Sustaining the Vision - Without Losing the Light

Growing an Organization from Inspiration to Board

©Presented by Kate Hawkes (www.wellnesswithkate.com) for the Society for Arts In Healthcare, Technical Assistance Programming, June, 2011. Funded by the NEA.
This webinar will set you on the path to successfully translate one vision into a dynamic, healthy organization.
You will:

• relate your specifics to a model of grassroots development
• develop an understanding of the process
• articulate a clearer statement of your needs
• leave with basic tenets by which to sustain organizational & personal health through the growing times.
PART I

HOW DOES YOUR ORGANIZATION WORK?
What is GRASSROOTS?

I define this as: an organization that is an outgrowth of one project or event, begins with little if any money, has no paid staff, is not affiliated with a large ‘parent’ organization.

It can also apply to organizations that have emerged from another and are now seeking to be fully independent.
The Role of the Visionary

• Define Visionary:

• Who is your organization’s Visionary?
The Visionary continued...

• What does that person bring?

• What does that person do?
Where did they get the idea?

- How did it begin?
- How was it first expressed?
Who Supports the Visionary?

- Friends
- Clients/recipients/patients
- Other
Who ASSISTS the Visionary?

• Who, apart from the Visionary, does the work?

• What do they do?

• From where does the Visionary/others operate?
The ‘Board’

Foundation/Working Board: What is their role?

• To support the Visionary in clearly defining, articulating and laying out the who, what and why

• To do the practical, foundational, hands-on work - skills, ‘staff’, admin, services, time and $.
A QUICK TOUR OF AN ORGANIZATION’S GROWTH CYCLE

• **Beginning**: the Visionary
  An initial project/event

• **Expansion #1**: ‘Pre-School’ Supporters
  - those who are inspired, want to see it go on, help out when they can
TOUR continued...

• Expansion #2: ‘Elem School’: some committed individuals who meet regularly, bring partic skills, take on specific tasks, agree to be ‘on a board’.
TOUR continued...

• Expansion #3: Middle School': some people who were not part of the initial project or came without personally knowing the Visionary
  - formalized, regular meetings
  - usually by now a registered non-profit with a charter and officers
  - greater sense of ownership from those who support/assist
    - financial issues on the table more
    - less ‘seat of the pants’ programming
• **Expansion #4**: ‘Teenagers’: great opportunity for growth, success and good health PLUS danger of imploding, resisting change, or losing direction.

- fund raising issues
- new ideas for programming
- often a second strong, capable active participant emerges within the organization
WHERE ARE YOU?

Part 1
Beginning
Pre-school
Elementary School
Middle school

Part II
Teenagers
The Structure Of the Organization

Think circular - ripples out from the center

Visionary
From ARTS Action Research
an arts consulting group
http://www.artsaction.com/

Planning Circles
Planning Circles Model

• A At the center, the professional arts/health leadership - Visionary
• B First circle, the Planning Core ("kitchen cabinet")
The ensemble that helps Visionary bring vision to life - a resource/sounding board
(staff, board, specific people outside org)
No personal agendas
Planning Circles Model cont...

• C Second circle, the balance of the staff and the executive committee of the board, or the next logical group of board members who are engaged in the life of the organization and are good thinkers and workers
Planning Circles Model cont...

- D Third circle, the next appropriate group of board members and key volunteer leadership
- E Fourth circle, full board and volunteers
- F Fifth circle, appropriate external constituents: partners, audiences, clients, funders, community leaders, etc.
Are Your Circles Populated?

Note who you have in each circle.
PART II

HOW WILL YOU DO WHAT YOU WANT TO DO?
The Strategic Plan

How to get There from Here with

• commitment to the vision/mission

• knowledge of the organization’s capacity

• financial realism

• common sense.
A Good Strategic Plan

• Is cognizant of Opportunities and Challenges both with the greater Socio-Eco Environment/context and within the organization

• nurtures sustainable growth

• provides the flexibility to adjust to unexpected changes (+ or -)
What You Currently Do

• Programs
• Events
• Education
• Other
Who Facilitates Each?

- Programs
- Events
- Education
- Other
Who Administrates Each?

- Programs
- Events
- Education
- Other
How is Each Paid For?

- Programs
  $
- Events
  $
- Education
  $
- Other (includes space)
  $
What do you Want To Do?

• sustain current

• expand current

• relinquish something

• add more

(this may include office/rehearsal space)
What Do You Currently Have with Which to Do It?

• Human Resources (artists, administrators, Board)

• Fiscal Capacity (current budget, PR/Marketing, fund raising)

• Designated spaces
What do you Need?
Additional Resources to achieve Goals

• Human Resources
  (includes administrative)

• Financial

• Other - office space, etc
How Will You Know When You Have Achieved Your Goals?

- Leadership: Who is responsible for overseeing/coordinating the action
- Timelines
- Measures of Success/Evaluation
OVERVIEW  Part I

In terms of current Organizational Growth & Structural Health:

• where are you on track?

• where do you need a boost?
In terms of current offerings by your organization:

What are your greatest strengths?
Realistically looking into the future...

• what do you have in place to go forward?

• what is needed?
Organizational Wellbeing

• Focus on the Vision and Mission of the Organization
• Revisit the basics - who are we, what do we do, and why
• Own and Release Personal Agenda
• Take time to honor/celebrate the work as well as to problem solve
• Keep work activity & social activity separate
• Bring in neutral mediators as necessary
Personal Wellbeing

- Know what you Can do and learn to say No
- Eat properly, exercise and sleep even when you have a 60hr work wk
- Spend time away from the organization and associated people
- Remember - you are NOT the organization/it is not you.
- Own and release personal agenda
DO-Ables/Goals

• Write down at least Three DO-ABLES for the next 3-6 months within the parameters of your situation.

• Name each goal as an Observable Measurable Outcome

• Somebody take a Leadership role to oversee this process
Do-Ables *continued*...

Lay out each goal in a chart with:
Goal, Target Date/Current status, Measure of Success, Documentation

<table>
<thead>
<tr>
<th>LEADERSHIP –</th>
<th>Program (Artistic) Goals</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Goal</strong></td>
<td><strong>Target Date(s)/Current Status</strong></td>
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Sustaining the Vision Without Losing the Light

The work that you do in the world, the people with whom you do it, the means by which you provide it are worthy of your time, care and willingness to evolve.

As creative beings in the Arts in Healthcare arena, live your truth and your passion with common sense and objectivity.

Your light and the vision will shine - for you, the organization and those around you.