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Management and Organizational Sustainability Tool (MOST)
A User's Guide

Family Planning Management Development (FPMD)

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Management Sciences for Health

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**MANAGEMENT AND ORGANIZATIONAL SUSTAINABILITY TOOL
(MOST)**

A USER'S GUIDE

THE FAMILY PLANNING MANAGEMENT DEVELOPMENT PROJECT

Management Sciences for Health

AN INTRODUCTION TO MOST

The Management and Organizational Sustainability Tool (MOST) is a self-assessment process whose components enable an organization to:

- Assess its current status with respect to a basic set of management components;
- Identify changes that can be made to move forward to more effective management;
- Identify actions which can be taken to implement these changes.

MOST is designed so that with the support of a facilitator, a cross-section of staff and board members, representing all levels of the organization, can carry out a highly participatory process, expressing their individual perceptions of the level of management performance and comparing and consolidating these individual assessments into a common organizational assessment and plan for development.

MOST is predicated on a strong belief that the better an organization is managed, the more likely it is to be able to keep doing what it is doing in a changing world, particularly as funders change priorities and revenues are reduced. A well-managed organization can maintain a strong and flexible structure (organizational sustainability) and marshal its resources (financial sustainability) to keep delivering effective programs and services (programmatic sustainability) for the foreseeable future.

Given that current successes lead to future sustainability, the developers of MOST have asked the basic question: what marks a well-managed organization? They agreed that an organization succeeds because of *what it does* (a shared commitment to something of consequence) and *how it does it* (the way it functions, decides, evaluates, adapts, and delegates). These two elements of successful management are the at the heart of MOST.

THE MOST PACKAGE

The MOST package contains everything an organization needs to carry out this self-assessment:

- Descriptions of the process, potential users, and purpose of MOST, and of the instrument that focuses the initial individual assessments and structures the consensus;
- An explanation of the role of the facilitator;
- A rationale for linking effective management and sustainability;
- A discussion of the management components that are used in the MOST assessment;
- Suggested agendas, objectives, and summary descriptions of the three workshop modules;
- More detailed module plans for facilitators to use in planning the workshop;
- Standard forms for consensus development exercises, summary of assessments, and final workshop products.

As you use this package to carry out the MOST process, you may come up with questions, issues,

or new perceptions. MSH strongly encourages you to share them with us, not only to assist you in your task but to enrich our understanding of the process and add your insights to the growing MOST experience.

WHO CAN USE MOST?

Regardless of its focus, complexity, or experience, any organization can use MOST if it meets two criteria:

- Leadership that fully understands and is committed to open self-assessment and consensual decision-making;
- A willingness to acknowledge that, despite constricting factors, there may be some actions the organization can take to improve its management.

The first criterion implies that the leaders of the organization read this guide carefully, feel comfortable with the process it describes, and express their full commitment to the staff and board members who are about to engage in the process. This verbal commitment to openness will help allay the understandable fears many staff and board members feel about voicing an honest opinion that could be viewed as critical of their boss and their colleagues, or as an admission of their own imperfections. To make MOST effective, organizational leaders should not only *say* that they support openness in the process, but should *demonstrate* this support throughout, no matter what opinions are expressed by the participants. In this way, the initial reticence will fairly quickly give way to the honest expression of differing viewpoints.

The second criterion opens the door to the empowerment of staff and board, and the MOST process contributes greatly to that empowerment. Of course we recognize that many actions which might support improved management are NOT within the control of the organization carrying out the assessment. This is true for all organizations; public and private, non-profit and for-profit, central offices and branch units. Most organizations operate within a legal and operational context which limits the ability to modify certain aspects of the management components. For organizations operating as part of larger institutions, such as public health clinics, family planning clinics affiliated with national or international organizations, or Ministries operating within national political and legislative authorities, many aspects of effective management will be determined outside of the organizational unit. For example, basic elements of mission and structure may be specified for the organization; legal requirements may determine human resource policies; centrally operated systems may be established for financial management, management information, and logistics.

Yet, even within the limits of these external policies and programs, experience has shown that managers, staff, and board members have the ability to effect significant improvements in management and program effectiveness that can influence overall organizational management and performance. MOST is intended to help groups build on a common assessment of current experience and a collective commitment to improve, to identify those actions that are within the

capacity of the organization, recognizing that some might require technical support and/or additional resources.

THE PURPOSE OF MOST

MOST provides a framework and starting point for an ongoing organizational discussion about crucial management practices. The initial MOST workshop is often the first opportunity for staff and board members at different levels and in different domains to talk to each other about issues that can powerfully affect their daily work and to compare and examine their perceptions. Within a highly structured and focused environment, workshop participants are strongly encouraged to express their views, to listen carefully to the views of their colleagues, and to seek consensus on management goals. MOST, then, actually serves four purposes:

- To show an organization how it is performing in key management areas at any given time;
- To identify directions and strategies for improving management performance, with sustainability as the ultimate goal;
- To set priorities for the management development effort;
- To create a sense of teamwork, where common goals are agreed to and the contributions of each participating staff and board member are validated.

THE MOST INSTRUMENT

The MOST instrument, presented on the following two pages, is a matrix with four elements:

1. A list of 12 *management components* considered essential to effective management;
2. Four *stages* along a continuum of organizational development;
3. For each component, *reference criteria* (characteristics) that mark each stage of organizational development;
4. Blank space in which participants define one or two *indicators* for each set of reference criteria.

The MOST instrument is based on the Institutional Development Framework developed by the Family Planning Management Development (FPMD) project of Management Sciences for Health (MSH). Since its inception in 1989, this framework has been frequently drawn upon and adapted to different settings and purposes. All versions of the framework are based on the determination of key components of some aspect of management and the identification of characteristics that mark each component at different stages along a continuum of improving performance. The reference criteria in this instrument provide a broad assessment of a management component at each stage; similar instruments have been or are being developed that offer the organization a closer look at the many factors that make up the management systems introduced here: collection and use of information, supply management, financial management, management of revenues, planning, and human resources.

Instructions for Completing the MOST Instrument

This instrument contains general statements (*reference criteria*) about an organization's characteristics for each of 12 essential *management components*. For each management component, please circle the number of the statement that applies **totally** to the present status of your organization. If only part of the statement applies, circle the number of the previous statement. This number represents the *stage of development* of the organization for that management component. In the *Indicators* box below the stages of development and reference criteria, please cite the observations that led you to select the stage you circled, and that you think other observers would consider strong evidence that the organization is at that stage of development. When specifying indicators, be as specific and concrete as possible

Stages of Development and Reference Criteria				
Management Components	1	2	3	4
Mission: Knowledge	No formal mission statement exists specifically for the organization; mission statement exists but is outdated.	Mission is known by senior staff only.	Mission has been shared with staff but is rarely referred to in planning sessions or day-to-day decisions.	Mission is known and understood by staff, board, and clients through one or more channels: <ul style="list-style-type: none"> • presented and explained during orientation of new staff and board; • featured in policy manual • posted prominently in offices and facilities; • featured in brochures, flyers, and other documents.
Indicators?				
Mission: Application	Program activities and priorities routinely defined without reference to mission.	Mission sometimes referred to during activity planning and priority setting but has no actual influence on decisions.	Mission often referred to during activity planning and priority setting and used as the broad framework for decisions.	Activities are always selected or rejected and priorities established with respect to the mission.
Indicators?				

	Stages of Development and Reference Criteria			
Management Components	1	2	3	4
Strategy: Links to Mission	Strategic plan is developed without reference to the mission.	Mission statement is referred to during strategic planning, but strategic directions and long-term targets are more often developed in response to funders' requirements, individual preferences, and other mandates and inputs.	Mission serves as a general guide to the development of strategic plan.	All elements of strategic plan and targets are checked to be sure they conform to the mission.
Indicators?				
Strategy: Links to Markets	Funders' priorities, staff preferences, and habit guide strategies, without concern for client perspectives.	Market and client perspectives are discussed during strategic planning, but there has been no systematic assessment of these factors (i.e., no market studies).	Markets for expanded and targeted services and products have been defined and client needs and desires assessed; these single assessments are used repeatedly over time to guide the development of strategies and targets.	The needs and desires of clients and the demands of the market are frequently re-assessed to identify changes over time and provide the basis for developing strategies and targets.
Indicators?				
Structure: Allocation of Responsibility	Because staff and board roles are not clearly defined, responsibilities are distributed on an ad-hoc basis or according to the perceived needs of the moment.	Roles and responsibilities of staff and board are defined on paper, but actual assignments do not always conform to the written descriptions.	Responsibilities are clearly assigned to different staff and board levels, but do not consistently reflect the background, training, or capabilities found at each level.	Responsibilities are clearly assigned and consistently reflect the background, training, and capabilities of staff and board; board sets policy, staff implements.
Indicators?				
Structure: Delegation of Authority	The Director makes all significant decisions for every part of the organization.	Some decisions are made by senior staff, but there are no clear criteria for consistent, systematic delegation of authority.	There are clear criteria for delegation, but they are not always consistently observed when critical decisions must be made under pressure.	A formal system of delegation is established based on job responsibilities and is incorporated into position descriptions and policy manual; system is observed in management practice, regardless of the pressures of the moment.

	Stages of Development and Reference Criteria			
Management Components	1	2	3	4
Indicators?				
Systems: Collection and Use of Information	The only systems for the collection and reporting of routine data are those required by external funders.	Standard formats for record-keeping and reporting exist, but data are often inaccurate and are rarely submitted on schedule; those who submit the data do not regularly get feedback.	Records are generally kept and reports submitted as required by funders, and regular feedback is given to those who submit the data, but information is rarely used for management decisions.	Information acquired from routine data collection is consistently used to support management functions and policy decisions.
Indicators?				
Systems: Supply Management	There is no logistics system in place.	The logistics system allows the organization to record the inflow and outgo of stock.	The logistics system allows the organization to link supplies to utilization and to reduce losses caused by outdated or unused supplies.	The fully functioning logistics system is used to project future requirements and reduce gaps in inventory.
Indicators?				
Systems: Financial Management	Financial accounting is single-entry only; costs are allocated by budget line items (e.g., inputs: salaries, utilities, materials).	Financial accounting is double-entry; costs are still allocated by inputs; financial reports are not used for costing analysis.	Financial system produces income/revenue data and cash flow analysis; costs are allocated by cost centers (e.g., products/outputs: service units, sets of services); financial reports are sometimes used for costing analysis.	Financial reports are consistently used for management decisions.
Indicators?				

	Stages of Development and Reference Criteria			
Management Components	1	2	3	4
Systems: Revenues (Sources of Funds)	Organization operates with a single source of revenues, usually one large funder, whose mandates shape strategies and programs.	Organization has devised, but not yet implemented, a strategy for building a local constituency and obtaining some revenues from diverse sources.	Organization has built a local constituency which results in significant revenues from clients and the local community; is also obtaining revenues from other new sources.	Organization has a long-term revenue-generating strategy, balancing diverse sources of funding; programmatic strategic plans are congruent with projected revenues and revised to conform to actual revenues.
Indicators?				
Systems: Planning	Plans exist only for specific projects; goals and objectives are primarily set by funders; there is no integrated organizational plan or planning process.	Project plans are integrated into a larger annual organizational plan; goals and objectives are set by the organization, to concur with its mission and vision.	Strategic plan has been developed for 3-5-year period; plan is rarely referred to between strategic planning exercises; each new strategic plan is usually developed with only superficial reference to prior plan.	Strategic plan is followed and monitored; it serves as the framework for annual plans; development of each new strategic planning exercise begins with careful analysis of successes and failures in adhering to prior plan.
Indicators?				
Systems: Human Resources	Organization does not have job descriptions; there are no written personnel policies and procedures (for hiring, orienting, training, monitoring staff performance, handling grievances).	Job descriptions have been written for key personnel; personnel policies and procedures are being developed.	Job descriptions have been written for all levels of staff; personnel policies and procedures have been written and disseminated to all staff.	Job descriptions are regularly reviewed and revised to maintain accuracy and relevance to actual work; all managers use the same policies and procedures for hiring, orienting, training, monitoring staff performance, handling grievances; planning and review systems are used to motivate performance
Indicators?				

SOURCES OF INFORMATION FOR MOST USERS

MOST is a consensus-development process to which each participant brings his or her perspective and experience within the organization. The analysis is generated from the synthesis of these individual perspectives and experiences; therefore, no preparatory information-gathering activities are required.

We recognize that, because they work in different parts of the organization, participants almost always differ in their initial assessments of the current state of management components. The purpose of group discussions is to draw on the range of perceptions to develop a consistent, shared view which accurately reflects the status of development of each management component. Negotiating these varied perceptions to reach consensus may require more information from outside the group's experience. Many such information sources are available: service statistics, external evaluations, written reports, financial statements, minutes of organizational and community meetings, to mention only a few.

It is important, however, that the quest for supplementary information does not hamper or limit the participation of individuals in the MOST group process. For this reason, the participants should agree on the appropriate information sources and, when the information is acquired, interpret it together.

ROLES OF THE FACILITATOR AND PARTICIPANTS

The Facilitator

At first glance, the MOST process sound simple. The instrument is, to some extent, self-explanatory; the implementation modules follow a logical sequence of steps; and the forms are designed to enable MOST participants to set agendas for the assessment, develop consensus on key issues, summarize their assessments, and develop an action plan. But, despite this apparent simplicity, our experience in diverse settings has convinced us that, in the initial stages of the process, a skillful, perceptive facilitator can make all the difference between a superficial MOST experience and one that motivates and guides organizations as they move to new levels of management.

The facilitator's task will be to ask the right questions, probe the responses, help participants to negotiate areas of dissension, and guide them in identifying relevant, feasible strategies for improving management. It is part of her/his job to be alert to areas of confusion and clarify them, often more than once. Our

What is an Indicator?

An indicator is a measure or observation that offers evidence of a general status or condition. It answers the question, "What can we see that tells us something is true?" In the MOST process, participants define indicators that give evidence that their organization meets certain reference criteria. For example, an indicator of the existence of a formal mission statement might be a copy of the statement displayed in the main office; an indicator of personnel policies might be the existence of a policy and procedures manual.

past experience has shown us that one such area is *indicators*. It may be useful to conduct a mini-exercise around indicators—to provide several examples and draw more from the group, both in the MOST context and from unrelated areas (indicators of wealth, or education, or power, for example). The results of this exercise could be posted on a flip chart for the duration of the workshop, to serve as ongoing reinforcement of the participants’ understanding.

Because different groups work at different paces, the facilitator should be sensitive to how each small group and individual participant is functioning, lending support where necessary. It is very useful to check in with the participants at the end of each day, or more often if needed, to hear about their achievements and frustrations in carrying out the workshop exercises and to make minor adjustments in the schedule if needed.

One of the facilitator’s biggest challenges may be to help an organization meet the second criterion for participating in MOST: to recognize that they have the power to make changes—that, despite any limits imposed by their role within a larger entity, they can make many choices that will support ambitious but realistic management improvements. An important part of this confidence-building exercise will be to assist them in working together as a team to fully understand the elements of MOST and master the process so they can undertake it on their own in the future.

The Participants

Despite the valuable role played by the facilitator, it is the *participants* who do the work. This is the feature that distinguishes MOST and other self-assessments from external assessments—even those in which the opinions of staff and board members are solicited by skillful evaluators. The MOST process not only draws on the insights of staff and board members; it compels them to listen carefully to each other, consider the merits of differing viewpoints, and reach common ground on the basis of evidence that they can all accept. Their energy, involvement, and mutual respect are the cornerstones on which the MOST process is built.

THE MANAGEMENT COMPONENTS

The MOST management components fall into four broad categories: mission, strategy, structure, and systems.

1. Mission

An organization’s mission is its purpose, the reason it exists. The mission provides the context within which the organization operates; it provides guidance, consistency, and meaning. It is the glue that helps staff and board members stick to what they know and do best, but it also motivates them to stretch their capacity and take on new challenges. It answers the question, “*Why do we do what we do?*”

MOST helps the organization look closely at its mission in two dimensions; assuming that a mission exists, is it known to and understood by staff and board members at all levels? Is it used to plan, select, and evaluate activities?

	Stages of Development and Reference Criteria			
Management Component	1	2	3	4
Mission: Knowledge	No formal mission statement exists specifically for the organization; mission statement exists but is outdated.	Mission is known by senior staff only.	Mission has been shared with staff but is rarely referred to in planning sessions or day-to-day decisions.	Mission is known and understood by staff, board, and clients through one or more channels: <ul style="list-style-type: none"> • presented and explained during orientation of new staff and board; • featured in policy manual; • posted prominently in offices and facilities; • featured in brochures, flyers, and other documents.
Mission: Application	Program activities and priorities routinely defined without reference to mission.	Mission sometimes referred to during activity planning and priority setting but has no actual influence on decisions.	Mission often referred to during activity planning and priority setting and used as the broad framework for decisions.	Activities are always selected or rejected and priorities established with respect to the mission.

2. Strategy

Organizational strategy is comprised of the approaches that help the organization define its activities to fulfill its mission and meet its goals. It answers the question, “*How will we get where we want to go?*”

Through the MOST process, the organization can determine whether its broad strategy is consistent with the mission and well-rooted in the market. Organizational strategy should be frequently re-visited to test its continuing relevance to the external environment. Does organizational performance indicate that the strategy is still effective? Is it still guiding our choice of activities? Is it helping us achieve the results we had hoped for? If not, what adjustments do we need to make?

	Stages of Development and Reference Criteria			
Management Component	1	2	3	4
Strategy: Links to Mission	Strategic plan is developed without reference to the mission.	Mission statement is referred to during strategic planning, but strategic directions and long-term targets are more often developed in response to funder requirements, individual preferences, and other mandates and inputs.	Mission serves as a general guide to the development of strategic plan.	All components of strategic plan and targets are checked to be sure they conform to the mission.
Strategy: Links to Markets	Funders' priorities, staff preferences, and habit guide strategies, without concern for client perspectives.	Market and client perspectives are discussed during strategic planning, but there is no systematic assessment of these factors (i.e., no market studies).	Markets for expanded and targeted services and products have been defined and client needs and desires assessed; these single assessments are used repeatedly over time to guide the development of strategies and targets.	The needs and desires of clients and the demands of the market are frequently re-assessed to identify changes over time and provide the basis for developing strategies and targets.

3. Structure

The structure of the organization is its framework, the skeleton on which the implementation of projects and programs hangs. Structure addresses organizational policies, sources of authority, and distribution of responsibility. A well-defined structure need not cripple individual initiative; with policies and lines of authority that are known and adhered to by everyone, staff can be free to make important decisions that pertain to their own work. The structure of the organization answers the question, *“What is the framework within which we operate?”*

The MOST process helps the organization determine whether its structure is congruent with the organizational mission and strategy. Are board and staff roles well defined? Are lines of authority and accountability clear to all staff? Is significant decision making delegated to all appropriate levels?

	Stages of Development and Reference Criteria			
Management Component	1	2	3	4
Structure: Allocation of Responsibility	Because staff and board roles are not clearly defined, responsibilities are distributed on an ad-hoc basis or according to the perceived needs of the moment.	Roles and responsibilities of staff and board are defined on paper, but actual assignments do not always conform to the written descriptions.	Responsibilities are clearly assigned to different staff and board levels, but do not consistently reflect the background, training, or capabilities found at each level.	Responsibilities are clearly assigned and consistently reflect the background, training, and capabilities of staff and board; board sets policy, staff implements.

Stages of Development and Reference Criteria				
Management Component	1	2	3	4
Structure: Delegation of Authority	The Director makes all significant decisions for every part of the organization.	Some decisions are made by senior staff, but there are no clear criteria for consistent, systematic delegation of authority.	There are clear criteria for delegation, but they are not always consistently observed when critical decisions must be made under pressure.	A formal system of delegation is established based on job responsibilities and is incorporated into position descriptions and policy manual; system is observed in management practice, regardless of the pressures of the moment.

4. Systems

Systems are the separate but interdependent parts that make up the organization. Each system usually represents a specific organizational function; the MOST instrument addresses six systems: the collection and use of information, supply management, financial management, sources of funds, planning, and human resources. Organizational systems answer the question, “*How does our organization carry out its activities?*”

The MOST process helps the organization assess its key systems. Are data routinely collected and analyzed? Is the resulting information used to support management functions and policy decisions? Does the logistics system function without external technical support? Is key financial information regularly used to plan and monitor programs and projects? Are revenue sources dependable over the long term? Is there a strategic plan which is monitored and revised periodically? Does the human resource system provide useful job descriptions, consistent rules and procedures, effective supervision, and a means of staff performance planning and review?

Stages of Development and Reference Criteria				
Management Component	1	2	3	4
Systems: Collection and Use of Information	The only systems for the collection and reporting of routine data are those required by external funders.	Standard formats for record-keeping and reporting exist, but data are often inaccurate and are rarely submitted on schedule; those who submit the data do not regularly get feedback.	Records are generally kept and reports submitted as required by funders, and regular feedback is given to those who submit the data, but information is rarely used for management decisions.	Information acquired from routine data collection is consistently used to support management functions and policy decisions.

	Stages of Development and Reference Criteria			
Management Component	1	2	3	4
Systems: Supply Management	There is no logistics system in place.	The logistics system allows the organization to record the inflow and outgo of stock.	The logistics system allows the organization to link supplies to utilization and to reduce losses caused by outdated or unused supplies.	The fully functioning logistics system is used to project future requirements and reduce gaps in inventory.
Systems: Financial Management	Financial accounting is single-entry only; costs are allocated by budget line items (e.g., inputs: salaries, utilities, materials).	Financial accounting is double-entry; costs are still allocated by inputs; financial reports are not used for costing analysis.	Financial system produces income/revenue data and cash flow analysis; costs are allocated by cost centers (e.g., products/outputs: service units, sets of services); financial reports are sometimes used for costing analysis.	Financial reports are consistently used for management decisions.
Systems: Revenues (Sources of Funds)	Organization operates with a single source of revenues, usually one large funder, whose mandates shape strategies and programs.	Organization has devised, but not yet implemented, a strategy for building a local constituency and obtaining some revenues from diverse sources.	Organization has built a local public constituency which results in significant revenues from clients and the local community; is also obtaining revenues from other new sources.	Organization has a long-term revenue-generating strategy, balancing diverse sources of funding; programmatic strategic plans are congruent with projected revenues and revised to conform to actual revenues.
Systems: Planning	Plans exist only for specific projects; goals and objectives are primarily set by funders; there is no integrated organizational plan or planning process.	Project plans are integrated into a larger annual organizational plan; goals and objectives are set by the organization, to concur with its mission and vision.	Strategic plan has been developed for 3-5-year period; plan is rarely referred to between strategic planning exercises; each new strategic plan is usually developed with only superficial reference to prior plan.	Strategic plan is followed and monitored; it serves as the framework for annual plans; development of each new strategic planning exercise begins with careful analysis of successes and failures in adhering to prior plan.
Systems: Human Resources	Organization does not have job descriptions; there are no written personnel policies and procedures (for hiring, orienting, training, monitoring staff performance, handling grievances).	Job descriptions have been written for key personnel; personnel policies and procedures are being developed.	Job descriptions have been written for all levels of staff; personnel policies and procedures have been written and disseminated to all staff.	Job descriptions are regularly reviewed and revised to maintain accuracy and relevance to actual work; all managers use the same policies and procedures for hiring, orienting, training, monitoring staff performance, handling grievances; planning and review systems are used to motivate performance.

THE MOST WORKSHOP

Workshop Description

MOST is applied through a structured workshop in which a cross-section of the organization's staff and board participate. Over 3-to-3 ½ days, the facilitator helps participants pool their individual and collective experience and knowledge to achieve the products of the workshop: a better picture of the current management status of their organization and a plan for moving further along the management development continuum in each management category.

The objectives of the workshop are for the participants to:

1. Use the MOST self-assessment instrument to understand the essential management components and their stages of development.
2. Carry out a collaborative analysis of the present status of development of management components in their organization.
3. Identify target indicators to serve as measures of progress toward a higher stage of development.
4. Identify strategies and activities to support this progress, and develop an action plan for their implementation.

Ideally, the workshop should include between 16 and 25 participants. Fewer than 16 participants limits the richness of organizational experience; more than 25 requires more time for integrating small-group products into consensus outputs and strains the the 3-3 ½ day format. The participants must include key senior staff and a mix of other stakeholders; for example, board members, regional staff, and service providers.

The workshop is divided into three modules, detailed on pages 19-21. An illustrative workshop agenda is found on page 18. The general sequence of the workshop is:

OPENING

- Facilitator summarizes the workshop content, anticipated outcomes, and process. S/he introduces and participants discuss the concepts of management and sustainability; the relationship of the MOST process to these concepts; and the .
- Facilitator explains and demonstrates the MOST instrument, with emphasis on the meaning and importance of indicators.

MODULE I

- Each participant uses the instrument for an initial individual assessment, scoring each management component according to the reference criteria for each stage of development, and specifying indicators to justify each choice.
- Small groups share individual assessments, negotiate a consensus score for each management component, and agree on indicators to support their decision. In plenary, small groups share their results, and the entire group comes to consensus on the current stage of development for each component: a snapshot of the organization's management status at this time.

MODULE II

- In plenary, participants review stages of development and indicators.
- Small groups identify target indicators for each component that will provide evidence of progress towards a higher level of management development. In plenary, small groups share their work, and the entire group agrees on one or two target indicators for each component.
- Small groups generate the actions that will help the organization reach the target indicators.

MODULE III

- In plenary, participants review small-group activities and consider the resources needed to carry out each.
- Participants divide into new groups to develop an action plan for each set of activities. They then pool their proposed plans and come up with an organization-wide action plan.
- In plenary, participants propose follow-up activities that could help them maintain and enhance the MOST process.

Workshop Products

At the end of the workshop, the participants will have produced:

- A collective assessment of the current status of development of the 12 key management components;
- An agreed-upon set of target indicators which would represent improvement for each component;
- A set of activities for reaching the target indicators, categorized as:
 - Activities which the organization can implement without additional assistance or significant resources
 - Activities for which the organization would need outside technical support
 - Activities for which the organization would need additional resources;
- An action plan for implementing the selected activities;
- A list of possible activities for following up on the MOST workshop.

SUGGESTED AGENDA: MANAGEMENT DEVELOPMENT ASSESSMENT WORKSHOP, 8-11 SEPTEMBER, 199-

Hour	Wednesday	Thursday	Friday	Saturday
9:00-12:30 (10:15-Break)	OPENING Introduction of participants Objectives and expectations for workshop MODULE I Why interest in management? Essential components, functions and importance, link with sustainability Measuring organizational progress: stages of development: criteria/indicators MOST process: achieving consensus as vs. voting	MODULE I, continued Continuation of assessment Small group work Plenary--Presentations from small work groups Identification of consensus indicators and scores for each management component MODULE II Identification of target indicators for next level of development	MODULE III Action Plan Plenary--Identification of resources needed for each activity; discussion of implications for organization; agreement on activities to be implemented within a given time frame Small group work-- Preparation of action plan for activities	Development of follow-up activity plans
12:30-1:30	Lunch	Lunch	Lunch	
1:30-4:00 (2:30-2:45 Break)	Application of MOST management assessment instrument Individual work; small group work: consensus on scores and indicators Plenary--Review progress and discuss problems	Small group work Determination of strategic options/activities which would move organization to the next stage of development Plenary	Plenary--Presentation and synthesis of action plans	

THE WORKSHOP MODULES

MODULE I: WHERE ARE WE? ASSESSING THE STATE OF DEVELOPMENT OF KEY MANAGEMENT COMPONENTS

Objectives

At the end of this module, participants will have :

- Explored the meaning of the 12 essential components of management;
- Recognized the relationship between effective management and sustainability;
- Generated consensus on the organization's current status in relation to each management component;
- Formed an effective team that cuts across organizational divisions and draws on the contributions of each member.

Suggested Duration: 1-1.5 days

Summary

To reach these objectives, each participant, working independently, uses the MOST instrument to generate an initial assessment of the organization's status along the development continuum in relation to the 12 management components. These individual assessments include a score for each component and one or two indicators to support that score. The participants then engage in a series of small-group and plenary discussions in which they negotiate and reach consensus on the development stage and indicators that most accurately reflect the organization's current status vis-a-vis each management component.

MODULE II: WHERE ARE WE HEADED?
DETERMINING TARGET INDICATORS, STRATEGIC OPTIONS, AND POTENTIAL ACTIVITIES FOR
MOVING TOWARDS THE NEXT STAGE OF DEVELOPMENT

Objectives

At the end of this module, participants will have :

- Agreed on one or two target indicators for each management component;
- Determined the activities needed to reach the target indicators.

Suggested Duration: 1 day

Summary

The participants review the scores and indicators produced in Module I. They then work in small groups to identify one or two target indicators for each management component: indicators that will provide convincing evidence of progress towards a higher level of development. (The emphasis is on small but clearly visible changes—changes which do not always produce a higher numerical score but which may strengthen the current score by adding to the existing reference criteria.) Still in small groups, the participants propose activities that are needed to reach the target indicators.

**MODULE III: HOW WILL WE REACH OUR TARGETS?
DEVELOPING AN ACTION PLAN FOR CARRYING OUT THE ACTIVITIES NEEDED FOR
MANAGEMENT IMPROVEMENT**

Objectives

At the end of this module, participants will have :

- Identified the internal and external resources needed to carry out each activity agreed on in Module II;
- Prepared a simple action plan;
- Identified possible activities for following up on the MOST workshop.

Suggested Duration: 1 day

Summary

In plenary, the participants review the activities proposed by the small groups and reach consensus on the activities they will undertake as an organization to reach their target indicators. In coming to the final list of activities, they carefully consider the resources needed to carry out each activity and the extent to which these resources exist or can be found within or beyond their organization. They classify activities as:

- Those which the organization can implement without additional assistance or significant resources
- Those for which the organization would need outside technical support
- Those for which the organization would need to seek additional resources.

The rest of the module is devoted to the development of an action plan that delineates the relevant management component; target indicator and strategy; activities; human, financial, and material resources required to carry out activities; people responsible; and approximate time for undertaking and completing the activities. Finally, the participants consider follow-up activities that could help them maintain and enhance the MOST process. Typical follow-up activities might include:

- Sharing MOST findings with relevant stakeholders within and beyond the organization;
- Monitoring progress on the action plan and revising the plan if needed;
- Seeking more information and conducting intensive self-assessments on specific management components that are of concern to the participants;
- Conducting another MOST workshop a year or so later to assess the status of the organization vis-a-vis the target indicators and, if appropriate, to select new target indicators, strategies, and activities for the following year;
- Obtaining technical assistance as desired for any of these activities.

Workshop Activity	Facilitator's Role	Resources Required	Facilitator's Notes/Comments
<p>Measuring Management Development: the MOST Instrument</p> <ol style="list-style-type: none"> 1. Presentation of the structure of the MOST instrument: <ul style="list-style-type: none"> - The essential components of management - How do organizations progress?--Stages of development - How can we measure progress?--Using reference criteria, specifying indicators. 2. Understanding the MOST instrument. 3. More about indicators. 	<p>Distribute MOST instrument.</p> <p>Distribute and discuss handouts with definitions and descriptions of each management component.</p> <p>Walk the group through the instrument.</p> <p>Define indicators, give examples, provide handouts. Conduct mini-exercise on indicators, drawing examples from the group, first from unrelated areas (indicators of wealth, or education, or power, for example) and then related to the MOST reference criteria and. Post the examples on a flip chart and display it for the duration of the workshop, to serve as ongoing reinforcement of the participants' understanding.</p>	<p>MOST instrument for each participant</p> <p>Handouts on components</p> <p>Overheads or flip charts if desired</p> <p>Handouts on indicators taken from page 9 of this Guide</p>	

Workshop Activity	Facilitator's Role	Resources Required	Facilitator's Notes/Comments
<p>Application of MOST</p> <ol style="list-style-type: none"> 1. Introduction to the exercise. 2. Independent work: Each participant completes the MOST instrument in reference to the current status of the organization, deciding on the appropriate score (phase) for each management component and identifying one indicator for each decision. 	<p>Explain: This is a staged exercise directed at giving all participants the experience of applying MOST individually to their organization and building on that experience to develop a shared sense of the current stage of development of key management components in the organization.</p> <p>Clarify: The “score” shows that the organization meets all the reference criteria for a given phase. Assure participants they can skip areas where they have no knowledge. Provide any guidance needed, answer questions.</p>	<p>MOST instrument for each participant</p>	

Workshop Activity	Facilitator's Role	Resources Required	Facilitator's Notes/Comments
<p>3. Small group work #1: In groups of 4 or 5, participants review individual scores and indicators proposed by each group member. Together they discuss any divergent scores and begin to seek a consensus score and indicators for each component.</p> <p>4. Plenary discussion #1: Participants reassemble and discuss the problems they encountered in scoring, specifying indicators, and deriving consensus scores for each management component.</p>	<p>To expose participants to varied perceptions, form new small groups that include persons from different parts of the organization. Circulate among groups, offering guidance and clarification where necessary.</p> <p><i>Note:</i> Emphasize that the consensus score is achieved by listening, discussing, sharing evidence, and reaching agreement on what is the truth about each component. Consensus is not a vote: every member of the group must be able to live with and support the group's decision.</p> <p>Bring participants back into plenary after they have had enough time to experience the frustrations of seeking consensus, particularly on the selection of indicators. Use this session to clear up areas of confusion, returning to the discussion of indicators if necessary.</p>		

Workshop Activity	Facilitator's Role	Resources Required	Facilitator's Notes/Comments
<p>5. Small group work #2: New small groups return to the task of seeking consensus scores and indicators. They complete the Assessment Consensus Form.</p> <p>6. Plenary discussion #2: Participants review new sets of indicators and scores; they negotiate and agree on indicators and scores for each component.</p>	<p>Reconfigure small groups so that each participant is working with a new group. Again, circulate and offer guidance as needed.</p> <p>Guide discussion to help participants negotiate their differences and reach consensus. Remind participants that the results of this process will provide the input for the work of Module II.</p>	<p>Assessment Consensus Form for each group</p> <p>Flip chart</p>	

MODULE II

Workshop Activity	Facilitator's Role	Resources Required	Facilitator's Notes/Comments
<p>Target Indicators</p> <ol style="list-style-type: none"> 1. Plenary review of current indicators and scores produced in Module I. 2. Small group work: Referring to current indicators, each group identifies one or two target indicators for each management component: indicators that will provide convincing evidence of progress towards a higher level of development. <p>Activities</p> <ol style="list-style-type: none"> 1. Small group work #3: Identification of all key activities required to reach target indicators. 	<p>Guide small groups in thinking through each activity, identifying and sequencing all the steps involved in carrying it out.</p>	<p>Flip chart</p>	

Workshop Activity	Facilitator's Role	Resources Required	Facilitator's Notes/Comments
<p>3. Small group work: Preparation of action plans.</p>	<p>Divide participants into new groups and allocate agreed activities among groups.</p> <p>Assist each group in preparing an action plan that includes: the relevant management component; target indicator; activities; human, financial, and material resources required to carry out activities; people responsible; and approximate time for undertaking and completing the activities.</p>	<p>Blank action planning forms</p>	

Workshop Activity	Facilitator's Role	Resources Required	Facilitator's Notes/Comments
<p>MOST Follow-up</p> <p>Plenary discussion of activities for following up MOST workshop.</p>	<p>Guide participants in deciding on the degree and kind of follow-up they think they will need. Typical follow-up activities might be:</p> <ul style="list-style-type: none"> - Sharing MOST findings with relevant stakeholders within and beyond the organization - Monitoring progress on the action plan and revising the plan if needed - Seeking more information and conducting intensive self-assessments on management components that are of concern to the participants - Conducting another MOST workshop in a year or so to assess status of the organization vis-a-vis the target indicators and, if appropriate, select new target indicators, strategies, and activities for the following year; - Obtaining technical assistance as desired for any of these activities. 		

GLOSSARY¹

Institutional Development

A process of implementation of organizational and management changes which increases the ability of the institution to continue effective performance in the face of changes in its operating context. Changes of importance would include loss of a major source of revenue, market shifts, changes in leadership, etc.

Sustainability

The ability of an organization to continue effective performance in the face of changes in its operating context. For purposes of the current application, reduced dependency on the support of funders is of critical interest.

Stages of development

Positions on a continuum of progress toward sustainability for which unique (not applicable to other defined positions) institutional attributes can be unambiguously described and observed.

Management Components

The basic elements used to analyse the way an organization functions. The four basic management components are mission, strategy, structure, and systems.

Reference Criteria

Descriptions of attributes of management components (or subcomponents) which are explicitly and uniquely associated with a specific stage of development. The reference criteria define the properties of the stages.

Indicators

Observable attributes of an organization which demonstrate that the institution meets a specific reference criterion

The Instrument

A document which specifies the reference criteria associated with each of the management components at each stage of development. The instrument is used by entering or mapping the current status of each institution with respect to each of the management components and specifying the indicator used to make that determination.

¹The above definitions relate to the Organizational Development/Sustainability Status (ODSS) assessment instrument. They are consistent with the more general definitions in *Family Planning Management Terms: A Pocket Glossary in Three Languages*. Family Planning Management Development Project, Management Sciences for Health. Boston 1995

Mission

A formal declaration of the reason for the existence of the organization which explains the

Strategies

Principle lines of action used by the organization to support carrying out of the mission.

Structure

The organizational arrangements with respect to the distribution of authority, responsibilities associated with different positions, and communications.

**MANAGEMENT AND ORGANIZATIONAL SUSTAINABILITY TOOL (MOST)
ASSESSMENT CONSENSUS FORM**

Management Component	Reviewer	Reviewer	Reviewer	Reviewer	Reviewer	Consensus Score

Management Component	Reviewer	Reviewer	Reviewer	Reviewer	Reviewer	Consensus Score

[Insert Action Plan form here]