

Careers In Organizational Development and Project Management

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What We'll Cover

- Questions to Ponder
- Organizational Development
- Project Management
- Project Management vs. Operations Management
- Management Consultants
- Nonprofit Sector Growth Trends
- Nonprofit Sector Employment Outlook
- Skill Sets
- Desirable Qualities

Questions to Ponder

- Do I have the ability to manage a multidisciplinary team of specialists to a desired end, on time and on budget?
- Would I be comfortable in a job in which my ability to succeed is more related to my ability to influence rather than control the environment?
- Do I prefer to see the immediate impact of my work rather than long term results?

Questions to Ponder Con't

- Do I prefer to manage people, or processes?
- Do I have an understanding for how organizational structures, cultures and processes work together to support overall mission goals and values?
- Am I considered a change agent, or am I comfortable functioning within pre-established parameters?

Organizational Development

- Organizational Development Defined
 - “... the practice of changing people for positive growth.” –OD Portal

Organizational Development Con't

- Major Activities
 - Team Building
 - Organizational Assessments
 - Staff Development and Training
 - E-Learning
 - Coaching
 - Leadership Development
 - Change Management
 - Resource Development
 - Financial Management
 - Strategic Planning
 - Technology Planning

Project Management

- Project Management Defined
 - Project management is defined by the Project Management Institute as “the application of knowledge, skills, tools and techniques to project activities to meet the project objectives.”

Project Management (con't)

- Examples of Disciplines that Require Strong Project Management Skills
 - Real Estate Development
 - Proposal Writing and Resource Development
 - Technology Planning and Implementation
 - Consulting

Project Management vs. Operations Management

- Operations Management
 - Manager is responsible for assembling financial, human and other resources to manage people or a process to support organization's mission, goals and objectives.
 - Manager may have responsibility for hiring and firing, financial performance
 - Work is ongoing, and may or may not be a part of the organization's core business
 - Examples include managing a hospital billing department, or managing an information systems department within a human services organization

Project Management vs. Operations Management Con't

- Project Management
 - Manager is responsible for assembling financial, human and other resources to manage a process with a finite budget, start and end to achieve a desired end
 - Manager usually works across multiple disciplines and has influence but limited authority
 - Process is usually not considered to be a core part of the day to day operation of the organization
 - Examples include a hospital expansion project, installation of a new financial system

Management Consultants

- Significant growth area, expected to grow 18-26% between 2004 and 2014
 - Private industry growth driven by technology, e-commerce, and global markets
 - Nonprofit industry growth driven by technology, e-commerce and foundations' emphasis on capacity building and accountability
- Median annual salary as of May 2004 was \$63,450.
 - Middle 50% earned between \$48,340 and \$86,650
 - Lowest 10% earned less than \$37,680
 - Highest 10% earned more than \$120,220

Source: U.S. Department of Labor Bureau of Labor Statistics, and Donors Forum of Chicago

Management Consultants Con't

- Of 605,000 management consultants in the country In 2004, about 29% were self-employed. This represents about 3 times the average for all occupations.
- Most positions in private industry require a master's degree and specialized work experience.

Source: U.S. Department of Labor Bureau of Labor Statistics

Management Consultants Con't

- What Do Management Consultants Do?
 - Analyze and propose ways to improve an organization's structure, efficiency or profits
 - Define problems
 - Analyze relevant data, which may include annual revenues, employment, or expenditures, market trends, interview managers and employees while observing their operations
 - Make recommendations for change
 - Work may be carried out by a sole proprietor, or large firm.

Source: U.S. Department of Labor Bureau of Labor Statistics

Nonprofit Sector Growth Trends

- This sector has grown significantly in Illinois, increasing from 52,479 nonprofits in 1996 to a total of 61,577 in 2004.
- In 2000, 9,767 reporting Illinois nonprofits (1/3 of all nonprofits) spent approximately \$34 billion in goods and services.
- Of this amount, an estimated \$3 billion was spent on fundraising activities alone.

Source: Donors Forum of Chicago

Nonprofit Sector Growth Trends Implications for Consultants

- Ms. Leonard conducted an informal survey of nonprofit leaders during the month of September, 2005
 - All respondents used capacity building consultants at the time of the survey
 - Spent \$1,250- \$500,000 annually on their services.

Nonprofit Sector Growth Trends Con't

- Between 1990 and 2000, Illinois nonprofit expenditures grew from \$19.5 billion to \$36.1 billion, an increase of 85%
- In 2000, the total expenses of reporting nonprofits represented 8.7% of the state's economy.
- The Hospitals and Higher Education sectors accounted for 59% of the total expenses of all reporting nonprofits in 2000, while they represent only 3.4% percent of the total number.
- A third of Illinois nonprofits (33%) are in the Human Services sector, but accounts for only 11% of the assets and 14% of the expenses.

Source: Donors Forum of Chicago

Nonprofit Sector Employment Outlook

- Close to three-fifths of all nonprofit jobs in the state are in the health services field
- Between 1995 and 2003, nonprofit employment in Illinois grew by 11%—more than six times the 1.7% growth rate achieved by the for-profit sector
- In most regions of the state, nonprofits added jobs at a rate significantly above that of the for-profit sector

Source: Johns Hopkins University Center for Civil Society and Donors Forum of Chicago

Nonprofit Sector Employment Outlook

- One in every 13 paid workers in Illinois works in the charitable nonprofit sector
- The 441,814 charitable nonprofit employees in Illinois accounted for 6% of the state's total wages in 2003 and earned over \$15.8 billion
- Nonprofit employment in Illinois is primarily concentrated in Chicago and the Six Collar Counties
- However, the nonprofit sector accounts for a higher share of Illinois' total private employment in rural areas than in urbanized ones

Source: Johns Hopkins University Center for Civil Society and Donors Forum of Chicago

Nonprofit Sector Employment Outlook

- Nonprofit job growth between 1995 and 2003 was especially strong in the fields of membership, civic, and advocacy organizations, where nonprofit employment grew by 68%. On the contrary, nonprofit home health providers experienced a 14% decline in jobs.
- While nonprofit employment grew significantly in most major fields, for-profit employment often grew faster than nonprofit employment in the fields where both nonprofits and for-profits operate. As a result, nonprofits have lost ground to for-profits in most fields.
- On average, overall weekly wages of nonprofit employees are lower than those of for-profit and government workers. But, in industries in which nonprofits and for-profits are both significantly involved, nonprofit average weekly wages generally outpace for-profit wages.

Source: Johns Hopkins University Center for Civil Society and Donors Forum of Chicago

Skill Sets

- Varies depending on discipline
- Common denominators include
 - Ability to see big picture; relationships across disciplines and functions
 - Leadership; ability to effectively manage teams to achieve desired results
 - Ability to manage processes

Desirable Qualities

- Grant Writer
 - Ability to manage multiple deadlines
 - Ability to translate organization goals, mission values and programs into compelling stories that demonstrate win-win solutions for grant maker and grantee
 - Supported by realistic budgets, measurable outcome measures and evaluation planning

Desirable Qualities

- Technology Planning/Implementation
 - Ability to quickly understand organization's goals, objectives and processes and translate them into management information systems that are easily understood by everyone in the organization
 - Ability to navigate organizational political structures to build consensus and facilitate decision making around technology
 - Ability to support management information systems with the latest technology and ongoing staff training and development.

Desirable Qualities Con't

- Board Development (Consultant)
 - Ability to facilitate discussion across a broad range of issues, including governance, regulatory compliance, strategic planning
 - Ability to navigate organizational political structures to build consensus and facilitate decision making
 - Ability to resolve conflict

Desirable Qualities Con't

- Real Estate Development
 - Ability to manage interdisciplinary teams of technical specialists, including architects, engineers and attorneys
 - Comfort with financial modeling and quantitative and qualitative analysis
 - Ability to navigate complex political and regulatory processes