



## SECTION ONE:

# Readiness

## Ready Consultant

This Guide acts as a “toolkit” for consultants working with nonprofits towards individual and social change. It offers detailed information, resources, and case studies for what you need to know as an internal or external consultant helping with the change process. There are several fundamental principles that help consultants understand what it means to lead social change work. These include:

1. Relationship building with constituents based on respect and a strengths-based approach is a best practice in effective organizations.
2. Creating a learning environment is primary to advance knowledge and spark action.
3. Using their skills and strategies, consultants can help nonprofits to work both within and organizations, and across sectors to make needed change.
4. Understanding that social change efforts are long-term requires groups look at the incremental steps they can take.
5. Believing in individual change is key to facilitating the transformation process.
6. Using evaluation tools can inform learning, decision-making and action.

### RESOURCES FOR THE CONSULTANT:

#### [Movement Capacity Building](#)

This fact sheet from BMP highlights some key differences between capacity building for organizational sustainability and capacity building for social change. It identifies nine areas identified as important building blocks of social movement capacity for nonprofit organizations.

#### [Social Service to Social Change: A Process Guide](#)

In 2006, the Building Movement Project published *Social Service to Social Change: A Process Guide* for staff and board members of nonprofit service organizations to learn to incorporate social change values and practice into their work. While it has many activities that will be referenced in subsequent sections, understanding the “Transformation Process” on page nine is foundational to making lasting change.

#### [Developing a Learning Culture in Nonprofit Organizations](#)

Viewing organizational learning as a key to long-term change and individual improvement, author Stephen J. Gill published *Developing a Learning Culture in Nonprofit Organizations* in 2010. This online publication is very readable and contains many tools and resources.

#### [The 5th Discipline](#)

Peter Senge’s, *The Fifth Discipline*, was published in 2006 to focus on group problem solving and organizational learning. This link to the Change Forum provides a summary of the concepts and access to the book.

## Ready organization

Part of the consultant’s work with organizations is to assess how ready groups are to become involved in the constituent and community engagement process. The Readiness Assessment is designed as a tool to help organizations explore the status of their vision and mission, their relationship to staff, partners and constituents, and their leadership approach as part of an organizational culture conducive to social change efforts.



[Readiness Assessment](#)



[Facilitator’s Guide](#)



## RESOURCES FOR THE ORGANIZATION:

### Wheel of Change:

In addition to the Readiness Assessment, the Wheel of Change Planning Template is a planning tool to explore what is currently in place or will be needed to embark on a social change effort.

### What does Social Change Look Like?:

This creative exercise uses a series of images as prompts for a conversation about what group members associate with the term “social change”. (Adapted from the Visual Explorer® exercise developed by the Organizational Culture and Practice of the Board: Creating Access and Success for All.

### Somos Mayfair:

This video shows how members of a small community used the strength of its culture to address issues of voter capacity and civic apathy

### Learning Organization Assessment Tool:

This assessment, from Stephen Gill, covers six areas of organizational learning.

See pages 12 and 13 for the assessment tool.

## PLAYERS AND PARTNERS FOR READINESS

Before conducting assessments, be prepared to discuss with the organization several decisions they will need to make.

1. Who should be involved and how will you include those who live the experience including what responsibilities they will have, and how best to engage?
2. Who will see the results and how they will be presented?
3. How will the conversation about results be facilitated and how will ideas and recommendations be acted upon going forward?
4. Who within the organization and which partners and/or constituents will participate in the change process?

