

# RK&A

PLANNING & ORGANIZATIONAL DEVELOPMENT WORKSHOPS

## PLANNING FOR IMPACT

**Workshop 1:** Clarifying Intended Impact

*To assist leadership and staff in clarifying the organization's intended impact.*

**Workshop 2:** Institutional Alignment

*To guide organizations to align their practices and resources to support their intended impact.*

**Workshop 3:** Reflective Assessment

*To train leadership and staff to integrate reflective assessment into their practice.*

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## To What End?

Workshop 1

### Clarifying Intended Impact

#### PURPOSE

Assist leadership and staff in clarifying the organization's intended impact. This workshop addresses the question, "To what end do we carry out our work"?

#### OVERVIEW

An organization's intended impact describes what it aspires to achieve and defines the ultimate effect on the public it serves. Inspirationally, intended impact represents the essence of the institution and reflects the deepest passions of its staff. Pragmatically, achieving impact requires staff to focus on results.

In an environment of limited resources and heightened accountability, clarifying intended impact helps leaders prioritize their actions to achieve desired outcomes. A clear statement of intended impact provides a focus for decision making.

Clarifying intended impact requires professionals to identify and articulate the relevant, desirable results that their organization seeks to achieve over a period of time. It involves responding to the question, *To what end* do we carry out our work? While the mission statement is our starting point, the process may result in rediscovering the organization's mission.

#### GOALS

- Define the purpose, value, and process of clarifying intended impact
- Address the question, *To what end* do we carry out our work?
- Link personal connections and individual passions among leadership and staff to the organization's mission
- Identify the organization's distinct characteristics and clarify its primary audiences
- Define intended impact



## Doing Less to Achieve More

Workshop 2

### **Institutional Alignment**

#### **PURPOSE**

Guide leadership and staff to align their practices and resources to support their organization's intended impact. In this workshop we address the question, "How does doing less achieve more"?

#### **OVERVIEW**

Institutional alignment is achieved when professionals examine and alter their practices, programs, and resources in the context of its intended impact. When practices and resources are aligned, the organization operates deliberately and with greater efficiency and effectiveness; decisions drive toward a meaningful end. Clarifying intended impact is a prerequisite to institutional alignment.

Institutional alignment is one strategy for alleviating the frenzy to always do more. While it is possible to continually create more and more programs, it is not sustainable. Knowing how to align practices and resources with intended impact is a sustainable, results-orientated strategy.

Aligning practices and resources with the organization's intended impact requires discipline. Leaders must determine which programs yield the greatest impact, so they can decide what to do and what *not* to do. In implementing this difficult, yet important, strategy, staff may realize that *doing less* allows them to *achieve more*.

#### **GOALS**

- Define the purpose, value, and process of aligning the organization's practices and resources with its intended impact
- Build a common understanding among professionals of the positive implications of *doing less to achieve more*
- Identify what work aligns with impact, what work should change, and what work the organization should stop doing
- Train professionals to use a decision-making methodology for determining which programs support the organization's intended impact

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## *Taking Time to Reflect*

### Workshop 3 **Reflective Assessment**

#### **PURPOSE**

Train leadership and staff to integrate reflective assessment into their practice. In this workshop we address the question, “How can taking time to reflect improve practice and help the organization achieve its intended impact”?

#### **OVERVIEW**

Reflective assessment involves periodically reviewing and analyzing staff’s work, including programs, exhibitions, and procedures, in the context of the organization’s intended impact. Reflective assessment supports purposeful learning among staff—individually and collectively—and advances institutional learning.

Reflective assessment constitutes one way for practitioners to learn what worked, what did not, and why. Learning through practice is necessary to continually improve and use resources effectively. Most important, reflection builds a shared understanding among staff around the organization’s intended impact.

Reflective assessment requires discipline, a commitment to integrating periodic assessment into regular routines and processes, and an open environment that invites questioning. Above all, practitioners learn the value of *taking time to reflect*.

#### **GOALS**

- Define the purpose, value, and process of reflective assessment
- Introduce reflection methods that are feasible and meaningful
- Train professionals in how to continually learn from programmatic success and failure
- Collectively identify ways to integrate reflective assessment into the organization’s practice, departmentally and organizationally

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## **WORKSHOP USE AND CONTEXT**

Our workshops provide professional and organizational development toward the goal of pursuing impact. We often lead workshops as the foundation to institution-wide planning or organizational-development projects including strategic planning, preparation for expansion, and organizational-change initiatives.

Using the workshops as a platform, we develop a customized scope of work that responds to each organization's unique needs. We also offer working sessions for small groups so we can facilitate applying workshop concepts to practice.

## **WORKSHOP PROCESS**

We recommend inviting a diverse group of up to 25 leaders and staff members from across the organization to participate in the workshops. Participants may include board members, directors, staff, and community constituents or partners. From our experience, this approach maximizes professional *and* organizational development. The workshops may also be tailored to benefit a single department.

Preparatory work includes an extensive planning discussion with the project team. We provide in advance a preparatory reading assignment with the workshop agenda. After the workshop, we develop a summary learning report developed in PowerPoint for broad dissemination and a list of additional resources. We also lead a reflective discussion to review the summary report.

Each one-day workshop includes a combination of presentations, facilitated discussions, and small- and large-group exercises. The workshops are available separately or as a series. Workshop 1 (Clarifying Intended Impact) is a prerequisite, however, for Workshop 2 (Institutional Alignment).

## **Client Reflection**

*“The Burke Museum contracted with RK&A for institutional alignment and vision work as part of the early stages of our expansion planning process. . . . Our work with RK&A has gone far beyond their promised learning deliverables and it has fundamentally changed the way we work and communicate as an institution. They have given us a shared language and focus on the impacts we want to achieve, which has not only helped us get ready for next steps of our expansion planning but also—and more importantly—feel confident that we are going about it in a rational, defensible, and sustainable way.”*

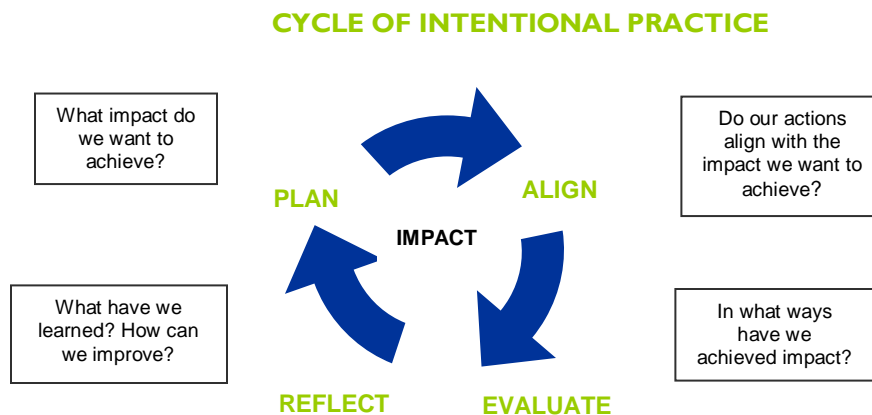
**Julie Stein, PhD**  
**Director, Burke Museum of Natural History and Culture, Seattle, WA**

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## UNDERLYING THEORY TO OUR WORKSHOPS

To achieve success in this century, we believe cultural organizations must be intentional in their practice by continually clarifying their impact, aligning all practices and resources to achieve their impact, measuring impact, and learning from practice to strengthen their ongoing planning and actions. As a result, leaders must strengthen their organization and continuously pursue impact.

The foundation of our ideas is the cycle of intentional practice, which depicts an aspirational work cycle with four interconnected and continual steps that are guided by four related questions:



We have developed this series of workshops to help professionals become more intentional in their practice. These workshops inspire professionals to place the organization's impact at the center of daily work and decision making. They demonstrate ways to align practices and resources with impact. The workshops also encourage professionals to continually learn from their successes and failures, thus strengthening the organization and its ability to achieve its intended impact.

We designed these workshops to develop stronger, impact-driven organizations while supporting professionals as they pursue lifelong learning in their daily work.



**RANDI KORN & ASSOCIATES, INC.**

Randi Korn & Associates, Inc. (RK&A) is a planning, evaluation and research firm dedicated to guiding professionals in improving practice to achieve impact. Over the past two decades, we have learned from the hundreds of evaluations we have conducted for cultural organizations of all types and sizes. We have worked with children's museums; museums of science, art, and history; and botanical gardens, zoos, and aquaria. Underscoring our commitment to helping cultural organizations pursue intentional practice and evaluate their impact on the public, Randi Korn wrote an article published in *Curator: The Museum Journal* that states the case for holistic intentionality.

**CONTACT US**

For more information about the Planning for Impact workshops or our Building Evaluation Capacity workshops, please contact us directly by phone or e-mail. A copy of Randi's article "The Case for Holistic Intentionality" is available by clicking here:

[http://randikorn.com/docs/the\\_case%20for\\_holistic\\_intentionality\\_042007.pdf](http://randikorn.com/docs/the_case%20for_holistic_intentionality_042007.pdf)

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