



Developing people developing organizations.

Welcome to the web site of Hyman Associates.

Hyman Associates is dedicated to meeting the management needs of nonprofit agencies and associations. If you are like most nonprofits, it is a constant struggle to maximize the quality of services and minimize costs in a continually changing environment.

Forward thinking organizations know they must raise their profile with government and other funders. Non profits find it helpful to discuss approaches that can be successful with an experienced consultant.

Hyman Associates specializes in helping senior managers define the problems and develop solutions to complex interpersonal relationships, organizational problems and government relations.

We tailor our services to meet the unique needs of our clients. Hyman Associates brings 20 years experience in developing solutions to problems that are cost effective, timely and within budget.

Please browse this web site to find out how your organization and staff can be more effective.

Contact Information:

If you have questions or want to discuss your situation please contact

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About Us

Our work is based on a deep commitment to service delivery and helping organizations achieve their objectives. Above all, we are flexible. Different clients need different things. One size does not fit all. Although we offer a variety of services we design each project to produce sustainable results for your agency or association.

Hyman Associates believes in working collaboratively with our clients and building on our clients knowledge and expertise in a way that builds confidence. Clients who work with us tell us that they feel more confident in implementing their plans.

We bring an in depth understanding of how nonprofit organizations work and the challenges they face. Our creative, innovative and practical solutions lead to greater organizational and interpersonal effectiveness. Hyman Associates is responsive, provides added value and will tailor a response to your issues that is within budget and achieves its purpose.

Valerie Elliott Hyman is the Managing Principal of Hyman Associates. Valerie has 20 years of experience in social services and health, and is known as an effective advocate, skilled in government relations. She is a conceptual, creative planner who can bring a vision to reality. She is experienced in managing and motivating teams of people.

Valerie has a post Masters Advanced Diploma in Social Work from the Faculty of Social Work University of Toronto and an Adult Education Diploma from the Ontario Institute of Studies in Education in addition to continuing education courses in adjudicating and mediating conflicts. .

From time to time Valerie involves other associates who are independent consultants and also have many years experience in the non profit sector.

Clients

A partial list of clients and typical assignments:

- ***Bereaved Families of Ontario***

Conducted an operational review to determine the need for a provincial organization and the relation of a Provincial office to thirteen affiliate offices.

- ***Canadian Association of Food Banks***

Developed a government relations plan, and wrote the 2004 Hunger Count, a research document on the status of hunger in Canada.

- ***Ontario Science Centre***

Analyzed board functioning, designed and delivered a process to improve effectiveness.

- ***Ontario Government***

Executed planning and team building sessions for political staff and provided conflict resolution for individuals and groups

- ***Ontario Federation of Cerebral Palsy***

Designed and implemented a province wide survey of consumer satisfaction with attendant care.

- ***Three Oaks Foundation***

Designed and implemented strategic planning for the Board of Three Oaks Foundation Women's Shelter in Cobourg, and developed operational plans with the Executive Director and senior staff.

- ***Brief Psychotherapy Centre for Women***

Designed and developed strategic and operational plans for Brief Psychotherapy Centre for Women and developed and implemented team building initiatives

- ***Ontario Association of Children's Rehabilitation Services (OACRS)***

Operated as a Chief Executive Officer of OACRS for ten years. Developed the organization of 20 Children's Treatment Centres in Ontario. OACRS became a leader in the field of government relations, and succeeded in obtaining a financial infusion of \$24 million annually for Children's Treatment Centres after a budget freeze of 9 years.

- ***Ontario Film Review Board***

Facilitated board meetings, designed a new organization structure and provided individual coaching.

Tips, Techniques and Strategies

Ten Steps to a More Effective Nonprofit Organization

What makes some organizations progress year after year and achieve their objectives? They move ahead creatively and dynamically and gain greater financial and volunteer support. Others do not. What makes the difference?

1. Vision

Successful nonprofits have a clear vision and concept of their organization in the future. It is a future that has been created and is shared by both staff and volunteers.

2. Values and Principles

Values are enduring beliefs about specific modes of conduct that are personally and socially preferable in an organization. Principles are statements that incorporate the values that describe the way the organization does business.

Values and principles include a series of assumptions about the way things work and the way decisions are made.

3. Mission

A well defined mission provides a focus for everything the organization does. The mission is a clear statement of what business the organization is in; a concise declaration of the purpose the organization is attempting to fulfill in society. The mission statement answers

- *What* function does the organization perform?
- *For Whom* does the organization perform this function?
- *How* does the organization go about fulfilling this function?

4. Planning

The organization has a clear strategic plan and an operational plan that spells out what key results the organization wants to achieve. It also includes measures of performance, action plans to address each key result area, identifies those people responsible for achieving the objectives and the target date.

5. Finances and Budgets

Effective organizations are clear about their finances, and make efforts to acquire multiple sources of funding to make their services possible. Budgets are based

on planning, which addresses the needs of the organization, the goals they want to achieve and their priorities.

6. Staff and Volunteers

Staff and volunteers are the heart of the organization. People more than anything else determine the quality and success of the organization. The highest priority of effective organizations is to attract and retain staff and volunteers with the skills and knowledge needed to achieve the purpose of the organization.

7. Teamwork

Teamwork needs to exist among staff and volunteers. Each person must readily inform others of what she or he is doing and meet in groups to learn from each other, pool ideas and work out next steps. Employees and volunteers are bound by a shared vision of service to clients rather than competing with each other.

8. Communications

Effective organizations work toward a shared common purpose and communication keeps staff, volunteers and specific constituents informed of what others are doing and how that may impact on their own work. Communication informs constituents about what activities the board and staff are undertaking on their behalf and reports to funders how their donations are being used and what is being accomplished through their support.

9. Evaluation

Leading organizations conduct evaluations of their services to determine what impact they have made on the needs of the people they serve. They also may conduct internal evaluations of staff and volunteers, and utilize outside expertise to conduct an analysis and report.

10. Ethics

Non profits must be committed to the highest ethical standards. They require honesty and integrity in every element of their operation. Decisions are influenced by personal values and goals. In working to resolve differences and arrive at agreements, effective organizations have found it necessary for volunteers and staff to understand the uniqueness of non profits and how they differ from business and government.

Peter Drucker, wrote an article in *Harvard Business Review*, *What Business Can Learn from Nonprofits* .in which he states that “non profit organizations realize that good intentions are no substitute for organization and leadership, for

accountability, performance and results". He adds that nonprofits have good management precisely because they don't have a bottom line, and because they concentrate on getting results as they define and meet the mission of the organization.

Notes on Organizational Change

- Change is more rapid, more turbulent and more unpredictable than ever before. Any one who has been involved with change knows one of the major obstacles is people's natural resistance to change. Peter Senge, in his book *The Fifth Discipline: The Art and Practice of the Learning Organization* writes that people both fear and seek change. An organization change consultant whom Senge quotes puts change in this perspective: "People don't resist change. They resist being changed". Success means getting people to choose change rather than resist it.
- A recent article on change stresses that leaders can make change happen only if they have a coherent strategy for persuasion. The impressive turn around at a world-renowned teaching hospital shows how to plan a change campaign – and carry it out. See *Change Through Persuasion* by David A. Garvin and Michael A. Roberto *Harvard Business Review* February 2005 www.hbr.org

Government Relations for Non Profit Agencies and Associations

All non profits depend in one way or another on government funding. Organizations need a communications plan to make the public aware of the services that the organization offers and to inform government whether Federal, Provincial or Municipal about the work they are funding. Government needs to know how the work of the organization is related to government responsibilities, services and finances. A government relations plan will prompt you to alert government officials about needs and can suggest what actions are required to address those needs.

What you Need to Know about Advocacy

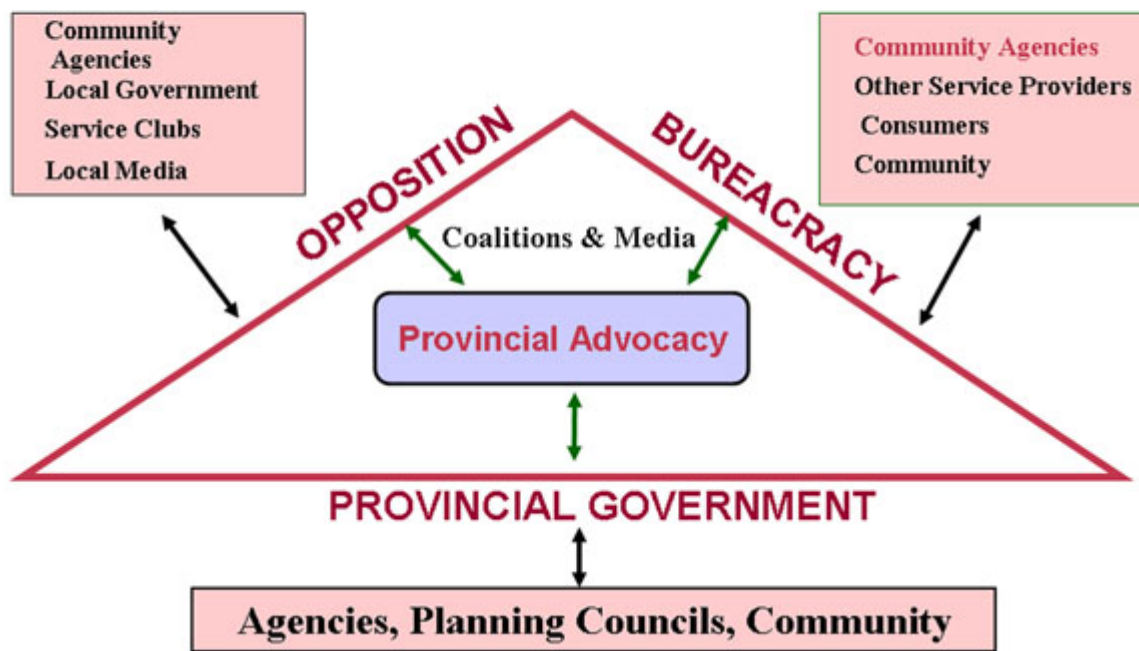
- Organizations advocate in order to represent the needs of a specific group of people. Government has the power to change policies and provide funding.
- Advocacy is on a continuum. You need to decide whether you are going to be reactive or proactive? Collaborative or confrontational? Direct or

- indirect? How are you going to get what you need from government for the people on whose behalf you are advocating?
- You need to consider the pros and cons of confrontation. Will you be successful with media coverage, letters, faxes, telephone campaigns, petitions and demonstrations? What risks are involved?
 - You ask yourself if an organization is more successful when it believes that advocacy is a negotiation?
 - How do you arrive at a clear understanding of the government's values, stated position and deeper interests and needs?
 - Attacking problems not people, being soft on people, hard on problems is what makes for a win-win situation.
 - Seek solutions that will also benefit government
 - Negotiating positions that are based on the values of government have a good chance of receiving a sympathetic hearing.
 - Relationship building is the key to effective government relations. External influence is expected and often desired by government decision makers.
 - It helps to build or be part of networks and alliances.
 - "To be heard, you must be seen"

For more on coordinated advocacy and getting what you need from government choose a skilled and experienced specialist in government relations for nonprofit organizations.

CO-ORDINATED ADVOCACY:

Depends on Public Awareness



Services

■ Government Relations and Advocacy Planning

Hyman Associates works with your organization to decide where to position itself in relationship to government. How to develop effective relationships with elected officials, bureaucratic and political staff, and how to increase your profile to maximize funds and deliver services.

■ Creative Problem Solving

We will work with you to identify problem issues and assist you to implement creative solutions that address them, such as providing customized training sessions, conflict resolution, mediation and organizational restructuring.

■ Strategic and Operational Planning

Hyman Associates works with your organization to assist you to plan strategically, to implement operational plans and develop strategies that will enable you to reach your goals.

■ **Leadership Development**

We provide management training and mentoring individually or in small groups. Hyman Associates will custom design training and development sessions to meet the unique needs of your agency.

Testimonials

- *Val Elliott Hyman is results –oriented but uses very inclusive and consensus – building processes. She is an excellent mediator, an attentive listener and a clear communicator*

Phil Ogden, Executive Director
Five Counties Children’s Centre, Peterborough

- *Being a provincial organization brings with it unique challenges. The most difficult of these is “unity” amongst members. To me, this is one of Val’s greatest strengths. The ability to manage relationships and keep communication lines open during situations of high stress was something I experienced first hand with Val.*

Dave Adams, Past Chair
Ontario Association of Children’s Rehabilitation Services (OACRS)

- *Val is able to provide clear, supportive organizational development in a range of settings. As well she is an effective adult educator and can provide thoughtful problem solving and mediation services.*

Patricia Park, Executive Director
Three Oaks Foundation
Shelter for Abused Women and their Children

- *Hyman Associates brought a depth of experience and a sincere commitment to helping us reach our objectives. Their persistence and patience helped move our project forward and created a new momentum. They are enthusiastic and passionate about the issues of social justice.*

Charles Seiden, Executive Director
Canadian Association of Food Banks

Handling Difficult Behaviours

People with negative emotions have a much greater chance of experiencing negative stress and distress and are more likely to experience dissatisfaction with their lives and jobs. Some of the results of negativity include increased absenteeism, use of medical benefits and, in many cases, can result in lowered productivity and happiness. By learning how to cope with negativity (both from self and others), individuals are more likely to find their life and work more satisfying and productive.

If an organization has negative customer service employees, these employees are likely to lose customers for the company. The loss of one customer a day for a year who typically spends \$50 per week would cost a company nearly 1/2 million dollars a year. This is only the financial loss. What about the loss of emotional energy, self-confidence, and morale that was wasted in the process?

A difficult employee is someone who does not fully meet the performance standards of his or her job, as needed by the organization, and especially by the manager. A difficult employee is not necessarily a bad person, but someone whose level of performance creates a problem.

In fact, you may have been a problem employee at one time or another. Many if not most, employees, including managers, have times when they are not doing something as well as their bosses need or expect. Remember, when this situation occurs, a potential problem employee is not necessarily a bad person.

Your goal is to take the problem out of the employee, not to take out the employee. Termination is the quickest way to solve an immediate performance problem. Turnover, especially when done in the abrupt manner, is extremely costly. Here are some of the major costs to an organization from this kind of turnover.

- Time, money to recruit & hire new employee
- Re-training to bring new employee up-to-speed
- Salary and benefit cost already paid out to terminated employee
- Unemployment compensation & severance pay
- Damage to morale of remaining employees
- Possible wrongful termination lawsuit

Difficult employees come in varying degrees, from relatively simple to very difficult. The following is a description of the most common types or degrees of difficult employees:

New employee

Inconsistent employee

Unbalanced employee

Mediocre employee

Marginal employee

Intolerable employee

As a manager, the longer you wait to address a performance problem, the harder it will be to deal with it constructively and the worse the problem becomes. Employees do not start out as marginal or intolerable performers. Most often, they grow into these more severe problem employees when little corrective effort was made at the time performance was inconsistent, unbalanced or becoming mediocre.

In the 1980s, wrongful termination lawsuits became a fairly common practice, with employers losing many more cases than they won. The 1990s have reaffirmed the highly competitive economic climate we live in. In today's business world, in the public sector as in the private sector, managers, more than ever, need to effectively manage the performance of their people.

Recognizing the important management responsibility, and understanding what constitutes a problem or difficult employee, are requisites for successfully resolving performance problems and achieving positive results.

REACTING TO DIFFICULT TYPES

When dealing with people, be ready to react to the actions of different personalities. Some examples:

Dealing with the aggressor, who is intimidating, hostile and loves to threaten.

What to do: Listen to everything the person has to say. Avoid arguments and be formal, calling the person by name. Be concise and clear with your reactions.

Dealing with the underminer, who takes pride in criticism and is sarcastic and devious.

What to do: Focus on the issues and don't acknowledge sarcasm. Don't overreact.

Dealing with the unresponsive person, who is difficult to talk to and never reveals his or her ideas.

What to do: Ask open-ended questions and learn to be silent-waiting for the person to say something. Be patient and friendly.

Dealing with the egotist, who knows it all and feels and acts superior.

What to do: Make sure you know the facts. Agree when possible and ask questions and listen. Disagree only when you know you're right.

Source: Business Marketing Reference
Manual, by Tom Lapham, 160 Farmington
Ave., Bristol, CT 06010.

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