

Situation Analysis – Internal Realities

The more clearly an organization’s purpose and its workings are understood, the more likely that purpose or vision will be realized. To assist in this clarity, seven issues must be managed effectively.¹ To strategize an effective management plan, first conduct a situation analysis: rate how efficiently and robustly your organization is functioning based on these seven issues. Rating it as a 1 means it is operating ineffectively whereas a 5 indicates that its operations are thriving.

Resource acquisition

1 2 3 4 5

Resource allocation

1 2 3 4 5

Work flow

1 2 3 4 5

Human Relations

1 2 3 4 5

Technical mastery

1 2 3 4 5

Marketing strategy

1 2 3 4 5

Public relations

1 2 3 4 5

¹ Adapted from: Hendrickson, L.U. & Psarourthakis, J. (1998). *Dynamic Management of Growing Firms: A strategic Approach*. (2nd edition). University of Michigan.

Based on your results, where does your organization need the most guidance and focus?

Where is your organization thriving? What can we learn from its successful operations?

What are your specific concerns regarding your organization's long-term vitality that should be targeted and addressed?

Seven Issues Defined

To survive, grow, and optimize efficiency and effectiveness, develop a strategy that includes these seven issues:

Resource acquisition: obtaining funding, personnel, information, and material inputs.

Resource allocation: optimally assigning all types of resources—capital, supplies, personnel—appropriately inside the organization; proper planning and resource management.

Work flow: assigning tasks and coordinating these efforts in a manner that assures viable programs, services, and client satisfaction; interfunctional coordination exists and a coherent set of actions are fulfilling the organization's overarching goals.

Human relations: maintaining commitment, engagement, motivation, and morale among staff, volunteers, and board; the collective capabilities of all personnel.

Technical mastery: creating and improving services based on internal performance measurements as well as external information: staying up-to-date on evidence-based best practices and changing programs and services accordingly.

Marketing strategy: establishing and maintaining a variety of ways to promote the organization; keeping current donors connected and attracting new ones.

Public relations: maintaining or enhancing adequate relationships with significant outside groups other than clients and donors—respectable and distinguished image in the community; external relationship building.