

The CGO Development Model

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The CGO Development Model: Lateral and Vertical Transition Steps					Level of Work	5Cs	
Increasing Complexity				Charting New Waters/Elaborating Strengthen the strategic capability of the board. Board in consultation and partnership with CEO: defend and extend the reputation, scope and complexity of the organisation, and its contribution to society. Rearticulate the mission to deliver systemic change. Ensure integrity of purpose and action in all that is done in the organisation’s name.	5 <i>New Directions, purposeful intent</i>	Capacity Capability Composition Context Complexity	
				Leading/Governing Build the future while maintaining and expanding services in the present. Address tensions of capacity and capability as more is expected of the agency. Review the agency position within the sector. Strengthen existing and generate new resources. Step away from operational management. Build strategic capability within board, and a strong partnership of equals with GM/CEO. Future proof the organisation.	Board: Scan economic and political environment and sector context for challenges and opportunities. Attend to issues of strategic development as well as fiscal responsibility. CEO/GM: continue broad oversight of operations in the context of wider organisational issues. Balance pragmatic short term action against long term value intentions and mission of the organisation. Manage increasing complexity within the organisation while building networks/ leadership in the sector.	4 <i>Innovation, change and continuity</i>	Capacity Capability Composition Context Complexity
				Becoming More Productive/Managing Manage increased complexity of outcomes and client needs. Set up operational systems and best practice standards. Develop organisational identity with significant stakeholders. Employ staff. Differentiate management from governance.	Establish strong systems and structures and processes for accountability and review. Pay attention to human resource issues: equity, performance appraisal, strong and transparent communication for consultation and engagement in change processes. Manage resources prudently.	3 <i>Effective work practices, systems and productivity</i>	Capacity Collective Capability Composition Context Complexity
				Getting Established/Organising Co-ordinate volunteer efforts across regional and task differences. Develop resources. Network with other groups and agencies. Set up basic organisational processes service standards. Strengthen sense of organisational purpose.	Lead teams by developing differentiated responsibilities. Face the challenge of co-ordinating and maintaining shared standards and values. Develop skills and coach volunteers and staff. Solve service problems and adapt to change.	Develop capability in teams, individual staff and volunteers through training and raised expectations of performance. Identify future leaders. Embed vision and values throughout the organisation. Devolve cost monitoring to teams. Elicit service improvement and change initiatives. Pay attention to information gathering and changing patterns of service.	Develop strong internal teams links, inter-agency networks and good communication with relevant stakeholders, Value and resource workforce development. Connect teams to the strategic meaning of their work as mission. Encourage situational leadership and nurture potential. Enable teams to apply their practical experience and knowledge to change initiatives.
Founding/Forming Initiate action. Establish credibility. Limit workload to resources available. Provide hands on practical service. Sustain energy beyond the enthusiasm of initiation. Recruit new members to the cause.	Meet new clients’ needs within initial and more formalised mission. Work well with other volunteers. Accept direction and shared decision making. Develop personal and group capacity and capability for advocacy and service. Meet service standards.	Work to standards of excellence and consistency required by management. Value own work as contributing to a wider vision. Accept benefits and constraints of being part of a mission-directed organisation. Express advocacy and altruism for issues beyond personal attachment or interests.	Take personal responsibility for work excellence. Be responsive to changes in the community. Notice and report any changes in clients' need or responses as indicative of potential new trends. Develop a sense of belonging and personal identity through being a member of a team in an organisation doing worthwhile work.	Value own and others’ contribution to the work of the organisation. Value the opportunities given for self-expression through service and personal development. Search for continuous improvement in everyday work. Recognise service contribution fits within national and international communities of practice.	1 <i>Purposeful activity and service contribution</i>	Capacity Capability Composition Context Complexity	
Increasing Capability							