

BEYOND GOOD INTENTIONS

For leaders who dare to see life and community whole. SELF ASSESMENT is a process of organizational Self Discovery. It is a discussion about the future and how your organization will shape it, and intellectual and emotional adventure-for mind and hearts are involved. It is designed to guide and focus this journey into the future with Peter Drucker's Five Most Important Questions: what is your mission? Who is your customer?, What does the customer value?, What are your results?, What is your plan?



WHY YOUR ORGANIZATION EXISTS HOW IT WILL CHANGE LIVES.



HOW IT WILL MAKE A BIG
TRANSFORMATIONAL DIFFERENCE



HOW YOU WILL FOCUS ON EXCELLENCE IN PERFORMANCE. WHAT YOU MUST DO TO DELIVER



ASSESSING HOW TO BE: HOW TO DEVELOP QUALITY, CHARACTER, MIND SET, VALUES AND COURAGE



INTRODUCTION

Social sector institutions are Hellas resounding success story. They are central to the quality of life, central to citizenship and the Hellenism spiritual values.



The pressure for effective community service will only grow as society continues through a period of sharp transformation



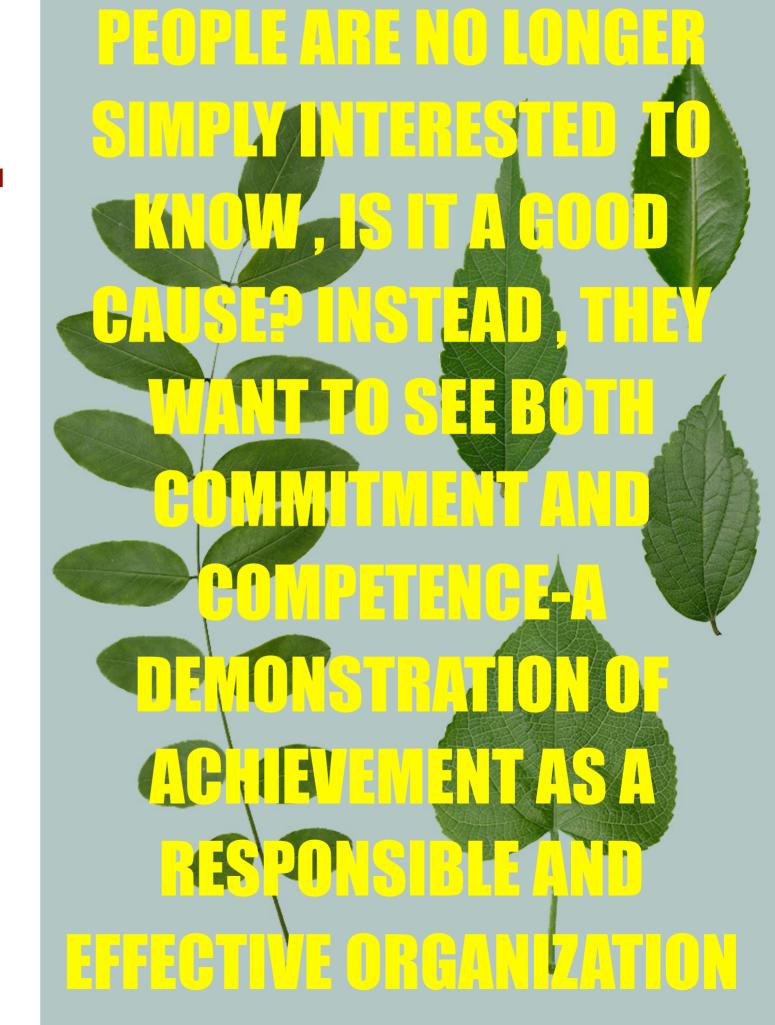
Out of the need for personal involvement, the number of Hellenes who volunteer will increase as well



The social sector organization is fast becoming the new center of social action, of active commitment, and of meaningful contribution



An accomplished fact in today's environment, and a very healthy one, is the requirement that social sector organizations be accountable. Changed lives is is the non profits "bottom line". Each mission must be thought through in terms of results, and the organization must document the difference that is made in society and in the lives of individuals



THE SELF ASSESSMENT PROCESS IS A METHOD FOR ASSESSING WHAT YOU ARE DOING, WHY YOU ARE DOING IT, AND WHAT YOU MUST DO TO IMPROVE AN ORGANIZATION'S PERFORMANCE.

IT ASKS THE FIVE ESSENTIAL QUESTIONS: WHAT IS YOUR MISSION?, WHO IS YOUR CUSTOMER, WHAT DOES THE CUSTOMER VALUE? WHAT ARE OUR RESULTS? AND WHAT IS OUR PLAN?

SELF ASSESSMENT LEADS TO ACTION AND LACKS MEANING WITHOUT IT.

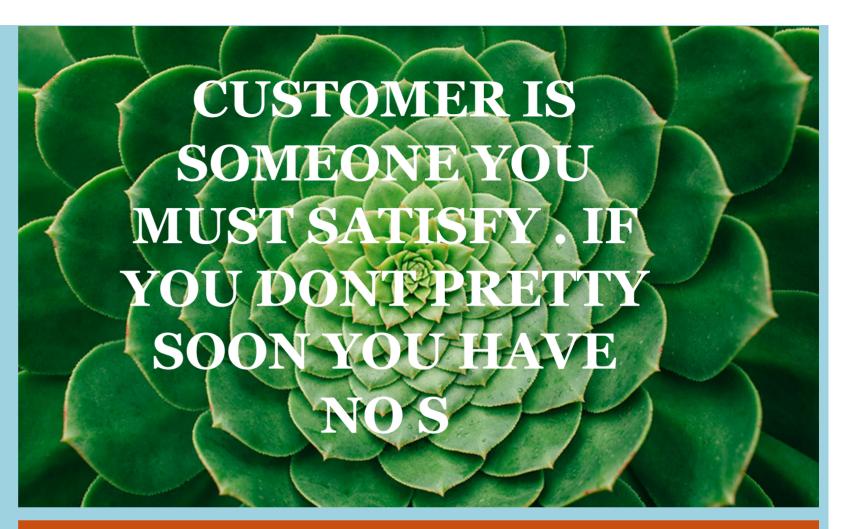
TO MEET GROWING NEEDS AND SUCCEED IN A TURBULENT AND EXACTING ENVIRONMENT, SOCIAL SECTOR ORGANIZATIONS MUST FOCUS ON MISSION, DEMONSTRATE ACCOUNTABILITY, AND ACHIEVE RESULTS

YOU CANNOT ARRIVE AT THE RIGHT DEFINITION OF RESULTS WITHOUT SIGNIFICANT INPUT FROM YOUR "CUSTOMERS" -AND PLEASE DONT DEBATE OVER THAT TERM.

IN BUSINESS, A CUSTOMER IS SOMEONE YOU MUST SATISFY. IF YOU DONT, YOU HAVE NO RESULTS.

AND PRETTY SOON YOU HAVE NO BUSINESS. IN A NONPROFIT ORGANIZATION, WHETHER YOU CALL THE CUSTOMER A STUDENT, PATIENT, MEMBER, PARTICIPANT, VOLUNTEER, DONOR OR ANYTHING ELSE, THE FOCUS MUST BE ON WHAT THESE INDIVIDUALS AND GROUPS VALUE-ON SATISFYING THEIR NEEDS, WANTS AND ASPIRATIONS.

THE DANGER IS ACTING ON WHAT YOU BELIEVE SATIFIES THE CUSTOMER. YOU WILL INEVITABLY MAKE WRONG ASSUMPTIONS. LEADERSHIP SHOULD NOT EVEN TRY TO GUESS AT THE ANSWERS; IT SHOULD ALWAYS GO TO CUSTOMERS IN A SYSTEMATIC QUEST FOR THOSE ANSWERS



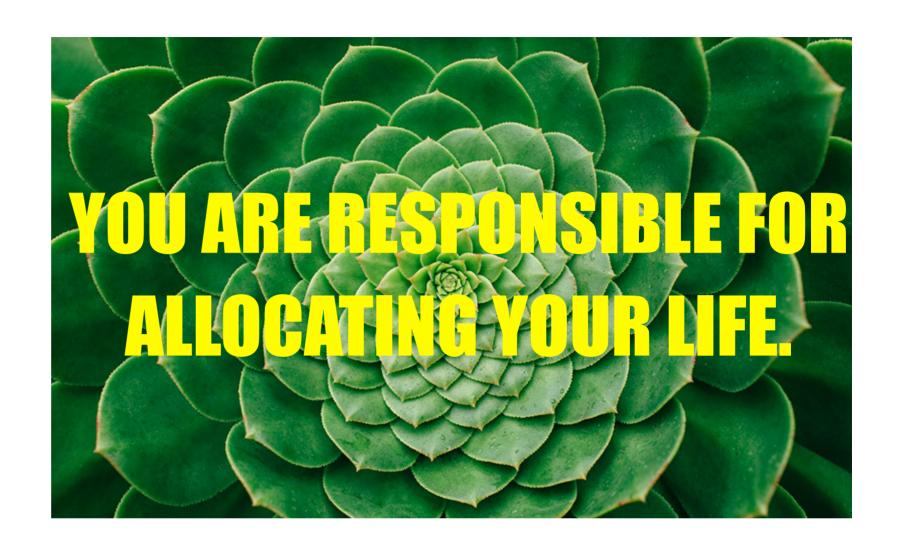
WHEN YOU FOLLOW THE SELF ASSESSMENT PROCESS THROUGH TO ITS COMPLETION, YOU WILL HAVE FORMULATED A PLAN. PLANNING IS FREQUENTLY MISUNDERSTOOD AS MAKING FUTURE DECISIONS BUT DECISIONS EXIST ONLY IN THE PRESENT. YOU MUST HAVE OVERARCHING GOALS THAT ADD UP TO A VISION FOR THE FUTURE, BUT THE IMMEDIATE QUESTION THAT FACES THE ORGANIZATION IS NOT WHAT TO DO TOMORROW. THE QUESTION IS, WHAT MUST WE DO TODAY TO ACHIEVE RESULTS? PLANNING IS NOT AN EVENT. IT IS A CONTINUOUS PROCESS OF STRENGTHENING WHAT WORKS AND ABADONING WHAT DOES NOT, OF MAKING RISK TAKING DECISIONS WITH THE GREATEST KNOWLEDGE OF THEIR POTENTIAL EFFECT, AND OF SETTING OBJECTIVES, APPRAISING PERFORMANCE AND RESULTS THROUGH SYSTEMATIC FEEDBACK, AND MAKING ONGOING ADJUSTMENTS AS CONDITIONS CHANGE

YOUR ORGANIZATION
COMMITMENT TO SELF
ASSESSMENT IS A COMMITMENT
TO LEADERSHIP DEVELOPMENT.

YOU HAVE VITAL JUDGMENTS AHEAD: WHETHER TO CHANGE THE MISSION, WHAT OPPORTUNITIES MATCH YOUR COMPETENCE AND COMMITMENT, HOW YOU WILL BUILT COMMUNITY AND CHANGE LIVES.

SELF ASSESSMENT -THIS CONSTANT RESHAPING, CONSTANT REFOCUSING -IS THE FIRST ACTION REQUIREMENT OF LEADERSHIP.

THE QUESTION MUST
CONTINUALLY BE ASKED, WHY
DOES THE ORGANIZATION
EXISTS? WHAT IN THE END DO
WE WANT TO BE REMEMBERED
FOR?



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