

Lifecycles Capacity Program

For Cultural Organizations



DAYBREAK CONSULTING

What is the Opportunity?

2

- SaskCulture is piloting a new program to support capacity building for cultural organizations
- The Saskatchewan Library Association is one of four organizations selected to participate in the pilot
- I am the consultant paired with SLA for the pilot process



What is in it for SLA?

3

- SLA will participate in a guided self-assessment to determine areas where it wants to improve its organizational capacity
- SLA will have access to consulting support for one year plus a small pool of financial resources to address issues it has identified and wants to work on



What is the Lifecycles Capacity Program?

4

Capacity:

- Strengthening the *organizational platform* which supports and sustains your Mission and Programs.
- Many nonprofits focus on creating new programs and keeping administrative costs low instead of building the organizational capacity necessary to achieve their aspirations effectively and efficiently.



What is the Lifecycles Capacity Program?

5



What is the Lifecycles Capacity Program?

6

Lifecycles Approach:

- Organizational competencies required in each of the program supports (table legs) at each lifecycle stage may look quite different from one stage of an organization's development to another.



What is the Lifecycles Capacity Program?

7

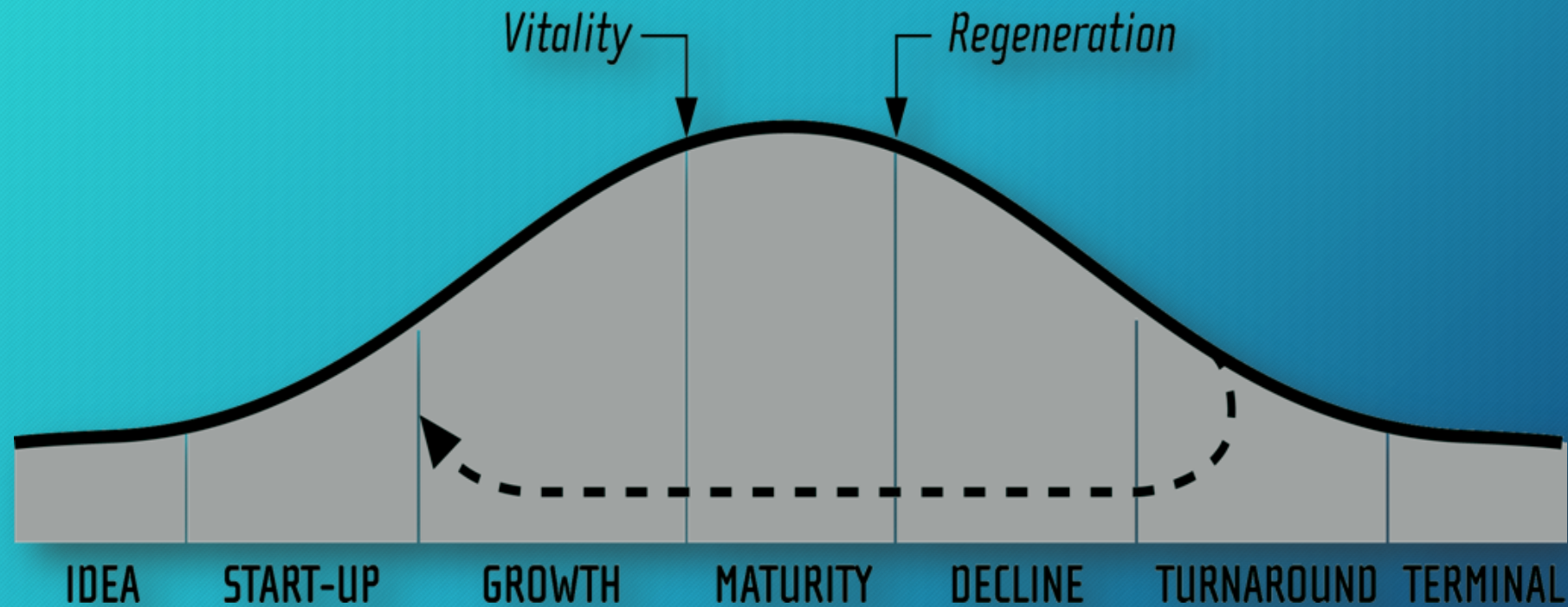
Lifecycles Principles:

- No exact number of lifecycle stages
- Diagnostic, not deterministic
- Not necessarily sequential or evolutionary
- Not age or size dependent
- No shortcuts
- Holistic
- Alignment is important



What is the Lifecycles Capacity Program?

8



What is the Lifecycles Capacity Program?

9



The Idea Stage

10

Diagnostic Characteristics:

- Perceived community need sparks a founding idea or vision of what could be

Performance Outcomes:

- A new program or nonprofit corporation is created and tax-exempt status secured



The Startup Stage

11

Diagnostic Characteristics:

- The beginning stage of operations when energy and passion are at their highest, but systems generally lag far behind

Performance Outcomes:

- Organization has proven that its services can and should exist and has established community demand for its programs



The Growth Stage

12

Diagnostic Characteristics:

- Program opportunity and service demand exceed current systems and structural capabilities

Performance Outcomes:

- Organization has recognized the link between successful programming and a strong organizational platform



The Mature Stage

13

Diagnostic Characteristics:

- The nonprofit has a reputation for providing steady, relevant and vital services to the community and operates with a solid organizational foundation and an overall sense of security

Performance Outcomes:

- Organization renews itself by staying market-focused and in touch with community while balancing its programs against strategic plans and competencies



The Decline Stage

14

Diagnostic Characteristics:

- Organization makes status quo decisions based on internal factors rather than external client needs that result in diminished client census and insufficient current income to cover operating expenses

Performance Outcomes (to positively move out of this stage):

- A board member, staff person, or funder intervenes to force reality-based organizational self-awareness, and leads to full turnaround or regeneration



The Turnaround Stage

15

Diagnostic Characteristics:

- An organization that is at a critical juncture because of lost market share and revenues, but, through self awareness and determination, has taken decisive action to reverse prior actions in favor of market relevance and organizational viability

Performance Outcomes:

- Organization has restructured its programs, management, finances, and marketing strategies in light of community need, relevance and financial realities



The Terminal Stage

16

Diagnostic Characteristics:

- An organization that has lost its will, reason, or energy to exist

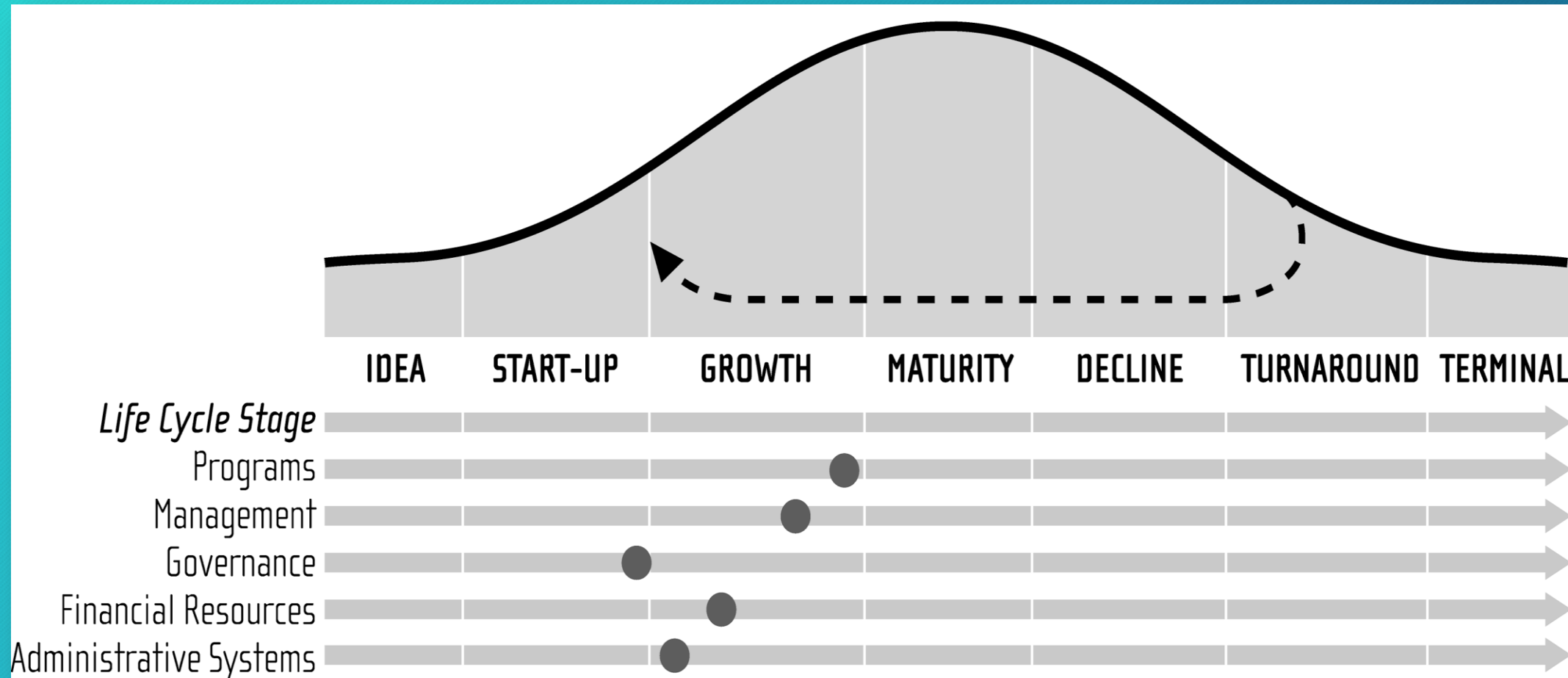
Performance Outcomes:

- Organization accepts responsibility to cease operations in a manner respectful of its past



Organizational Alignment

17



The Pilot Process

18

- **By end of June**
 - Self-Assessment (What stage is SLA at in each of the elements)
 - Development of work plan and proposal for investment (Based on where the SLA wants to move)
- **By end of August**
 - Review by SaskCulture of work plans and determination of financial investment
- **September to June, 2019**
 - Implementation of work plan supported by consultant and SaskCulture financial investment



