

Stepping Through Transitions

Management, leadership & governance in not-for-profit organisations

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What is it all about ?

This research seeks to help people make sense of change and development in not-for-profit or, as we name them, **Common Good Organisations** (CGOs). We clearly explain how organisations transition from small start-ups through to becoming effective community based service agencies or large national organisations seeking more sustainable futures.

Core to the research is the **CGO Development Model**. It has strong theoretical foundations in the sociology of work and organisational development and is richly illustrated by stories and examples from a wide range of New Zealand CGOs.

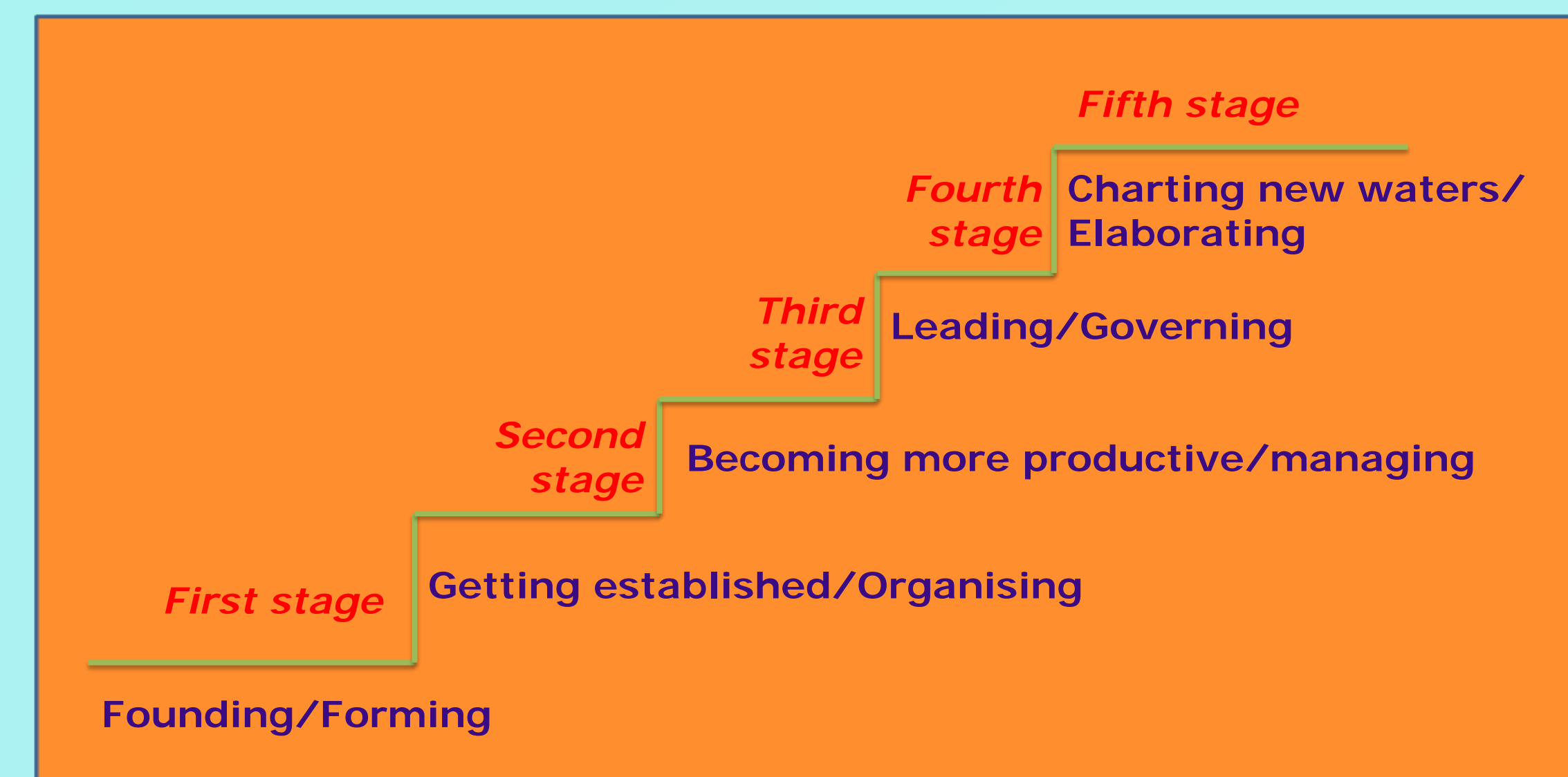
The conceptual building blocks of the model are easily applied, giving different perspectives on change, and practical ways in which organisations can take ownership of their own development within an increasingly complex sector. Understanding the central and changing face of management, leadership and governance is key to organisational development.

Fieldwork

Interviews with over 80 people from more than 60 New Zealand organisations representing many different aspects of Common Good Organisations. They ranged from small autonomous organisations with revenues below NZ\$500,000 to large national bodies with revenues greater than NZ\$5M.

Building blocks

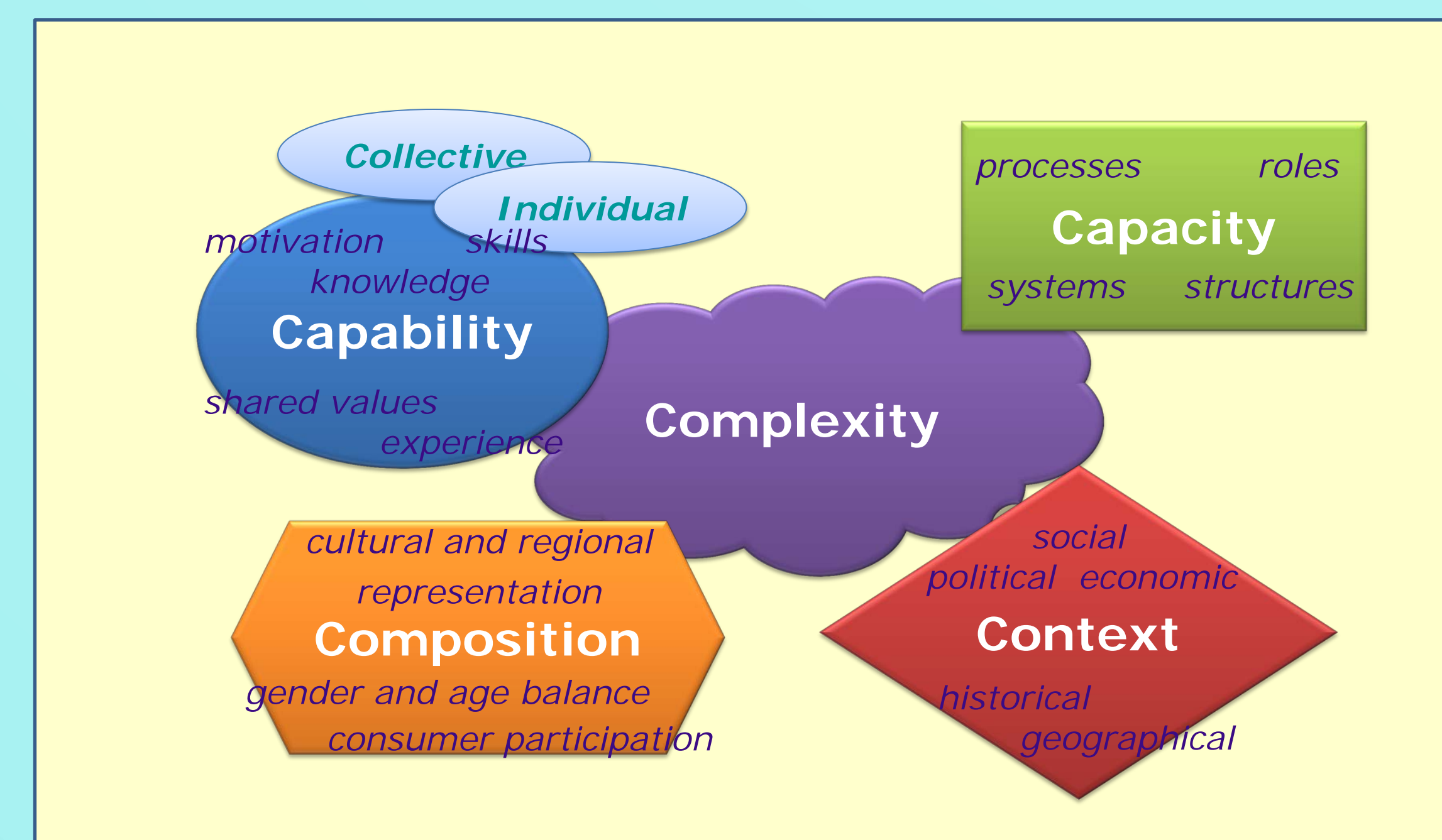
5 Stages of Development



5 Levels of Work *

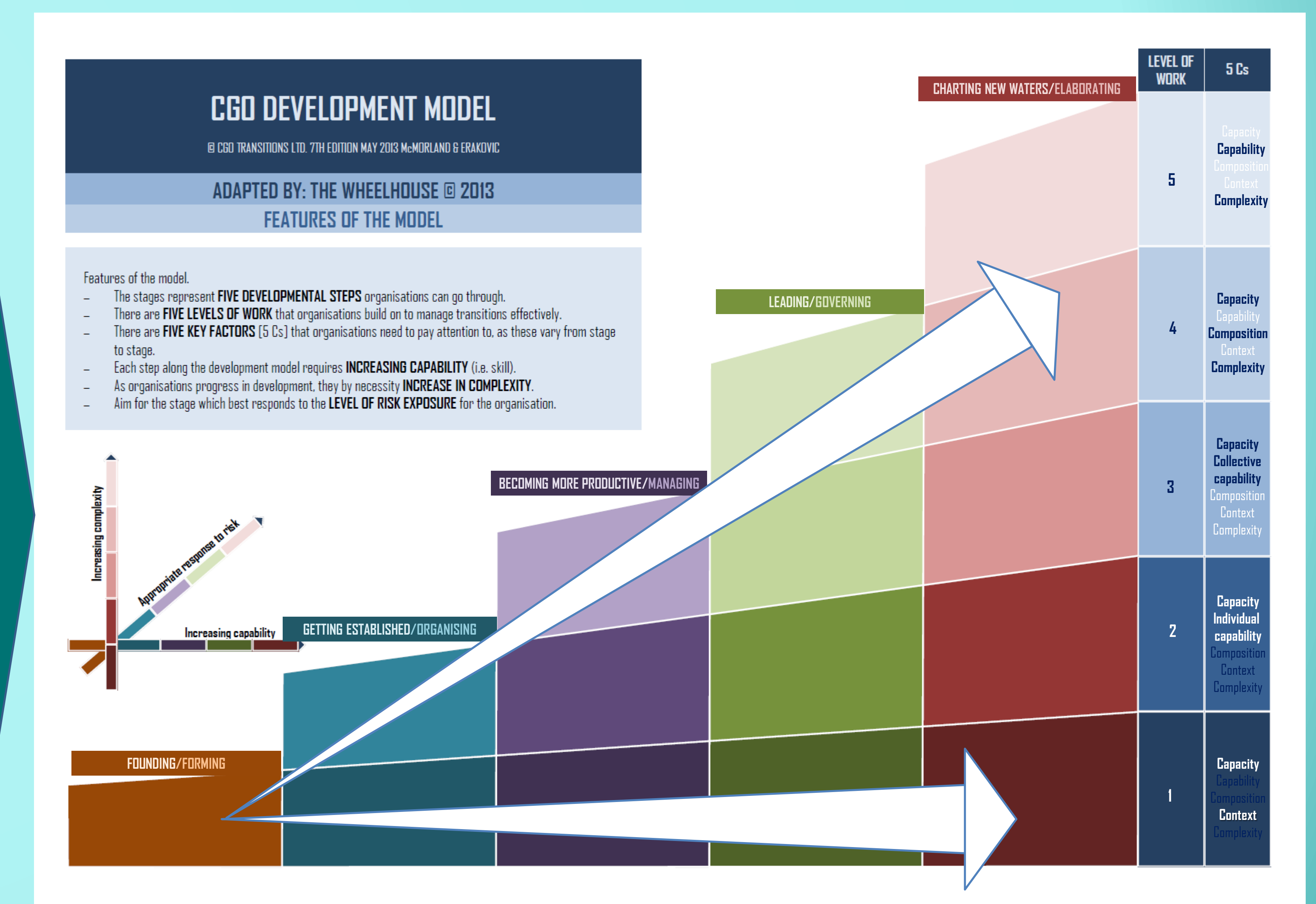
Level	Timeframe	Theme	Typical Roles	Change Process
5	5-10 years	New directions, purposeful intent	Governing body & CEO	ROI
4	3-5 years	Innovation, change and continuity	Senior executives and boards	Building for the future
3	1-2 years	Effective work practices and systems, productivity	Service leaders	Breakthroughs
2	12 months	Effective co-ordination, collective improvement and efficiency	Team leaders	Ramped up change
1	3-6 months	Purposeful activity and service contribution	Frontline staff	Continuous improvements

5 Key Factors (5 Cs)



Transitional issues

- The need for continuous reappraisal of mission
- The importance of adequate infrastructure to support and be informed by frontline work
- The challenge of relationship management
- The investment needed for sustainability
- Resilience in the face of change and development



Vertical and lateral transitions

The main contribution of the **CGO Development Model** is that it makes explicit the learning that will be needed at every level in an organisation transition through to a new stage.

Lateral transition is learning that requires enhanced knowledge, skills and performance within the same level of work, between different stages.

Vertical transition occurs when a person is 'promoted' from a job on one level to a position on the level above.