STRATEGIC PLANNING

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## Fundamental Questions of Strategic Planning

- Three fundamental questions an organization must ask itself:
  - Who and what are we, what do we do now, and why?
  - What do we want to be and do in the future and why?
  - How do we get from here to there?

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## What is Strategic Planning?

- Through Strategic Planning, organizations can:
  - Examine the environment in which they exist and operate
  - Explore the factors and trends that affect the way they conduct their work
  - Seek to meet their legal mandates and fulfill their missions
  - Frame the strategic issues they must address
  - Find ways to address these issues by reexamining mandates and missions, funding, management and organization
- Strategic Planning must be action oriented and linked to operational planning

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## Benefits of Strategic Planning

- Increased Effectiveness
- Increased Efficiency
- Improved understanding and better learning
- Better decision making
- Enhanced organizational capabilities
- Improved communications and public relations
- Increased political support

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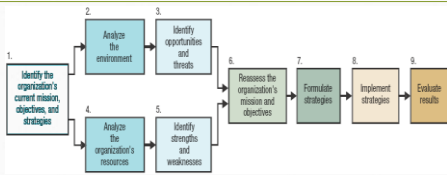
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## Strategic Planning Process



## WORKFORCE PLANNING

## Workforce Planning

- Aligns the workforce requirements directly to the agency's strategic and annual plans
- Identifies where gaps exist between current workforce and future needs
- Helps guide structure of organization and assignment of workforce
- Identifies internal and external barriers to accomplishing strategic workforce goals

## Workforce Planning Model



## Steps in Workforce Planning

1. Links the workforce planning process to the agency's strategic and operational plans to meet the short and long term goals.
2. Determine workforce today, needs tomorrow and gaps.
3. An action plan to meet future needs – recruitment, cross training, succession planning
4. To implement, ensure the human and fiscal resources are available and roles/responsibilities are established and objectives are communicated
5. Monitor, evaluate and make corrections when necessary.

## Final Points

- Preparation for planning is extremely important
- The strategic planning process can consist of many plans – overall strategic plan, the workforce plan, the operational plan, the action plan, etc.
- Consider completing only parts of the planning process you need – action planning for instance
- Be flexible and willing to compromise
- The plan will only be good if it can be implemented
- Planning never stops, it is an ongoing process!

## Session 16: Drafting Operational Plans

- Workshop to draft a plan for a hypothetical organization.

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## INDIVIDUAL EXERCISE

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## Instructions for the Individual Exercise

- In a few sentences, write down a description of your hypothetical organization
- Outline a Mission Statement and a Vision statement for your hypothetical organization.
- Using the SWOT framework, assign strengths, weaknesses, opportunities and threats to your organization.
- Develop an Operational Plan and an Action Plan using the templates for guidance.

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## Hypothetical Organization Plan

- Name and Description
- Mission Statement
- Vision Statement
- SWOT
- Organization Plan
- Action Plan

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## Operational Plan Template

Existing Programs & Projects	Criteria for Priority	Priority – Low / Moderate / High	Organization Impact	Staff #	Cost	Time

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## Action Plan Template

For each Priority in the operational plan

1. Specific actions needed to implement in the next 6 months.
2. Expected results and milestones
3. Responsible parties. Roles and responsibilities.
4. Projected dates for actions.
5. Required resources and the source/accounts.
6. Review and accountability.

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### Operational Plan Template

Existing Programs & Projects	Criteria for Priority	Priority – Low / Moderate / High	Organization Impact	Staff #	Cost	Time

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### Session 17: Toolkits: Self-Assessments for Compliance and Enforcement Programs

- Individual Self-Assessments for Leadership
- INECE Self-Assessment for Compliance and Enforcement Programs
  - History
  - Instructions
  - Reports

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