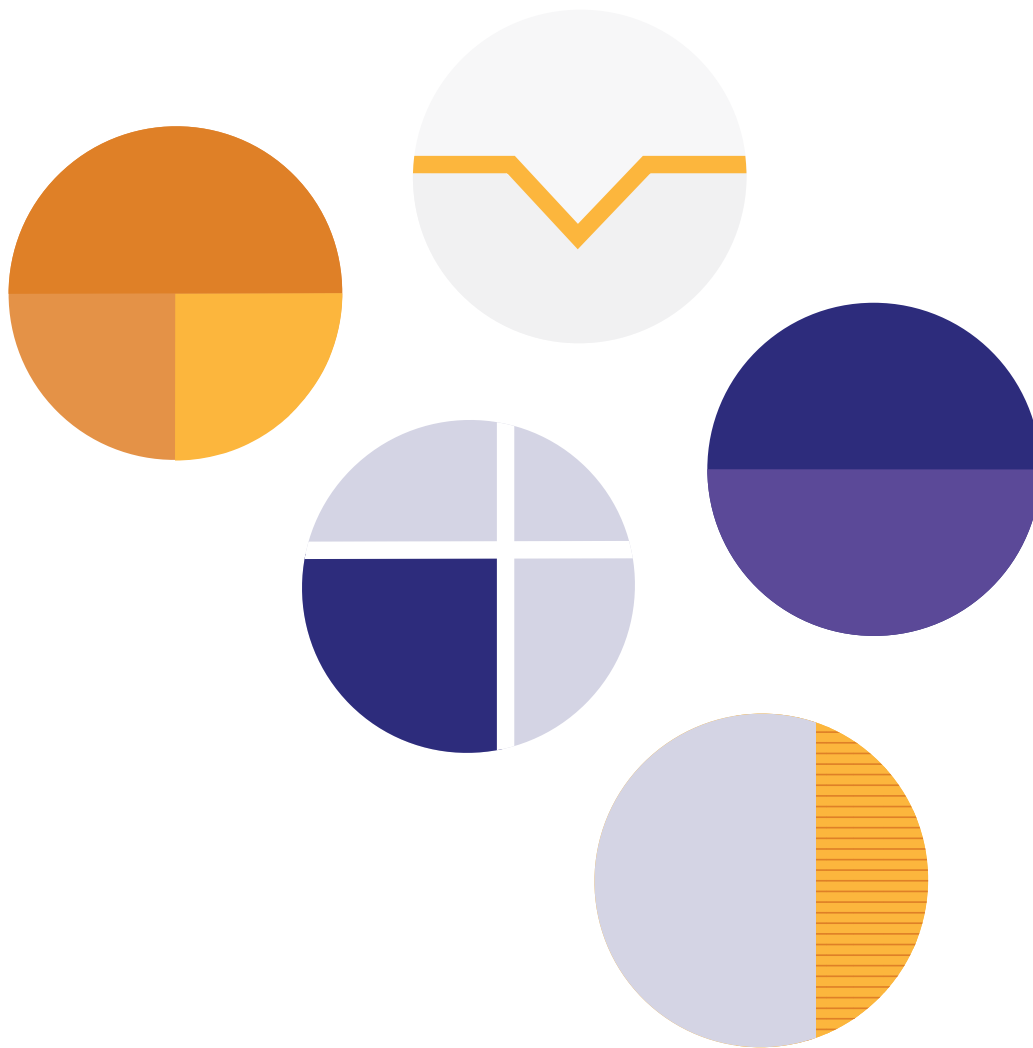


Core Capacity Assessment Report Sample Organization



Welcome to your results. Let's get started.

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Sample Organization

YOUR PARTICIPANTS

1 Staff members
0 Board members
0 Other members

DATE OF RESULTS

May 2018

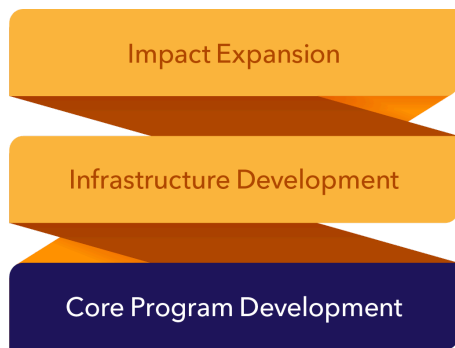
The Core Capacity Assessment Tool (CCAT®) measures your organizational effectiveness. This CCAT Report is designed to help your organization identify its strengths and target its areas for improvement.

In this report, you will find an analysis of your nonprofit's current reflections on the four core capacities crucial for organizational success: adaptive, leadership, management, and technical capacity. This assessment also contains a measure of organizational culture—your nonprofit's unique history, values, and beliefs—which cuts across all other capacities and has a significant impact on how effectively you operate.

The CCAT also helps you determine your lifecycle stage—a growth stage marker that informs the strategic recommendations we have identified for your nonprofit (Your Capacity Building Plan) to guide your continued growth. Your nonprofit's lifecycle stage provides a lens through which you can prioritize and focus your capacity building efforts. Your customized capacity building plan offers targeted recommendations—derived from your organization's unique combination of lifecycle placement and capacity scores—designed to advance your nonprofit through its lifecycle with increased effectiveness and impact.

TCC Group developed our core capacity assessment model after decades of research into what makes nonprofits effective in delivering on their missions. The CCAT is a statistically validated tool that applies this model to highlight organizational challenges and opportunities. The findings in this report are derived from the anonymous responses provided by your organization's leaders who participated in the assessment. All capacity scores, as well as your lifecycle placement, have been calculated from the way participants answered questions on their perceptions of the organization. We encourage you to share this report with staff and Board members, as well as other stakeholders, to inform a rich conversation about strengthening your nonprofit.

Your Lifecycle Placement



You are placed in the Core Program Development stage.

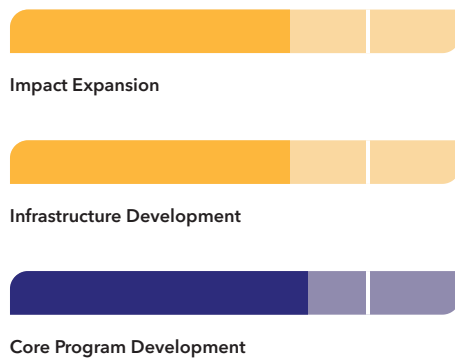
Based on responses from people in your organization, Sample Organization is developing and/or refining its core programs. Ensuring that your programs are aligned with your nonprofit's mission and vision is critical to your effectiveness. You will want to make sure you can directly connect the impact your programs have with the larger societal vision you are trying to achieve, and that your programs set you on a clear path to achieving your organizational mission.

If you are a recently founded nonprofit, you will benefit from achieving clarity, consensus, and buy-in around your organizational vision and mission, and the way your programs can move the needle on the change you seek. If you are a more established nonprofit, you are likely focusing on ways you can continue to be relevant within a changing environment, or examining how you can grow or scale your work in partnership with others who share a common vision.

Organizational development is an additive process; a healthy organization is one that constantly moves through various lifecycle stages as it grows and develops, and as it responds to a changing internal and external landscape. Knowing where you are in your organization's lifecycle—and where you want to go—can help you identify and prioritize the areas of greatest impact for your capacity building work.

Lifecycle Stage Capacity

The white threshold bars indicate the minimum level of capacity required to advance to the next lifecycle stage. As your organization grows stronger, you will continue building capacity in all three lifecycle areas.



Your Focus Areas

Your placement in Core Program Development indicates how you can focus your capacity building efforts in each core capacity area, to achieve greater mission-driven impact.

ADAPTIVE

Assess the needs of your constituents and determine your unique role in addressing those needs, understand what resources you need to deliver your programs, and familiarize yourself with others who share your vision.

LEADERSHIP

Articulate—and continually refine—your vision for addressing constituents' needs. Develop core program components to realize your vision, and determine how you will acquire new (or adapt existing) resources to implement those programs.

YOUR PRIORITY FOCUS AREAS

Internal Leadership
Leader Vision

MANAGEMENT

Recruit the right people to implement your programs and provide them with feedback, direction, and the opportunity to learn and innovate.

YOUR PRIORITY FOCUS AREAS

Managing Program Staff
Staff Development

TECHNICAL

Access the required skills, tools, and systems to deliver programs that meet constituents' needs.

Your Core Capacities

Organizational capacity is the set of capabilities, knowledge, and resources your nonprofit needs to be effective in achieving its mission.

Through TCC Group's decades of experience assessing capacity building efforts undertaken by nonprofits of diverse size and reach, we have identified four common attributes that every nonprofit needs to be effective. These are: adaptive capacity, leadership capacity, management capacity, and technical capacity. In addition to these four core capacities, organizational culture is a foundational element to an organization's effectiveness, and it impacts all aspects of a nonprofit's ability to effectively achieve its mission.

Each core capacity is divided into multiple sub-categories. These sub-capacity areas provide additional detail on your organization's strengths and challenges within the core components of your effectiveness.

The recommendations provided alongside your scores in this section can help your organization better understand and address specific areas where survey respondents identified challenges. It's important to keep in mind that, while some scores might indicate overall strength in a sub-capacity, there may be specific areas within that sub-capacity where your respondents identified room for improvement.

While each of the core capacities is distinct, all of them are interrelated and interdependent. A thriving nonprofit seeks to build alignment across all capacity areas, in order to increase your ability to achieve your mission.

Your scores for core capacities and sub-capacities are measured on a 300-point scale. Each score is based on the average of all survey respondents' perceptions of your organization's effectiveness.

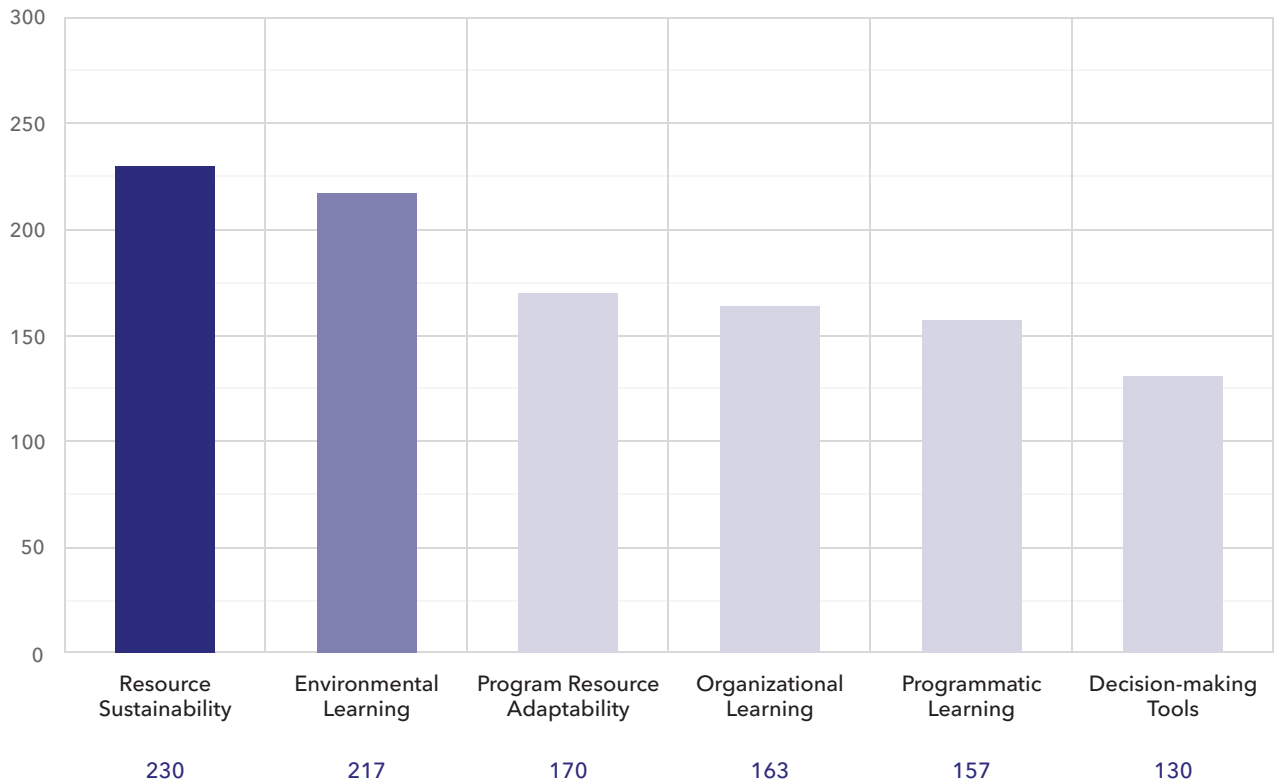
Scores 230 and above indicate areas that respondents consider organizational strengths. Scores between 190 and 229 indicate areas where your organization is performing satisfactorily. A score below 190 is considered an area that would benefit from additional strengthening. If your organization scores below 190 on a sub-capacity, it indicates that survey respondents feel that strengthening that sub-capacity area is crucial for your nonprofit's growth.

Keep in mind that, regardless of where your scores fall, the CCAT is not a report card; it offers an opportunity for your nonprofit's leadership to hold data-driven discussions, and collectively prioritize where you want to focus your energy and resources for improvement.

Your Adaptive Capacity

Adaptive Capacity is the ability of your organization to learn, and to assess, respond to, and create change internally and externally.

STRONG
 SATISFACTORY
 CHALLENGE



Resource Sustainability

Maintaining financial stability in order to adapt to changing environments.

Environmental Learning

Using collaboration and networking with community leaders and funders to learn about what's going on in the community, and stay current with what is going on in the field.

Program Resource Adaptability

Easily adapting to changes in program resources, including funding and staff.

Organizational Learning

Self-assessing, using assessment data/findings to conduct strategic planning, and following through on strategic plans.

Programmatic Learning

Assessing the needs of clients and using program evaluation as a learning tool.

Decision-making Tools

Using important tools, resources and inputs to make decisions (i.e., outside technical assistance, in-house data, staff input, client input, a written strategic plan).

Your organization identified these areas as assets. Acknowledge and celebrate areas where you excel and leverage these strengths in your work.

Resource Sustainability

Your organization identified challenges in these areas. Here are some recommendations to help get started building your capacity.

Decision-making Tools

- Increase the frequency with which you ask clients for their input on how the organization should be run.
- Increase your use of in-house data and knowledge to make decisions.
- Engage outside help more often when you are having trouble addressing a management problem.
- Create a written strategic plan that includes measurable goals.
- Increase your use of informal evaluation tools such as client stories and anecdotes.
- Increase the frequency with which you ask for client feedback on how you provide programs and services.

Organizational Learning

- Formally share the organization's progress on your strategic plan with your staff on a regular basis.
- Share the results of your organizational assessments with staff more often.
- Seek input from your stakeholders and use this information as you create your strategic plan.
- Use your strategic plan to improve your programs and services.
- Meet the deadlines you have established in your strategic plan.

Environmental Learning

- Increase the frequency with which your leaders meet and collaborate with other organizations and community leaders.

Program Resource Adaptability

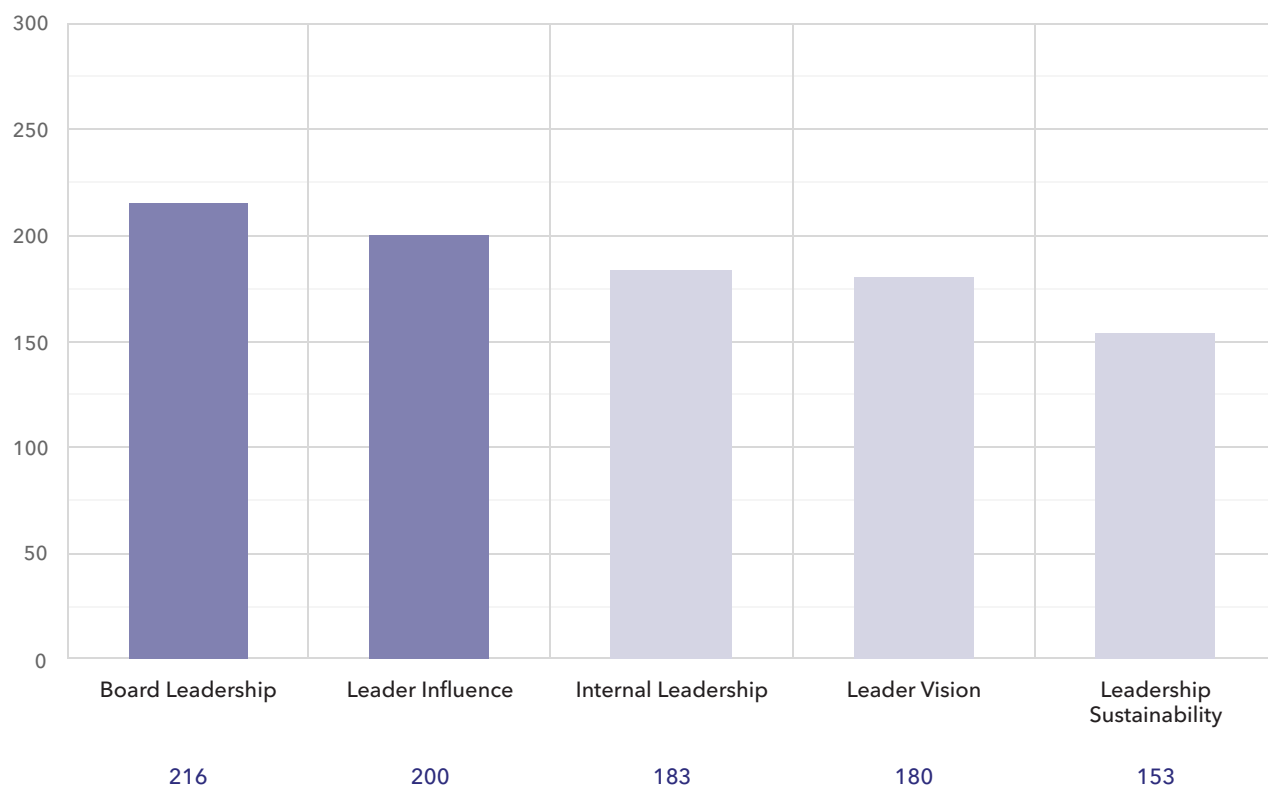
- Make workloads more manageable by hiring more staff.

Your organization identified challenges in these areas. Here are some recommendations to help get started building your capacity.

Your Leadership Capacity

Leadership Capacity is the ability of all organizational leaders to create and sustain the vision; and to inspire, provide direction, make decisions, and innovate on the path to achieving the organizational mission.

STRONG
 SATISFACTORY
 CHALLENGE



Board Leadership

The board provides fiduciary oversight, holds organizational leaders accountable for progress toward achieving the mission, and conducts outreach to garner resources and connect people with the mission.

Leader Influence

Organizational leaders can persuade their board, staff, and community leaders to take action.

Internal Leadership

Organizational leaders apply a mission-centered and inclusive approach to making decisions, and inspire and motivate others in support of the mission.

Leader Vision

Organizational leaders formulate a clear vision and motivate others to pursue it.

Leadership Sustainability

The organization cultivates leaders, plans for leader succession, and avoids an over-reliance on one leader.

Your organization identified challenges in these areas. Here are some recommendations to help get started building your capacity.

Board Leadership

- Increase the role your board plays in holding leaders accountable for progress.
- Increase board members' knowledge about the organization and its cause so they can make effective policy decisions.

Leader Influence

- Increase leaders' ability to persuade board members to change their attitudes and/or behaviors.
- Increase your leaders' ability to persuade staff members to change their attitudes and/or behaviors.

Leadership Sustainability

- Clearly articulate your succession plan.
- Reduce your organization's reliance on one leader enough so their leaving would not slow the organization.
- Increase the readiness of staff members to become leaders.

Internal Leadership

- Ensure that leaders (including board members) solicit input from program staff before they make program decisions.
- Increase the amount of interaction between the board and the staff and strengthen their working relationship.
- Increase the amount of interaction between leaders and the staff and strengthen their working relationships.
- Increase staff involvement in decision-making.
- Increase your ability to use funding efficiently and effectively.
- Make sure the decisions you make closely reflect the organization's mission and vision.
- Increase the frequency with which leaders let staff know how valuable their work and contributions are.
- Increase your leaders' willingness to make changes.

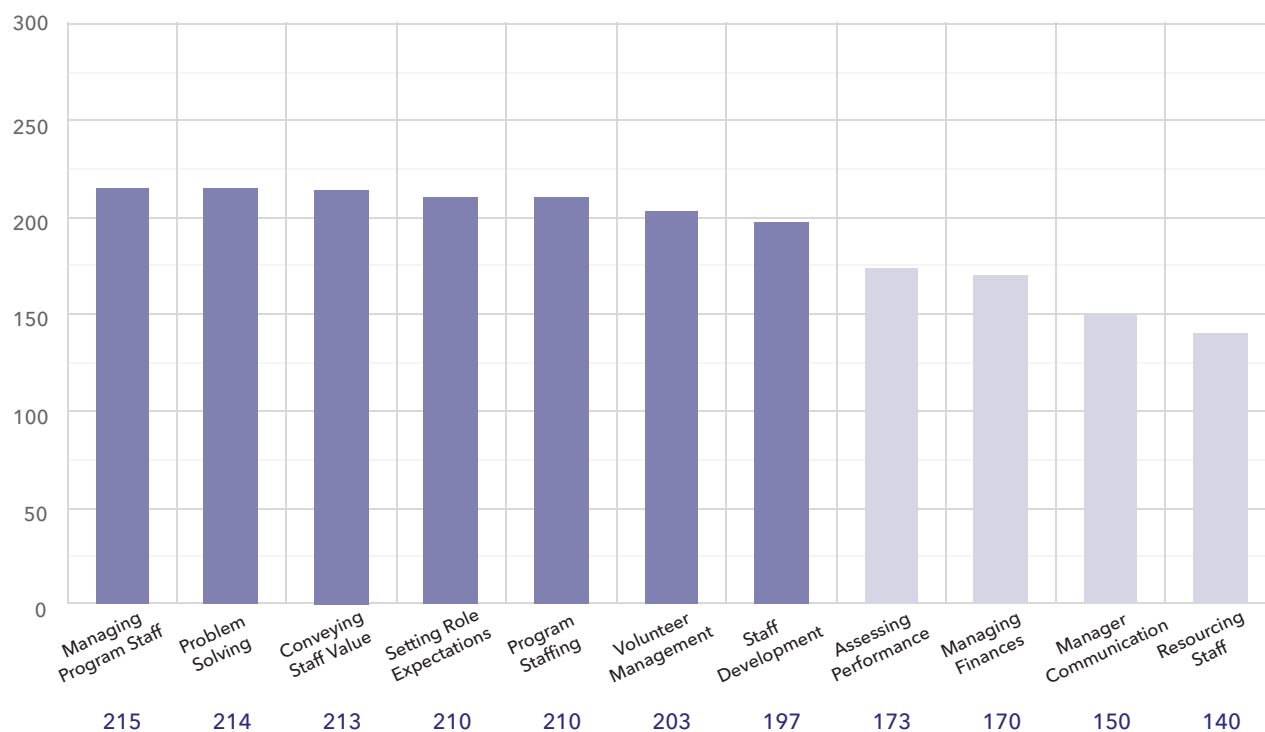
Leader Vision

- Help your leaders develop a clearer vision for the organization.
- Increase your leaders' ability to motivate others.

Your Management Capacity

Management Capacity is the organization's ability to effectively and efficiently use organizational resources.

STRONG
 SATISFACTORY
 CHALLENGE



<p>Managing Program Staff</p> <p>Ensuring that program staff have the knowledge, skills, and cultural sensitivity to effectively deliver services.</p>	<p>Problem Solving</p> <p>Effectively, judiciously and consistently resolving human resource problems and interpersonal conflict in an inclusive manner.</p>
<p>Conveying Staff Value</p> <p>Providing positive feedback, rewards, and time for reflection.</p>	<p>Setting Role Expectations</p> <p>Establishing clear and realistic expectations for staff.</p>
<p>Program Staffing</p> <p>Implementing staffing changes as needed to increase or improve programs and service delivery. (Please note that this sub-capacity score may be empty if no recent staff changes have occurred.)</p>	<p>Volunteer Management</p> <p>Recruiting, retaining, providing role clarity and direction, developing, valuing and rewarding volunteers.</p>
<p>Staff Development</p> <p>Coaching, mentoring, training, and empowering staff to improve their skills and innovate.</p>	<p>Assessing Performance</p> <p>Detailing clear roles and responsibilities and assessing staff performance against those roles and responsibilities.</p>
<p>Managing Finances</p> <p>Managing organizational finances, including staff compensation.</p>	<p>Manager Communication</p> <p>Opening channels of communication between managers and staff.</p>
<p>Resourcing Staff</p> <p>Providing the technical resources, tools, systems, and skills people need to carry out their work.</p>	

Your organization identified challenges in these areas. Here are some recommendations to help get started building your capacity.

Resourcing Staff

- Provide staff with more of the technical resources they need to do their jobs.

Assessing Performance

- Implement annual staff performance assessments.
- Clarify the benchmarks you use to evaluate staff performance.
- Update staff job descriptions and clarify reporting lines.

Manager Communication

- Clarify and update your organizational chart.
- Help your managers communicate with staff more respectfully.
- Update your written policies.
- Encourage your leaders and managers to be more open to negative staff feedback.

Staff Development

- Encourage more of your staff to look for ways to do things more effectively.
- Increase your managers' coaching, mentoring and training skills.

Volunteer Management

- Clarify volunteers' roles.
- Improve your volunteer retention rate.

Managing Finances

- Increase employee benefits enough to improve staff retention rates.
- Improve your financial management systems (i.e., books, accounts payable, etc.).
- Make your financials more easily available upon request.

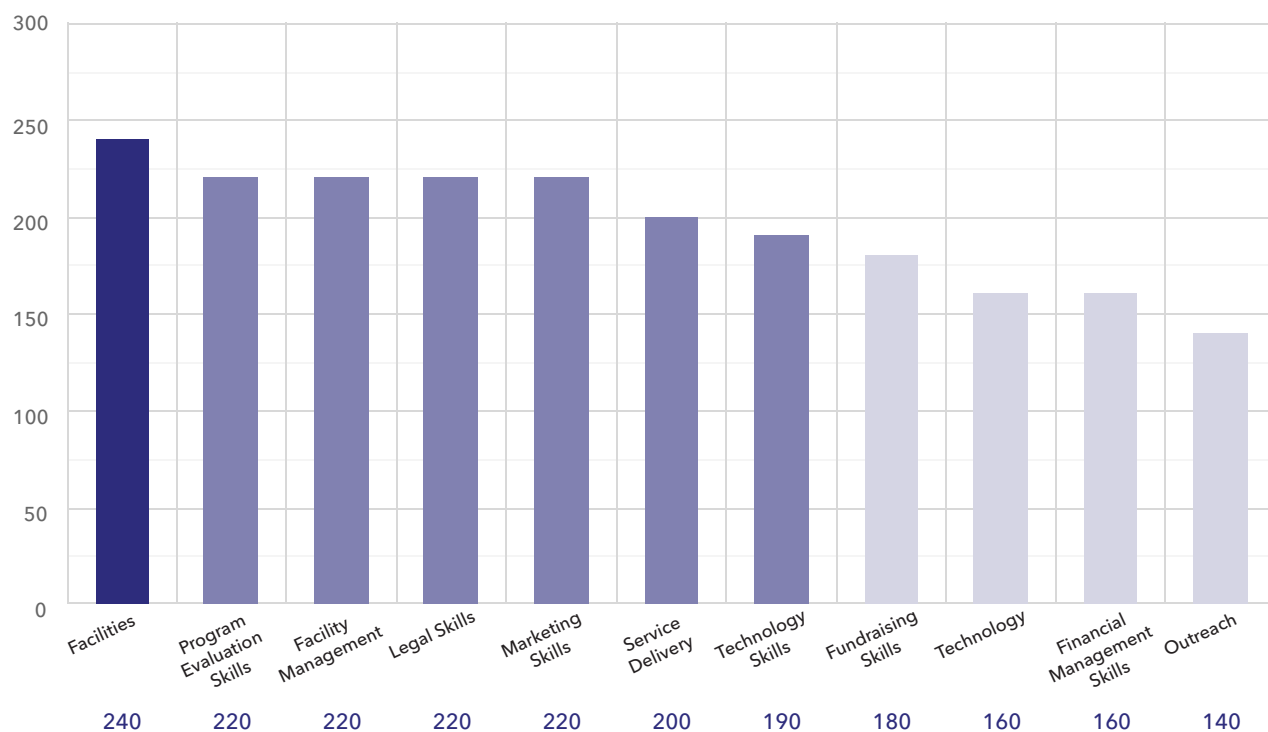
Problem Solving

- Help your managers address interpersonal conflicts more quickly and with greater sensitivity.

Your Technical Capacity

Technical Capacity is the organization's ability to implement all of the key organizational and programmatic functions.

STRONG
 SATISFACTORY
 CHALLENGE



Facilities The proper facilities (e.g., space, equipment, amenities, etc.) to run efficient operations.

Facility Management Ability to operate an efficient facility.

Marketing Skills Ability to communicate effectively with internal and external stakeholders.

Technology Skills Ability to fully utilize technology to run efficient operations.

Technology Equipment, systems, software, etc. to run efficient operations.

Outreach Ability to do outreach, organizing, and advocacy.

Program Evaluation Skills Ability to design and implement an effective evaluation.

Legal Skills Ability to engage proper legal counsel.

Service Delivery Ability to deliver efficient and quality services.

Fundraising Skills Ability to develop resources for efficient operations, including management of donor relations.

Financial Management Skills Ability to ensure efficient financial operations.

Your organization identified these areas as assets. Acknowledge and celebrate areas where you excel and leverage these strengths in your work.

Facilities

Your organization identified challenges in these areas. Here are some recommendations to help get started building your capacity.

Outreach

- Increase the number of staff/volunteers you have doing outreach, community organizing, and advocacy.

Technology

- Expand your technology (e.g., computers, software, communications equipment, etc.) so you can operate more efficiently and effectively.

Technology Skills

- Increase the number of staff/volunteers you have with the skills needed to use your technology and software to meet your communications needs.

Fundraising Skills

- Increase the number of staff/volunteers you have with the skills needed to raise funds from the government, corporations, and foundations.

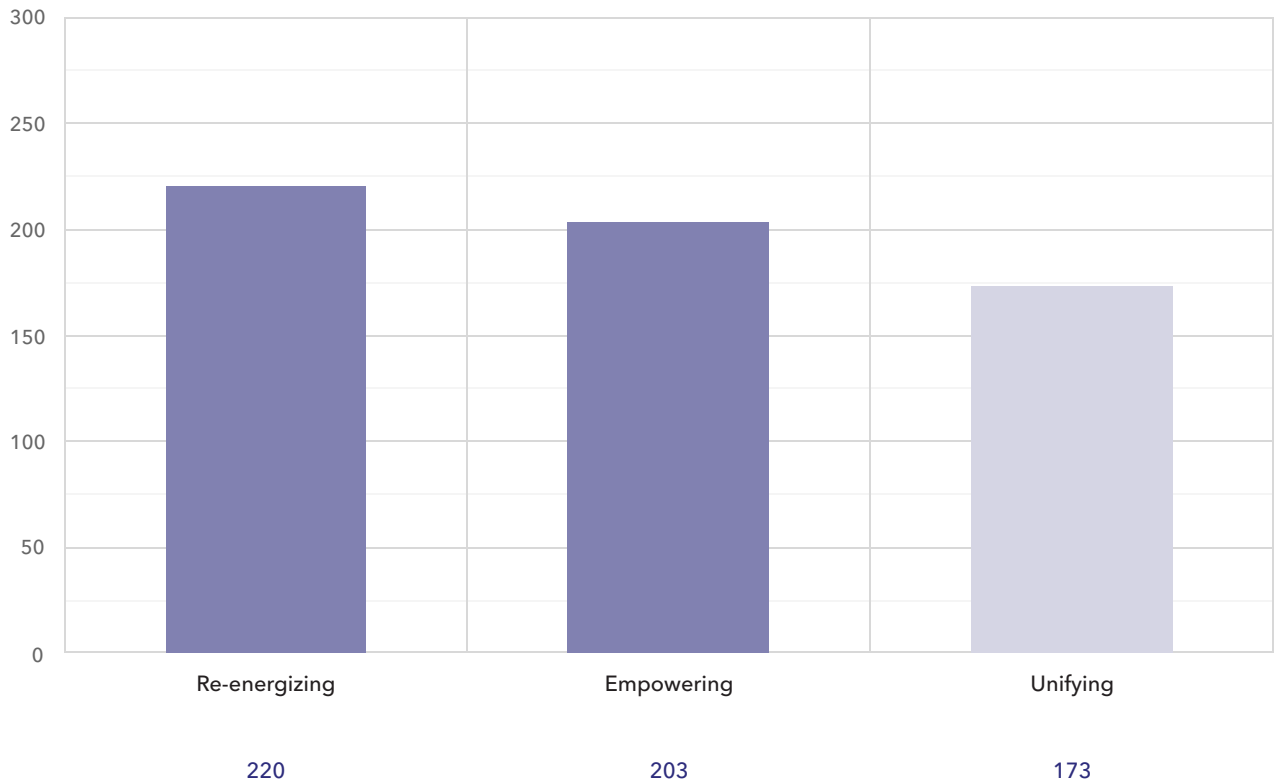
Financial Management Skills

- Increase the number of staff/volunteers you have with financial management skills.

Organizational Culture

Organizational Culture is an organization's unique history, style, structure, and values. While not a core capacity, organizational culture impacts overall effectiveness by fostering unity and engagement.

STRONG
 SATISFACTORY
 CHALLENGE



Re-energizing Supporting time for staff to reflect on their work, socialize, and reconnect with why they are doing the work.

Empowering Promoting a culture of learning, sharing, mutual respect, and a belief in the value and agency of staff and clients.

Unifying Nurturing open and honest communication across all levels in the organization, leading to a sense of a cohesive group identity.

Your organization identified challenges in these areas. Here are some recommendations to help get started building your capacity.

Empowering

- Acknowledge staff's personal triumphs more often.
- Encourage staff to share personal stories with each other.
- Strengthen staff members' believe that their clients can succeed.

Unifying

- Address the perception that some staff do not speak to each other except for work.
- Encourage staff to share information more often.
- Encourage staff to share problems before it is too late.
- Ensure that leaders do not criticize staff in front of their peers.

Your Capacity Building Plan



You are in:
Core Program
Development

Your Capacity Building Plan is unique to your organization. This set of recommendations targets areas you can prioritize to increase the effectiveness of Sample Organization, based on the lifecycle stage you identified and your core capacity assessment results.

Knowing that you placed in Core Program Development enables you to focus your capacity building efforts on the particular capacity areas that will most directly help your organization achieve its short-term goals and its long-term mission-driven impact. Even when certain sub-capacity scores fall in the challenge area, they might not surface as the most critical sub-capacities to address first, since they are not closely associated with your designated lifecycle stage.

Focusing on the key areas in your capacity building plan will enable your organization to grow into its next lifecycle stage and ensure increased effectiveness. Once you review the following recommendations, identify those that resonate most strongly for your organization. Then, select a few strategies to engage on your own, or with outside assistance.

LEADERSHIP RECOMMENDATIONS

Internal Leadership

Increase staff motivation.

ON YOUR OWN

- Create incentives for each staff member to achieve benchmarks in their work, ensuring that benchmarks are directly relevant to the mission and vision of the organization.
- Set a mission-related goal for the organization and plan a celebration for when it is reached. This might be a number of clients served, an important task accomplished, or certain targets reached.
- Talk with each staff member individually about their understanding of the mission and vision.
- Work with each staff member to outline how their specific role contributes to achieving the organizational vision and mission. Remember to not exclude administrative or other non-program staff.

WITH OUTSIDE ASSISTANCE

- Hold a staff retreat to discuss the vision for the organization and each staff member's role in achieving that vision. Retreats can help refocus staff members on the bigger picture.

Internal Leadership

Increase your leaders' willingness to make changes.

ON YOUR OWN

- Construct a timeline for your organization, noting any periods of major change. Discuss what precipitated the change, the results of the change, and how the change could have been handled better. Then, consider the current organization and discuss any necessary adjustments.
- Identify another organization that you respect that has recently gone through large changes. Invite a colleague from the organization to go to lunch to discuss the change, how they decided to do it, how they knew the time was right, and what they learned in the process.

WITH OUTSIDE ASSISTANCE

- Engage an executive coach to advise on managing change in the workplace and risk-taking.

LEADERSHIP RECOMMENDATIONS

Internal Leadership

Increase the amount of interaction between leaders and the staff and strengthen their working relationships.

ON YOUR OWN

- Have organizational leaders do direct service work on a regular basis within the organization.
- Implement regular staff meetings, asking different staff members to prepare the agenda and facilitate the meeting on a rotating basis.

WITH OUTSIDE ASSISTANCE

- Administer an assessment to all leaders and staff members that identifies different communication preferences, work styles, etc. among the group. Reflect together on how this may guide effective collaboration.
- Have a staff retreat to discuss how to work together more effectively. An outside facilitator can often be helpful in navigating this discussion.
- Have an external source conduct a 'network analysis' to understand workflow patterns in your organization.

Internal Leadership

Clarify your mission and vision.

ON YOUR OWN

- Ensure that your mission and vision are written down, and reference them in your work.
- Meet with senior staff to discuss the varying understandings of your mission and discuss how the mission and vision are relevant in the current environment.
- Review the mission and vision for any words or phrases that might be unclear or have multiple meanings and make sure they are clarified for everyone within the organization.
- Review the organization's strategic plan in regard to mission and vision. If you do not have a strategic plan, consider doing some informal strategic visioning.
- Talk to some similar organizations about their mission and vision, in order to understand how your organization might be similar or different.

WITH OUTSIDE ASSISTANCE

- Get executive coaching to help articulate your own mission for the organization.
- Get external help to undergo a strategic review of your mission and vision, perhaps as part of a strategic planning process.

LEADERSHIP RECOMMENDATIONS

Internal Leadership

Make sure the decisions you make closely reflect the organization's mission and vision.

ON YOUR OWN

- Encourage all staff members to reflect on how each decision they make relates to better achieving the organization's mission and vision. Ask staff to reflect on a recent decision that they made and think through the implications as they relate to the mission and vision. Spending a week having staff focus on relating decisions to the mission and vision, and discuss how it went. The leaders of the organization can set an example by frequently referencing the mission and vision and how various activities contribute to reaching the mission and vision.

WITH OUTSIDE ASSISTANCE

- Get an external assessment of your organization's decision-making process and how to improve decision-making.

Leader Vision

Help your leaders develop a clearer vision for the organization.

ON YOUR OWN

- Facilitate regular in-house meetings to reflect on and discuss the organizational vision (as well as how the organization is doing with respect to strategic plan implementation, if a strategic plan exists).
- Facilitate regular meetings to discuss program evaluation findings (if some form of evaluation data exists) and reflect on what the findings are saying with respect to vision relevance and achievement.

WITH OUTSIDE ASSISTANCE

- Hire a consultant to facilitate a visioning exercise/meeting (perhaps as part of a larger engagement to conduct strategic planning).

Leader Vision

Increase your leaders' ability to motivate others.

ON YOUR OWN

- Identify, meet with and/or shadow other leaders (outside of the organization) who are particularly effective at motivating others.

WITH OUTSIDE ASSISTANCE

- Hire an executive coach to work with staff leaders and managers who struggle motivating others.

MANAGEMENT RECOMMENDATIONS

Managing Program Staff

Increase your staff's cultural sensitivity and understanding of the obstacles your constituents face.

ON YOUR OWN

- Ask staff to identify those issues that they feel the organization needs to address with respect to diversity and tolerance. Form a workgroup, led by a senior staff person, to identify priorities and develop a plan for addressing them.
- Convene a small task force to develop a statement explaining why cultural sensitivity and competency are important to the organization's ability to achieve its mission. Convene the entire staff to discuss the draft, their reactions to it, and its potential implications for the organization.
- Have a series of small, confidential group discussions that invite staff to share their perspectives on diversity, tolerance, and identity. If necessary, ask a trusted colleague outside the organization to facilitate.
- Talk with respected colleagues about how they have approached issues of diversity and tolerance in their organizations.

WITH OUTSIDE ASSISTANCE

- Hire a diversity consultant that can facilitate a discussion about staff members' perspectives/biases about diversity and can help formulate a plan to build a more diverse and tolerant workplace.
- Host a brown-bag lunch series that features guests that can speak to the experience, culture, and/or particular needs of different races, cultures, and/or identity groups.

Staff Development

Encourage your staff to innovate.

ON YOUR OWN

- Document and share successful experiences and lessons of staff who have been innovative in getting their jobs done.
- Formally acknowledge staff who have been innovative in getting their jobs done in public forums.
- Integrate efforts to innovate into staff appraisal system.
- Provide necessary support and resources to staff who would like to be innovative in getting their jobs done (such as spending work time in researching and learning).

WITH OUTSIDE ASSISTANCE

- Network and learn from peers from other nonprofit organizations who have had successful experiences in encouraging staff be innovative about their jobs.
- Seek coaching and consultation (volunteer or paid) on how to encourage staff to be innovative about their jobs.
- Seek targeted funding to support professional development training in this area.
- Send staff to attend external workshops and trainings that assist them to be innovative about their jobs.

ORGANIZATIONAL RECOMMENDATIONS

Adapt your programs/services to meet changing client needs.

ON YOUR OWN

- Ask program participants or individuals from the community in which your program operates to serve in an advisory role or in a decision-making body of the organization.
- Incorporate findings from recent client needs assessments into your strategic planning process.

WITH OUTSIDE ASSISTANCE

- Hire a consultant to conduct a client needs assessment and implement recommendations to change your programs based on findings.
- Hire a consultant to develop an easy-to-use toolkit for staff to assess client needs on a periodic basis.

Ready to take the next step?

At TCC Group, we know that data alone does not help a nonprofit build capacity. It does, however, provide a launchpad for collective reflection and interpretation, enabling you to move your organizational capacity building plan forward by identifying specific next steps and success metrics, and turning data into action.

The information you receive from your CCAT report can be amplified through a facilitated and inclusive discussion, ideally by a neutral third-party facilitator who can guide your organization's leadership through the report and contextualize what your results mean for your nonprofit. This will help you tailor your CCAT results to immediately translate them into meaningful organizational improvement.

TCC Group's CCAT facilitators have deep experience in the nonprofit sector and make it possible for organizations to implement capacity building strategies for organizational transformation. TCC Group also trains and certifies a network of nonprofit consultants in expert CCAT facilitation. A certified CCAT facilitator can help you identify concrete next steps, mobilize the resources required to accomplish your goals, and help your board and staff achieve greater mission-driven impact.

To learn more, access our network of CCAT facilitators, or to schedule an interpretation call, contact us at: CCAThelp@tccgrp.com

Need help?

Our online Capacity Building Resources are a great place to start addressing your organization's capacity building priorities. All resources are organized by core capacity and sub-capacity, to best connect you with information that can further your capacity building work.

These resources are available at our CCAT Help Center: support.tccgrp.com

Our Help Center also contains additional information about the Core Capacity Assessment Tool, and FAQs.

Contact us anytime at CCAThelp@tccgrp.com

TCC Group collaborates with leaders to solve complex social problems.

As a mission-driven consulting firm and certified B Corporation, TCC Group partners with foundations, nonprofits, and companies to propel positive social change through strategy, capacity building, initiative design, strategic communication, management, and evaluation. We design and implement solutions for social impact by immersing ourselves in interconnected communities and systems, co-creating innovative and effective processes, and applying and sharing our experience with the field.

Additional Services

The CCAT is an integral piece of the comprehensive capacity building services offered by TCC Group. We offer tailored capacity building services to funders, nonprofits, and cohorts of organizations: designing capacity building initiatives, building evaluation capacity, facilitating learning communities, and providing staffing and technical assistance. We also work to improve funders' effectiveness with the Foundation Core Capacity Assessment Tool (FCCAT). These specialized services are ideal for organizations interested in identifying and prioritizing capacity solutions necessary to accomplish their societal vision, and working in relationship with social sector actors to achieve lasting impact.

To learn more about TCC Group, visit our website at www.tccgrp.com or email us at info@tccgrp.com

