



Internal Communications Strategy for Community Recovery Resources

Shirmila Cooray

University of San Francisco - School of Management - Master of Nonprofit Administration (MNA)



Abstract and Objectives

This project seeks to build on my core competencies and skills by creating an internal communications assessment for Community Recovery Resources (CoRR.) The project provides consultant and advisory services to a nonprofit organization in need of internal communication guidance. I provide assessment, planning, an internal communications workshop, and recommendations.

I worked with CoRR leadership to implement a full internal communication strategic planning cycle—from a needs assessment with organization leaders to a final evaluation to check on the process after recommendations are made. This project pulls together the organizational development competencies I've learned in the MNA program and allows me to demonstrate my capacity as a nonprofit consultant and leader.

Project Design and Deliverables

Process:

1. Short structured interviews with organization leaders
2. Designing and sending out a survey
3. Analyzing data and creating Next Steps
4. Developing Recommendations and presenting to senior staff
5. Facilitating a workshop with staff on key findings
6. Designing and sending out an evaluation survey

Project Deliverables:

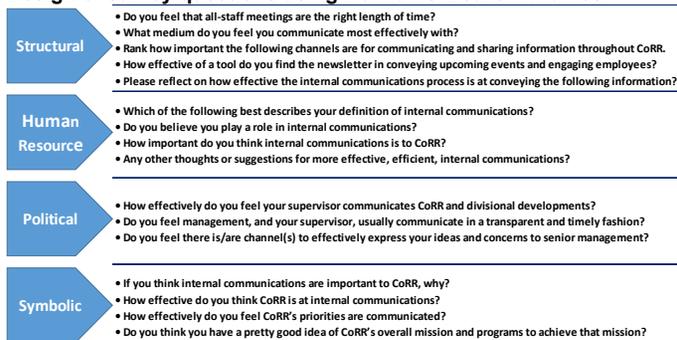
- Survey for all staff based on information gleaned in informational interviews with Executive Management Team
- PowerPoint Presentation and synopsis of survey
- Toolkit of Best Practice handouts and templates
- Facilitated feedback opportunities with "Keep, Stop, Start, Activity"
- Recommendations Report for Executive Management Team

Leadership Development and Core Competencies



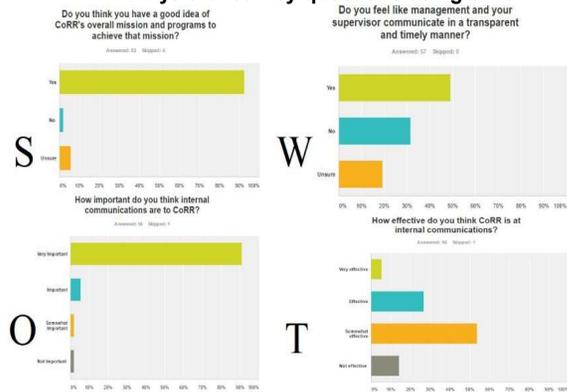
Data Collection and Methods

Design of survey questions using Bolman & Deal's 4 Frames

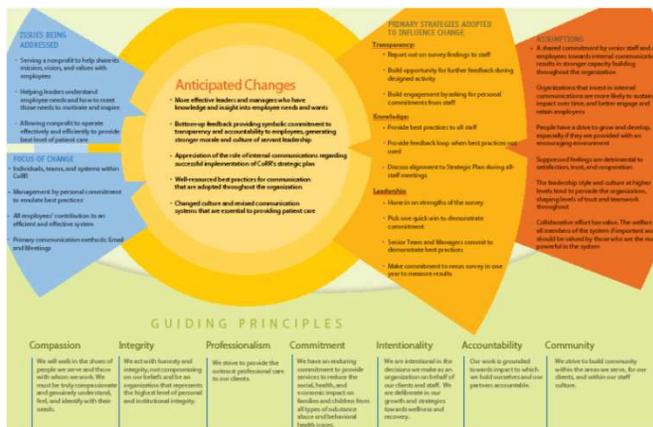


Results and Strategic Analysis

Analysis of survey questions using SWOT



Compasspoint Theory of Change Model



Recommendations and Next Steps

1. Provide readout of survey results to all-staff
2. Presentation and discussion with Leadership Team linking survey to CoRR Strategic Plan.
3. Highlight Theory of Change models to partner on plan details
4. Each Leadership Team member makes personal commitment to one aspect of Internal Communication plan at All-Staff Meeting
5. Facilitated Discussion using "Keep, Start, Stop" activity
6. Disseminate Best Practices for Email, Phone, Meeting and Geographically Dispersed Organization's handouts
7. Rerun survey after one year to check progress.

Resources Developed for CoRR

This "Keep, Start, Stop" activity can be used at an All-Staff meeting or in structured groups within the organization in order to effectively engage stakeholders, receive input, and build a coalition for support among staff. Ask mid-level managers to facilitate these groups—ideally these managers have training on the importance of making it an inclusive and safe activity for all participants. All groups could be working on the broader topic of internal communications between CoRR, or each group could focus on a different area of internal communications.

Keep	Stop	Start

After staff have reviewed survey results, ask them to reflect on "How does this fit in with your experience at CoRR? Then work on activity to provide feedback to management on what practices to continue, end, or add to enhance internal communications at CoRR.

References

Bolman, L. G., & Deal, T. E. (1991). *Reframing organizations*. San Francisco: Jossey-Bass Publishers.

Cowan, D. (2014). *Strategic Internal Communication: How to Build Employee Engagement and Performance*. Kogan Page Publishers.

Pakroo, P. (2015). *Starting & building a nonprofit: A practical guide*. Nolo.

Pearce, J. L. (2006). *Organizational Behavior: Real Research for Real Managers: Individuals in Organizations*. Melvin & Leigh.

Rainey, H. G. (2009). *Understanding and managing public organizations*. John Wiley & Sons.

Schein, E. H. (1969). Process consultation: Its role in organization development.