



Developing organisations

Advisory service

The challenge

Organisations are the backbone of societies. They ensure that goods and services are produced efficiently; they shape the culture of cooperation, and they are key factors for social change, which makes them the eye of the needle through which social development must pass. Many of the problems we face today, such as climate change, energy security, or food and nutrition security, call for cooperation among a wide range of government, business and civil society organisations. If these organisations are to cooperate effectively so that they can deliver their respective contributions, they need to adapt continuously to changing demands. The core challenge for organisations when seeking to achieve and maintain this adaptability involves mastering a paradox: they want and need stable processes, structures and routine, yet they also need to keep adapting to changing environments and requirements. Ultimately the challenge is to strike a balance between single-mindedness and adaptability.

Our approach

We see organisations as living systems. This is why we do not treat change management as a toolbox for repairing a machine that is no longer running smoothly. We use it as a facilitator of change to support organisations as they seek new ways of performing and cooperating effectively. The solutions are usually already inherently present within the organisations concerned. When clarifying a commission together with the clients responsible for managing the organisation, we need to focus on two perspectives. Firstly, the organisation must fit into the policy framework in which it operates. Secondly, we need to generate hypotheses for the inner structures and workings of the organisation itself. Here it helps to ask a few important questions: Where did the organisation come from, how has it

developed, and why? What demands do other actors or the organisation's environment place on it? Do all stakeholders possess the will and the energy to undergo a change process? Regardless of what kind of change is needed, we always work on the assumption that any organisational change or reorientation must ultimately match the organisation's strategic and cultural core. There is no single best solution or blueprint for organisational change processes.

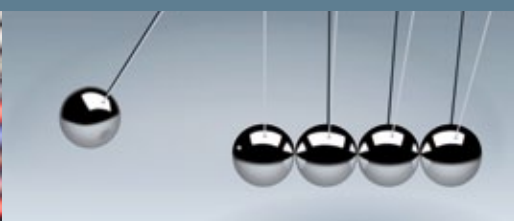
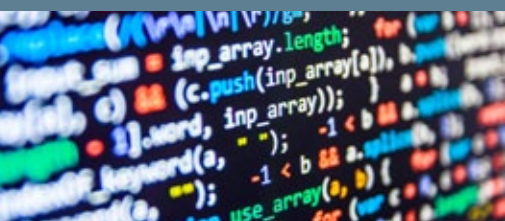
Our services

GIZ advises all kinds of organisations: regional organisations, ministries, associations, businesses, foundations and NGOs. We integrate the following services into precisely tailored advisory package:

- » Strategy development
- » Process management
- » Management and leadership systems
- » Human resources management
- » Integration into the environment / marketing
- » Resource management
- » Financial control, monitoring and feedback processes

Depending on the type of change involved, we use different methodological approaches or mixes of methods to support continuing organisational development:

- » Support and coaching for executives
- » Advisory services and coaching for middle managers
- » Team building, facilitation and training
- » Training for staff and managers in change management
- » Advice on process design
- » Organisational diagnosis



Your benefits

- » You are in the driving seat of your own change process. Together with you, our client, we develop bespoke solutions to the questions that concern you.
- » We guide you through the process by providing a carefully designed advisory package, which at the same time creates the flexibility you need in order to be able to respond to new situations. Your change process then unfolds step by step.
- » You benefit from the fact that we make sectoral and policy advice an integral part of our organisational and management advisory services.
- » You can use GIZ's capacity development expertise to position the organisation in your area of social concern.
- » You profit from our professionalism and experience in working with multinational project teams and in the intercultural aspects of change management.
- » You may safely assume that our advisory processes will deliver rapid exemplary results for the questions that concern you.
- » You have access to a flexible, international pool of consultants for sectoral, policy-related and organisational issues.

An example from the field

Today, the Nelson Mandela Foundation is an independent and mainstream civil society organisation whose agenda is based on dialogue and memory. In Nelson Mandela's name, the dialogue programme provides a platform where a broad range of viewpoints on pressing social problems in the country and the region are heard, and from where they are fed into the policymaking process. Until the year 2000, the Foundation was barely more than an uncoordinated fund for aid projects. In 2001 the Nelson

Mandela Foundation still existed chiefly on paper, and consisted almost entirely of Nelson Mandela's Presidential Secretariat. From 2002-2006 GIZ supported the Nelson Mandela Foundation in a comprehensive change process, to strengthen it in the fight against HIV/AIDS.

This organisational development process was a matter of survival for the Foundation and prompted the Board of Trustees, management and the consultant team to quickly formulate a number of questions: Why should the Foundation exist? How can the Foundation give greater weight to Africa's social development in Nelson Mandela's name? What makes 'Madiba' so special? What business model might fit the Foundation, and what would be an appropriate portfolio of activities? What expectations do various interest groups have of the Foundation? What role might the Foundation play in preserving and maintaining its legacy? The CEO at the time said: 'We could do anything, absolutely anything. What is important is doing the right thing. Doing what the name stands for.'

Time was pressing: the HIV/AIDS prevalence rate in South Africa was rising rapidly. Quickly, organisational diagnoses were conducted to clarify the relevant issues, programme strategies were developed, the governance structure was revised, skills profiles were defined and people were hired. The organisation had to be restructured and expanded while the engine was still running: the performance capability of the Foundation's key processes needed to be maintained.

The goal of the change management activities were to create the basis for the organisation's identity and strategy based on Nelson Mandela's fundamental values. To do so we developed an appropriate business model that channels existing forces for social development through dialogue and translates this into projects.

Imprint

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