

Chappaqua Workgroup: Organizational Development

Chappaqua Organizational Building Blocks, NVA 2017

Item	Beginning	Implementing	Mastering
<p>Leadership</p>	<ul style="list-style-type: none"> Leaders provide feedback to others. Leaders recruit new volunteers and ensure that required trainings are completed on an annual basis. Leaders collaborate with AFS-USA staff. Leaders set goals for their team. 	<ul style="list-style-type: none"> Leaders put in place feedback systems which gather input from a wide swathe of volunteers. Leaders nurture successors and build intentionality into the delegation of tasks in order to groom others for leadership roles. Leaders collaborate with AFS staff members and others on their team. Leaders identify desired outcomes and create a written approach to measure progress toward goals. 	<ul style="list-style-type: none"> Leaders routinely analyze volunteer feedback in an intentional and meaningful way to improve their team. Leaders mentor successors and actively seek out leadership opportunities for upcoming leaders. A collaborative working relationship exists among leaders, volunteers and AFS-USA staff. Leaders are flexible and creative in their approaches to leadership and have a clear focus on continuous improvement to reach desired outcomes.
<p>Roles & Responsibilities</p>	<ul style="list-style-type: none"> Team roles are filled with trained volunteers based on roles and tasks that are vital to meeting the team's goals. 	<ul style="list-style-type: none"> Teams match volunteers to tasks and roles they find interesting and meaningful. Volunteers complete tasks in a timely manner. 	<ul style="list-style-type: none"> Teams have a clear organizational chart which articulates who is responsible for various roles. Team members use best practices to fulfill roles and responsibilities.
<p>Planning & Goal Setting</p>	<ul style="list-style-type: none"> Our team reviews past performance indicators found on the AFS dashboard. Our team has a formal planning meeting each year. Team leaders stay informed of national goals. 	<ul style="list-style-type: none"> Our team analyzes changes in performance indicators to gain a clearer understanding progress. Our team seeks ways to identify new approaches and demonstrates a sense of openness to try new ideas and strive for inclusion. Team leaders share and reference national goals with other team members when planning and setting goals. 	<ul style="list-style-type: none"> Our team uses indicator data to identify areas of strength and areas for continuous improvement when planning and setting team goals. Our team gains perspective of a team vision by including a variety of sources when planning, including both long-term and new volunteers. Our team seeks alignment with national goals, including synchronization with the organizational calendars.

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<p style="text-align: center;">Communication</p>	<ul style="list-style-type: none"> • Strong communication exists among volunteers to relay information among themselves and others. • Our team values social engagement and encourages input from others. 	<ul style="list-style-type: none"> • Our team uses a variety of communication channels and knows which approach is most effective with specific audiences/ constituencies. • Our team draws input from all corners of our constituencies including school communities and is constantly improving what we do and how we do it by having a broad circle of input. 	<ul style="list-style-type: none"> • Our team has a clear plan regarding who communicates with whom about which subjects and at what pacing or interval (aligned with programmatic activity and national planning pictures). • Leaders monitor input from volunteers and community partners. Input is presented in team meetings in order to assess progress and discuss new ideas that could benefit the team.
<p style="text-align: center;">Climate</p>	<ul style="list-style-type: none"> • Our team strives to build a diverse volunteer base. • Our team leaders engage in the practice of showing appreciation toward volunteers. • Our team has a presence in the community and various social circles. 	<ul style="list-style-type: none"> • Our team recognizes the benefits of diverse members and creates a fun and inclusive environment for all. • Volunteers recognize one another and value the important role that each person plays in helping our team evolve. Team leaders identify volunteers for AFS awards. • Our team is intentional and proactive about including new people and finding ways to reach out beyond those already engaged. 	<ul style="list-style-type: none"> • Our team composition reflects a wide range of ages, ethnicities, socio-economic groupings, gender, faith, and perspectives. • Our team systematically plans for meaningful recognition and appreciation of volunteers and other supporters in order to foster an atmosphere of mutual appreciation in the team. • Our team creates social activities that are not only about AFS programmatic activity but also help to build rich social bonds between and among volunteers.