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**A RESEARCH PROPOSAL:
ORGANIZATIONAL CHANGE TACTICS IN NONPROFIT ORGANIZATIONS**

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The Question

IS YOUR AGENCY READY FOR ORGANIZATIONAL CHANGE?

As most nonprofit leaders know, organizational change has become a major issue in human service organizations. Agencies have been confronted with needs for change in areas including:

- Moving to performance-based contracting,
- Restructuring to increase efficiency and effectiveness,
- Transition in leadership
- Automation
- Changing organizational cultures
- Implementing new service delivery methods,
- Increased collaboration,
- Countless changes that result from addressing ongoing cutbacks.

Although most leaders have come to realize that organizational change is now the “new normal” there is very little support or direction for leaders who want to successfully implement change initiatives in their organizations.

The Study

Name of your organization and The Caster Family Center for Nonprofit and Philanthropic Research are inviting you as a nonprofit leaders to participate in a formal research study to generate new knowledge regarding the effectiveness of selected organizational change tactics.

Participating guidelines:

- **25 staff members**
- **20 minute on line survey**
- Management staff,
- Participation in a voluntary follow-up focus group session

The survey, using the Survey Monkey platform, asks respondents to identify a successful organizational change process which they had experienced and observed, and, if possible, an equivalent unsuccessful organizational change process. For each, they would be asked the extent to which various organizational change tactics were used in these change initiatives. Demographic data would be collected on the program setting (e.g., size, type of program, client population), respondents (e.g., position, years of experience, degrees), and the change processes (e.g., number of staff involved, time periods of the change processes).

Survey results would also be used to identify particularly successful change initiatives which were designated by respondents (e.g., “implementing a new information system in XXX agency”). While **individual surveys would be anonymous**, successful initiatives which were reported would be identified in this way. To augment the quantitative findings, focus group interviews with groups of staff who

experienced those change processes would be held for a qualitative discussion of notable behaviors and success factors.

Findings (with anonymity regarding programs and agencies involved) would be shared with interested agencies and also in journal articles and at academic and practitioner conferences.

Your Commitment

Agency resource commitments would be staff time to arrange use of agency e-mail addresses for the on-line survey, some management leaders' time to announce the project to staff and encourage participation, and perhaps some minimal staff time to assist with planning survey implementation logistics.

Benefits of Participating in the Study

Benefits to the agency and staff would include learning about organizational change with direct applicability to the workplace. We would also be willing, as an incentive for participation, to provide for each participating agency one day of free consultation or training based on an agency need. Based on the researchers' areas of expertise, potential areas for consultation include:

- Board Governance Training
- Ethics and Accountability
- Executive Transition Planning
- Executive Performance Management
- Nonprofit Human Resource Practices
- Organizational change
 - including team building, organizational surveys, organization redesign, process consultation, etc.
- Leadership development
- Program evaluation
- Performance measurement
- Management audits

Please contact Dr. Tom Packard at tpackard@mail.sdsu.edu regarding questions or to discuss this further.