

Nonprofit Solutions Associates

**Consultation and Training
for Nonprofit and Public Organizations**

DR. JUDY FREIWIRTH Consulting and Training Services

Specializing in organizational development, through:

Board Governance and Development

Helps organizations develop an effective board model and practices specifically tailored to their mission, constituency, programs, and stage of development. Based on that model, helps boards to build capacity, practices and skills to become more effective and strategic. Builds productive and positive relationships among board, Board leadership, Executive Director, and staff. Develops effective committees, facilitates improved meeting outcomes, and helps to define recruitment, board composition, and fundraising strategies consistent with organizational philosophy.

Strategic Planning

Develops a participatory planning process to define future directions and develops shared visions. Evaluates organizational strengths and weaknesses, researches and assesses external opportunities and trends, facilitates the development of key long- and short-term strategies, strategic alliances and collaborations. Develops realistic work plans and business plans for strategic implementation. Builds capacity for on-going strategic thinking, planning, and evaluation within the organization.

Executive Transitions/Executive Search

Assists organizations with the challenges that arise with leadership transition. Using a comprehensive, participatory model for managing the entire transition process, helps assess and plan for the pending transition, conducts the executive search and recruitment process, assists organizations with the selection process, helps the organization prepare for the new executive, and supports the new executive director in their new position.

Organizational and Community Assessment

Identifies new opportunities for growth and change. Determines general and program-specific strengths and weaknesses, and guides individuals and groups toward creating and implementing practical action plans.

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Community Leadership Development, Constituent and Community Involvement/Community Building

Helps staff and boards identify and develop new leaders from their constituency and community and develop an organizational culture that trains and supports them as effective leaders. Assists nonprofits in involving their constituents in creative and *meaningful ways within their organizational processes. Assists in effective coalition-building and community-wide initiatives*

Diversity Initiatives

Uses a multicultural consulting team approach to design and conduct cultural audits and assessments. Develops diversity trainings and organizational strategies to bring about a greater awareness of the values, perceptions, attitudes, and behaviors related to building -- and maintaining -- a multicultural organization, and for fostering change.

Program Evaluation/Outcome Measurement

Helps organizations design and implement effective outcome measurement systems for their programs, including designing measurable outcomes and indicators, instrument design, data collection, data analysis, and utilization of findings to improve programs.

Large Scale Planning Events

Assists individual organizations or communities in bringing multiple stakeholders together around an issue of common interest, planning strategic directions, organizational improvement issues, community actions plans, or to develop a community-wide initiative. These processes often establish stakeholder and staff ownership of the change processes.

Executive Coaching

Assists and supports Executive Directors in enhancing and development leadership and management skills as well as in professional development, learning and growth. Through a dynamic learning partnership, assists Executive Directors with their specific learning goals, needs and organizational priorities.

Organizational Redesign/Effective Decision-making Structures and Processes

Helps redesign organizational structures and division of job responsibilities, depending upon assessment, strategic directions and organizational needs. Assists in evaluating and implementing more effective decision-making structures and processes.

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Human Resource Practices/ Management Development and Training

Defines and implements human resource services, including developing management, supervisory, coaching and mentoring skills and assisting with clarifying roles and responsibilities, designing staff and Executive Director evaluations, and job descriptions. Uses a variety of methods, including team building, to develop positive working relationships between management and staff. Works with individuals to enhance their management and coaching skills.

Team-Development and Team Building

Promotes a team-based management model, and builds team competency. Facilitates the creation of self-managed teams that increase employee empowerment, participation, and accountability. Fosters team problem-solving skills and works with "stuck" teams to resolve conflict and implement solutions.

Fundraising Consultation

Evaluates current fundraising capacity and assists with developing fundraising plans and in developing comprehensive and program-specific fundraising strategies. Works with boards to define their role in fundraising and assists them in implementing appropriate strategies. Helps strengthen internal development capacity and coaches development staff in on-going work. Assists in developing major donor campaigns

Strategic Alliances

Helps identify outside groups that share common interests and goals, and strengthens working relationships with them. Builds coalitions between the organization and its constituency. Develops a variety of affiliations that will enhance the level of services and programming for clients and/or members.

Building "Learning Organizations"

Promotes highly participatory, well-functioning, creative, and productive work environments. Develops self-directed teams who are accountable and responsible for their work, and builds "learning organizations," characterized by positive, consistent, and durable partnerships among staff, board, constituencies, and stakeholders.

Retreat and Meeting Facilitation

Uses a collaborative approach to determine organizational goals and desired outcomes. Custom-designs effective agendum for -- and facilitates effective -- retreats and meetings. Also works closely with staff to train in-house facilitators.

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Membership and Volunteer Development

Works with staff to design and expand membership and volunteer campaigns, and assist with strategies to integrate members and volunteers in meaningful ways within the organization. Helps in building effective management structures.

Conflict Management

Helps resolve organizational, team, and individual conflicts, and develop productive strategies for self-managed conflict resolution.

Program Development

Works closely with board and staff to evaluate, develop, and enhance current programs, and to implement new, high-quality programs.