Syllabus

Course Overview

In this course, you will explore organizational development and organizational evolution and change. Exploration of the varied roles that for-profit, nonprofit, and government organizations play within the field will position you, as a future human services organization leader, to develop confidence in your understanding of what is needed to thrive in the field in the future.

Throughout this course, you will have the opportunity to review case studies of innovative human services organizations that have thrived due to their willingness to adapt to the changing landscape of the field. The role that technology will play in helping to solve future challenges in the field is extensive, and will also be explored within this course.

SafeAssign

SafeAssign is a source matching tool that supports the development of your skills in preparing your written coursework. When you submit your work to SafeAssign, a report is generated that you can use to ensure that you have used your sources both ethically and effectively. The report will highlight any areas that could be of concern and might be considered plagiarism. SafeAssign does not provide feedback on your overall writing; it is only a tool to determine how well you have used your resources. It is very important that you always submit your work as a draft so that you can make revisions before submitting your final work for a grade.

You can learn more about how to use SafeAssign reports on the SafeAssign Campus page.

Kaltura

As part of this course, you are required to record video presentations using Kaltura or similar software. Refer to Using Kaltura [PDF] for more information about this courseroom tool.

Note: If you require the use of assistive technology or alternative communication methods to participate in these activities, please contact disabilityservices@capella.edu to request accommodations.

Program Journey

Click **Human Services Program Journey** to view a useful map that will guide you throughout your program. This map gives you an overview of all the steps required to complete your degree and outlines the resources that will support you along the way.

Identity Profile

Throughout your program, you will be strengthening your identity as a human services professional. Click **Identity Profile** to view a special interactive tool that has been designed for you to document your progress. This profile, which will appear in courses throughout your program, is a dedicated space for you to journal your growth and personal effectiveness as a professional. It will also provide opportunities for you to share your progress and accomplishments with your peers.

External Professional Standard Alignments

The competencies in this course are aligned to the following external standards, as noted below:

External Professional Standard Alignments

HMSV5420 Course Competency	Council for Standards in Human Services (Master's Degree in Human Services)	National Organization for Human Services (What Is Human Services?)
Competency 1. Analyze the differences and similarities among for-profit, nonprofit, and government human service organizations.	10.6, 12.1, 12.3.	1.
Competency 2. Explain the process of change within human service organizations through modification or development of organizations.	16.1, 16.3, 16.4.	2.
Competency 3. Examine technological barriers and technological resources that impact creativity and innovation within an organization.	12.5, 12.6.	2, 5.

HMSV5420 Course Competency	Council for Standards in Human Services (Master's Degree in Human Services)	National Organization for Human Services (What Is Human Services?)
Competency 4. Articulate the role of the leader as a change agent in innovative practices that lead to growth in the organization.	10.6, 16.1, 16.2, 16.3.	1.
Competency 5. Communicate in a manner that is scholarly, professional, and respectful of the diversity, dignity, and integrity of others, consistent with expectations for members of the human services profession.	12.5.	6.

References

Council for Standards in Human Service Education. (n.d.). Retrieved from http://www.cshse.org/standards.html

National Organization of Human Services. (n.d.). Retrieved from http://www.nationalhumanservices.org/index.php?option=com_content&view=article&id=88:what-is-human-services?&catid=19:site-content&Itemid=89

Course Competencies   **(Read Only)**

To successfully complete this course, you will be expected to:

1. Analyze the differences and similarities among for-profit, nonprofit, and government human service organizations.

2. Explain the process of change within human service organizations through modification or development of organizations.

(3) Examine technological barriers and technological resources that impact creativity and innovation within an organization.

(4) Articulate the role of the leader as a change agent in innovative practices that lead to growth in the organization.

(5) Communicate in a manner that is scholarly, professional, and respectful of the diversity, dignity, and integrity of others, consistent with expectations for members of the human services profession.

Course Prerequisites

There are no prerequisites for this course.

Required

The materials listed below are required to complete the learning activities in this course.

Integrated Materials

Many of your required books are available via the VitalSource Bookshelf link in the courseroom, located in your Course Tools. Registered learners in a Resource Kit program can access these materials using the courseroom link on the Friday before the course start date. Some materials are available only in hard-copy format or by using an access code. For these materials, you will receive an email with further instructions for access. Visit the Course Materials page on Campus for more information.

Book

Anderson, D. L. (2017). *Organization development: The process of leading organizational change* (4th ed.). Thousand Oaks, CA: Sage. ISBN: 9781506316574.

Hardware

Capella University requires learners to meet certain minimum computer requirements. The following hardware may go beyond those minimums and is required to complete learning activities in this course. **Note:** If you already have the following hardware, you do not need to purchase it. Visit the Course Materials page on Campus for more information.
Presentation Hardware:
    External or built-in microphone
    Broadband Internet connection

Library

The following required readings are provided in the Capella University Library or linked directly in this course. To find specific readings by journal or book title, use Journal and Book Locator. Refer to the Journal and Book Locator library guide to learn how to use this tool.

- Brents, T., & Franks, J. (2015). Communications plans are crucial to a successful restructuring. *American Bankruptcy Institute Journal, 34*(12), 22, 97–98.
- Cnaan, R. A., & Vinokur-Kaplan, D. (Eds.). (2015). *Cases in innovative nonprofits: Organizations that make a difference.* Thousand Oaks, CA: Sage.
- Denby, R. W., Gomez, E., & Alford, K. A. (2016). Promoting well-being through relationship building: The role of smartphone technology in foster care. *Journal of Technology in Human Services, 34*(2), 183–208.
- Garrow, E. E. (2014). Does race matter in government funding of nonprofit human service organizations? The interaction of neighborhood poverty and race. *Journal of Public Administration Research and Theory, 24*(2), 381–405.
- Hultman, K., & Hultman, J. (2018). Self and identity: Hidden factors in resistance to organizational change. *Organization Development Journal, 36*(1), 13–29.

- Kelly, D., & Lewis, A. (2009). Human service sector nonprofit organization's social impact. *Business Strategy Series, 10*(6), 374–382.
- Kelly, D., & Lewis, A. (2010). Funding of human service sector nonprofit organizations (HSNPs). *Business Strategy Series, 11*(3), 192–199.
- Langer, L., & LeRoux, K. (2017). Developmental culture and effectiveness in nonprofit organizations. *Public Performance and Management Review, 40*(3), 457–479.
- Mathews, B. W., & Crocker, T. (2016). Defining "buy-in:" Introducing the buy-in continuum. *Organization Development Journal, 34*(2), 81–96.
- McCrae, J. S., Scannapieco, M., Leake, R., Porter, C. C., & Menefee, D. (2014). Who's on board? Child welfare worker reports of buy-in and readiness for organizational change. *Children and Youth Services Review, 37*, 28–35.
- Schoech, D., & Bolton, K. W. (2015). Automating and supporting care management using Web-phone technology: Results of the 5-year Teleherence Project. *Journal of Technology in Human Services, 33*(1), 16–37.
- Shyduik, D-M. (2014). Modern marketing best practices for health and human service organizations. *Policy & Practice, 72*(4), 12–14.
- Thomas, R., & Hardy, C. (2011). Reframing resistance to organizational change. *Scandinavian Journal of Management, 27*(3), 322–331.

External Resource

Please note that URLs change frequently. While the URLs were current when this course was designed, some may no longer be valid. If you cannot access a specific link, contact your instructor for an alternative URL. Permissions for the following links have been either granted or deemed appropriate for educational use at the time of course publication.

- HumanServicesEdu.Org. (n.d.). The importance of organizations to human services. Retrieved from https://www.humanservicesedu.org/organizations.html

Suggested

The following materials are recommended to provide you with a better understanding of the topics in this course. These materials are not required to complete the course, but they are aligned to course activities and assessments and are highly recommended for your use.

Optional

The following optional materials are offered to provide you with a better understanding of the topics in this course. These materials are not required to complete the course.

The following optional readings may be available in the Capella University Library. To find specific readings by journal or book title, use Journal and Book Locator. Refer to the Journal and Book Locator library guide to learn how to use this tool. If the full text is not available, you may be able to request a copy through the Interlibrary Loan service.

- Hill, B. D., & Ledford, A. T. (2016). Emergence of organizational change and organizational learning through development of a communications plan. *i-Manager's Journal on School Educational Technology, 12*(2), 1–10.

Unit 1 ≫ Types of Human Services Organizations

Introduction

We all interact with organizations on a daily basis. Our own work environment, the place we eat lunch, our children's schools, or even the places we volunteer—each is an organization of its own kind. As you will learn in this unit, organizational development is the practice of improving any organization—making it a better place to work or engage with as a customer (Anderson, 2017). While this concept may sound fairly simple, the actual process of organizational development is complex and incorporates learning from a number of fields of study.

Establishing a stronger understanding of foundational organizational development practices will allow you to embrace the historical roots of the practice and develop an appreciation for the work that goes into the idea of ongoing improvement within any organization. Embracing this foundation will lay the groundwork on which innovative organizations have been—and will continue to be—built, including nonprofit, governmental, and for-profit human services organizations. As you review examples of various types of organizations in both the textbook and journal readings this week, you are urged to think critically about the differences in the foundational aspects of the various types of organization. From the early stages of development to the ongoing innovative efforts of each organization, the core of *who* an organization is (its mission and vision) serves to drive its overall development, functioning, marketing, service, and success.

Reference

Anderson, D. L. (2017). *Organization development: The process of leading organizational change* (4th ed.). Thousand Oaks, CA: Sage.

Learning Activities

u01s1 - Studies

Readings

Use your *Organization Development* text to read the following:

- Chapter 1, "What Is Organization Development?" pages 1–17.
- Chapter 2, "History of Organization Development," pages 18–42.

Use the Capella University Library to read the following:

- Cnaan, R. A., & Vinokur-Kaplan, D. (Eds.). (2015). *Cases in innovative nonprofits: Organizations that make a difference.* Thousand Oaks, CA: Sage.
    - Chapter 1, "Social Innovation: Definitions, Clarifications, and a New Model," pages 1–16.
- Kelly, D., & Lewis, A. (2009). Human service sector nonprofit organization's social impact. *Business Strategy Series, 10*(6), 374–382.
- Langer, L., & LeRoux, K. (2017). Developmental culture and effectiveness in nonprofit organizations. *Public Performance and Management Review, 40*(3), 457–479.

Use the Internet to read the following:

- HumanServicesEdu.Org. (n.d.). The importance of organizations to human services. Retrieved from https://www.humanservicesedu.org/organizations.html

u01s2 - Assignment Preparation

Your first assignment, the Human Services Organization Chart, will be due in Unit 2. If you have not already done so, read the assignment and examine its scoring guide to familiarize yourself with how it will be evaluated. Take some time this week to do some preliminary planning for this assignment.

You may wish to bookmark the resources below, as they will be helpful to you as you work through all of your assignments and discussions in this course.

- **Writing Center:** The Capella Writing Center offers many resources to enhance your writing. Visit the Writing Center to investigate these offerings as you prepare to craft your assignment.
- **APA Style Central:** Use APA Style Central for guidance in citing sources and formatting your paper in proper APA style. See the APA Style and Format section of the Writing Center for instructions on accessing and using APA Style Central.

u01s2 - Learning Components

- Demonstrate critical thinking in written work.
- Support writing with appropriate scholarly sources.

- Use appropriate grammar, mechanics, and APA style.

u01d1 - Organizations You Know

In your readings for this week, you considered that we all have been part of an organization at some point in our lives. For this discussion post (and in an effort to get to know one another better) evaluate an organization that you are currently a part of (or have been part of in the past) and share key factors related to that organization.

- Describe the background of the organization and your role in it.
- Identify the type of organization it is: nonprofit, government, or for-profit.
- Describe the day-to-day functioning of each, and how they are different.

Response Guidelines

Read the posts of your peers and respond to one other learner. In your response, compare the organization that you described to the one described by your colleague. What similarities and differences do you see?

Course Resources
Graduate Discussion Participation Scoring Guide

u01d1 - Learning Components

- Identify primary characteristics of nonprofit organizations.
- Identify examples of nonprofit organizations.
- Identify primary characteristics of for-profit organizations.
- Identify examples of for-profit organizations.
- Identify primary characteristics of government human service organizations.
- Identify examples of government human service organizations.

u01d2 - Leadership Styles in Different Types of Organizations

Developing and managing a human services organization requires a significant level of leadership and innovation. Having reviewed several types of management styles as well as definitions of innovation in your readings for this unit, address the following:

- Discuss the leadership or managerial style that you believe best lends itself to creating a culture of innovation.

- Identify a manager or leader for whom you have worked or whom you observed, whose style you respected.
  - What was his or her managerial style?
  - How did that play out in the day-to-day operations of the organization?
  - How did it contribute to the innovation of the organization?
- Finally, think about the characteristics of the organization and the type of organization it was. How do you think the organization's characteristics and type might have contributed to this leader's organizational style?

Response Guidelines

Read the posts of your peers and respond to one other learner. Identify a potential challenge that might arise from the leadership style that your colleague discussed. Then, explain how that challenge might be addressed in a positive way.

u01d2 - Learning Components

- Compare characteristics of for-profit, nonprofit, and government human service organizations.
- Contrast characteristics of for-profit, nonprofit, and government human service organizations.

Unit 2 >> Communication and Organizational Values

Introduction

The core values of any organization set the tone not just for the consumers who interact with that organization but also the employees who work there. An organization's values emerge in a wide range of ways. The type of individuals who are hired, the wages they are paid, the services provided, the physical location of a space, the hours of operation, etcetera can all be influenced from an organizational values perspective. Having clear organizational values and communicating them effectively not only to employees and stakeholders, but also consumers or clients, is a critical aspect of operating a successful organization. In short, "What do we stand for? What defines us as an organization?" Key questions like these must be communicated clearly in any messaging approaches that organizations employ.

The need for innovation has pushed organizations to create new ways of serving their constituencies. Keeping core values at the heart of the innovation is key in not blurring the lines on who and what the organization is as a whole. The values of a well-established organization may be quite ingrained, and innovation may serve to enhance that foundational element of the organization. For newer organizations whose values are less

established, innovation can push the boundaries of the organization's values, thus blurring the lines on the key questions of who and what the organization is. While individuals in most organizations may not realize it, having crystal-clear clarity on organizational values, and being able to communicate them, is the most important singular aspect of being able to move forward in innovative ways.

Learning Activities

u02s1 - Studies

Readings

Use your *Organization Development* text to read the following:

- Chapter 3, "Core Values and Ethics of Organization Development," pages 43–69.

Use the Capella library to read the following:

- Cnaan, R. A., & Vinokur-Kaplan, D. (Eds.). (2015). *Cases in innovative nonprofits: Organizations that make a difference*. Thousand Oaks, CA: Sage.
    - Chapter 2, "Social Entrepreneurship, Social Innovation, and Social Mission Organizations: Toward a Conceptualization," pages 17–42.
    - Chapter 3, "Welfare Reform Liaison Project (WRLP): From Job Training to Community Development," pages 43–50.
    - Chapter 4, "HelpHOPELive: Meeting Financial Needs in Medical Crises," pages 51–62.
- Shyduik, D-M. (2014). Modern marketing best practices for health and human service organizations. *Policy & Practice, 72*(4), 12–14.

u02a1 - Human Services Organization Chart

Assignment Description

Human services organizations are broadly defined as entities that are focused on addressing human needs. Some organizations specialize in prevention, while others specifically address issues contributing to the overall quality of human life. As a leader in the human services industry, it is important for you to have a comprehensive understanding of the various types of organizations and what distinguishing factors make each of them unique. It is also important for you to understand the characteristics of different types of human services organizations, as well as their similarities and differences.

For-profit, nonprofit, and government organizations related to human services are all focused on providing services to people, and they are similar in some ways. However, they have significant differences as well. In this assignment, you will analyze the differences and similarities among for-profit, nonprofit, and government human service organizations. You will provide characteristics of each type of organization, along with examples of each. Finally, you will identify examples of each type of organization, and will consider ways in which their key messages are communicated to the public.

Assignment Instructions

For this assignment, create a simple chart in a Word document that shows an analysis of different types of human services organizations. In your chart:

- Provide and analyze at least two distinguishing characteristics of each type of organization (for-profit, nonprofit, and government).
- Analyze similarities among for-profit, nonprofit, and government human service organizations.
- Analyze differences among for-profit, nonprofit, and government human service organizations.

In a 1–2 page narrative to follow the chart, address the following:

- Provide two examples of each type of human service organization that meet each of the for-profit, nonprofit, and government human service organizational criteria.
- For each of the two examples you provided, describe the key messaging of the organization.
- For each example, identify at least two strategies or approaches you see the organization using.

Submission Requirements

- **Written communication:** Written communication should be free of errors that detract from the overall message.
- **APA style:** Use APA style in citations and references.
- **References:** Use 2–3 scholarly resources.
- **Font and font size:** Times New Roman, 12-point.
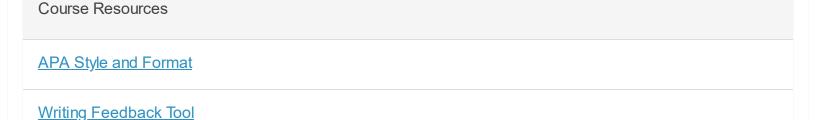- **Page length, including chart:** 2–3 pages.

Attach and submit the following document for this assessment:

- Your assignment using the following file naming format: Your Name_AssignmentNumber_Assignment_Title (example: Ima_Learner_u03a1_Assignment_Title).

Refer to the assignment scoring guide in the Resources to ensure that you meet the grading criteria for this assignment.

Submit your Human Services Organization Chart as an attachment in the assignment area.

Note: Your instructor may also use the Writing Feedback Tool to provide feedback on your writing. In the tool, click the linked resources for helpful writing information.

u02d1 - Communicating Organizational Values

Organizational values are often explicit and stated clearly within a mission, vision, or values statement. For this discussion post, select a human services organization that you are not very familiar with (nonprofit, for-profit, or governmental) and explore the explicitly stated values of the organization.

- What are the values of the organization you selected?
- What approach does the organization use to disseminate the stated values?
- Share two examples of services this organization provides that reinforce and communicate the mission, vision, and values of the organization in a clear way.

Use the organization's website to provide information for this discussion. Be sure to cite the website properly, using APA format.

Response Guidelines

Read the posts of your peers and respond to one other learner. In your response, offer a suggestion for an alternative messaging approach that the organization could use to communicate the mission, vision, and values to stakeholders.

Course Resources
Graduate Discussion Participation Scoring Guide
[APA Style and Format](#)

u02d1 - Learning Components

- Compare messaging approaches by human service organizations.
- Identify strategies for organizational messaging.

Introduction

Every human services organization that is able to remain relevant over time must be willing to adapt and change. When any organization finds itself in a position of needing to change, the process can be difficult for all those involved, including leadership, staff, stakeholders, board members, funders, and clients. As a leader in the human services field, the possibility that you may need to make changes is high. Being able to assess what needs to happen, develop a plan, and implement a change that allows for buy-in and overall organizational success are primary goals.

One key factor that often drives organizational change within the human services industry is funding. It is entirely possible that an organization will develop and operate a successful program that will lose its funding source, or that providing a service will outpace the money associated with offering that service. When this happens, it is critical that an organization's leadership take an active role in identifying and communicating the path forward.

Learning Activities

u03s1 - Studies

Readings

Use your *Organization Development* text to read the following:

- Chapter 4, "Foundations of Organizational Change," pages 70–97.
- Chapter 5, "The Organization Development Practitioner and the OD Process," pages 98–118.

Use the Capella library to read the following:

- Cnaan, R. A., & Vinokur-Kaplan, D. (Eds.). (2015). _Cases in innovative nonprofits: Organizations that make a difference_. Thousand Oaks, CA: Sage.
  - Chapter 15, "Overcoming Constraints in the U.S. Human Services System: How New York City Uses Collaboration to Encourage Innovation," pages 195–206.
  - Chapter 16, "The YMCA: A Pioneer of Organizational Innovations," pages 207–220.

- Garrow, E. E. (2014). Does race matter in government funding of nonprofit human service organizations? The interaction of neighborhood poverty and race. _Journal of Public Administration Research and Theory, 24_(2), 381–405.
- Kelly, D., & Lewis, A. (2010). Funding of human service sector nonprofit organizations (HSNPs). _Business Strategy Series, 11_(3), 192–199.

u03d1 - Funding Human Services Organizations

Nonprofit human services organizations are funded through a wide range of sources, which often allows for an offering of services at a reduced cost. For this discussion, research a nonprofit human services organization that operates in your area.

- Provide an overview of the organization. Briefly describe its history and purpose, its clientele, and the types of services that are provided.
- Describe the sources of funding that support the services this organization provides to the community or region.

Response Guidelines

Read the posts of your peers and respond to one other learner. In your response, compare the funding sources of the organization that you researched with the one that your colleague researched. What similarities and differences do you see? What suggestions for alternative or additional funding sources might you have for either your organization or your colleague's organization?

Course Resources
Graduate Discussion Participation Scoring Guide

u03d1 - Learning Components

- Investigate funding sources in human service organizations.

u03d2 - Communication and Messaging Approaches

In any leadership role, you will often be charged with communicating information related to a decision within the organization. Reflect on a time you were either responsible for communicating a message or were on the receiving end of a message in a work or school environment.

- Describe the communication approach that was used.
- Evaluate the way the communication took place, the messaging, and the overall reaction to the information.
- In this situation, what challenges did you find in communication with stakeholders?

Response Guidelines

Read the posts of your peers and respond to one other learner. In your response, offer at least one alternative strategy that could have been used to communicate the message effectively.

u03d2 - Learning Components

- Identify communication approaches commonly used in human service organizations.
- Identify challenges to effective communication in human service organizations.
- Describe strategies for communicating effectively with a variety of stakeholders.

Unit 4 >> Adapting to Change

Introduction

Having the ability to make adaptations to original planning for an organization is critical to most organizations' success. Sometimes those adaptations are influenced by external sources such as loss of funding, changing needs of clients, or the presentation of a new opportunity. In other instances, the cause of the need for change is internal. As staff members are hired, for example, they may have unique strengths. An organization may find itself in a position to offer services in an innovative way due to those strengths. A team may be struggling to work effectively together to accomplish an organizational goal and an intervention and adjustment to the plan may need to take place.

Regardless of the cause of the need to adapt to a change, people in most organizations (both individuals and the team overall) will struggle—at least a bit—to adapt to a requested change. This is normal, and it can be navigated by leadership that understands how to unite people around a common purpose and shared goals. As a leader or future leader of a human services organization, this will be an important element of your future work.

Learning Activities

u04s1 - Studies

Readings

Use your *Organization Development* text to read the following:

- Chapter 10, "Individual Interventions," pages 223–249.
- Chapter 11, "Team Interventions," pages 250–295.

Use the Capella library to read the following:

- Cnaan, R. A., & Vinokur-Kaplan, D. (Eds.). (2015). *Cases in innovative nonprofits: Organizations that make a difference*. Thousand Oaks, CA: Sage.
  - Chapter 5, "Café au Play: Creating a Family-Centered Social Space in Portland, Oregon," pages 63–78.
  - Chapter 6, "The Mind Trust: Innovation in Urban Education," pages 79–94.
- Brents, T., & Franks, J. (2015). Communications plans are crucial to a successful restructuring. *American Bankruptcy Institute Journal, 34*(12), 22, 97–98.

Optional Reading

You are encouraged to read the following material, which may be available from the Capella library:

- Hill, B. D., & Ledford, A. T. (2016). Emergence of organizational change and organizational learning through development of a communications plan. *i-Manager's Journal on School Educational Technology, 12*(2), 1–10.

u04s2 - Assignment Preparation

Your second course assignment, the Case Study Analysis, will be due at the end of Unit 5. Take some time this week to examine the assignment instructions and the scoring guide, ask your instructor any questions that you have about the assignment, and begin to gather resources.

Be sure to consult the Writing Center and APA resources that were provided for you in Unit 1 as you work on your assignment:

- **Writing Center:** The Capella Writing Center offers many resources to enhance your writing. Visit the Writing Center to investigate these offerings as you prepare to craft your assignment.
- **APA Style Central:** Use APA Style Central for guidance in citing sources and formatting your paper in proper APA style. See the APA Style and Format section of the Writing Center for instructions on accessing and using APA Style Central.

u04s2 - Learning Components

- Demonstrate critical thinking in written work.
- Support writing with appropriate scholarly sources.
- Use appropriate grammar, mechanics, and APA style.

u04d1 - Communicating Change in Innovative Approaches

Leadership skills and the ability to adapt as leaders both come into play when there is a need for modification to an original plan. Thus far in this course, you have reviewed several case studies in your weekly readings. In those case studies, you have seen multiple examples of the need to innovate and change, based on circumstances.

Which organization did you feel demonstrated the strongest example of leadership and willingness to shift and modify, based on internal or external factors?

- Share a brief overview of the case study you chose.
- Describe the innovation needed to solve for a presenting challenge.
- Describe the plan or approach for communicating the change that the leadership implemented.
- Identify examples of willingness to change that were needed to make the program successful.

Response Guidelines

Read the posts of your peers and respond to one other learner. In your response, identify one alternative strategy that you would recommend to this organization for effectively communicating the change to stakeholders.

Course Resources
Graduate Discussion Participation Scoring Guide

u04d1 - Learning Components

- Identify challenges to effective communication in human service organizations.
- Identify strategies for communicating effectively with a variety of stakeholders.
- Identify strategies that human service organizations use for messaging.

Unit 5 ≫ Planning for Organizational Development

Introduction

Throughout an organization's history, there may be, on occasion, the need for a shift in overall strategy or focus for either a large portion of, or the entirety of, an organization. While this type of large-scale shift is not a regular practice, most organizations will eventually need to make some fairly significant modifications to how they function if they want to stay viable in the market. A change to organizational culture, the merger of two companies, or a significant change in a funding source would each be considered a large-scale organizational

change. It is during these times that organizational development skills, including assessment, structural design, communication, and execution all become high priorities.

Readings

Use your *Organization Development* text to read the following:

- Chapter 12, "Whole Organization and Multiple Organization Interventions (Part 1)," pages 296–338.
- Chapter 13, "Whole Organization and Multiple Organization Interventions (Part 2)," pages 339–371.

Use the Capella library to read the following:

- Cnaan, R. A., & Vinokur-Kaplan, D. (Eds.). (2015). *Cases in innovative nonprofits: Organizations that make a difference*. Thousand Oaks, CA: Sage.
  - Chapter 7, "GiveIndia: Web Donations in an Emerging Philanthropic Market," pages 95–104.
- Mathews, B. W., & Crocker, T. (2016). Defining "buy-in:" Introducing the buy-in continuum. *Organization Development Journal, 34*(2), 81–96.
- McCrae, J. S., Scannapieco, M., Leake, R., Porter, C. C., & Menefee, D. (2014). Who's on board? Child welfare worker reports of buy-in and readiness for organizational change. *Children and Youth Services Review, 37*, 28–35.

Assignment Description

Human services organizations are, by the nature of their work, entities that are required to evolve and change. Many areas outside the control of an organization's leader will impact the overall business of the work being done. The need for change is often unpredictable and may be prompted by a wide range of things, including a shift in client needs, a funding increase or decrease, government policy changes, or the departure of key human resources. While not every organizational change can be anticipated, it is important to think critically about what an organizational change might look like and how it may influence the various aspects of the overall operations.

In this assignment, you will review a case study of a food bank that has been directed by its governing board to make a change to the services it offers due to a lack of financial resources. You will use this case study to examine the process of change with human services organizations and the way in which decisions are made.

While it is tempting to respond to this directive by seeking out other funding sources, that is not the purpose of this assignment. This required change will prompt the need for the development of a plan that will include a modification of the work being done by the organization.

Assignment Instructions

Read the Superior Connections Food Bank Case Study, linked in the Resources. After reading the case study, write a 6–8 page paper in which you address the following:

- Provide a high-level overview of the role of food banks within our society, and how they have changed and developed over the years.
  - Include a brief history of the Superior Connections Food Bank, including its purpose and examples of its typical funding sources.
- Discuss the issues with the initial grant that funded SCFB-M. What missteps were made in early planning that could have been prevented or what could have possibly allowed this service to continue?
- Examine the role of the director as it relates to this organizational change. Place yourself in the director role and explain how you would communicate and develop buy-in with your small staff, as well as with the volunteers who serve the organization.
- What challenges might be faced in speaking with the staff, the local community, and possibly the media in relation to cutting this service?
- What type of communication (include the medium and messaging) will be needed to inform the many volunteers who serve as this organization's workforce?
- Develop a communication plan to inform the 15 rural communities that were being served by this service. Include a timeline for starting communication, messaging, and a presentation of any possible solutions for those in rural areas that are food-fragile but unable to drive to the larger city to utilize the food bank.

Support your paper with 2–4 scholarly sources.

Submission Requirements

- **Written communication:** Written communication should be free of errors that detract from the overall message.
- **APA style:** Use APA style in citations and references.
- **References:** Use 2–4 scholarly resources.
- **Length:** 6–8 pages.
- **Font and font size:** Times New Roman, 12-point.

Attach and submit the following document for this assessment:

- Your assignment using the following file naming format: Your Name_AssignmentNumber_Assignment_Title (example: Ima_Learner_u03a1_Assignment_Title).

Refer to the scoring guide in the Resources to ensure that you meet the grading criteria for this assignment.

Submit your Case Study Analysis assignment in the assignment area.

Note: Your instructor may also use the Writing Feedback Tool to provide feedback on your writing. In the tool, click the linked resources for helpful writing information.

Course Resources
Superior Connections Food Bank Case Study [PDF]
[APA Style and Format](#)
[Writing Feedback Tool](#)
[Human Services Masters Research Guide](#)

u05d1 - Strategies for Communication and Messaging

Organizational intervention and change are the primary focus of this unit. As you consider the various elements of the process of making a larger scale shift to an organization:

- What role do you see for communication and buy-in of key stakeholders and staff in the overall success of the change?
- What strategies might be most effective in communication and getting out the organization's message about change?

Response Guidelines

Read the posts of your peers and respond to one other learner. In your response, critique the strategies that your colleague identified. What are the pros and cons of those approaches?

Course Resources
Graduate Discussion Participation Scoring Guide

u05d1 - Learning Components

- Identify strategies for communicating effectively with a variety of stakeholders.
- Identify strategies that human service organizations use for messaging.

Introduction

Within the field of human services, there are professionals who consult with organizations to assist with overall organizational development. At the same time, many human services organizations do not have the financial resources to hire outside consultants and will call on their own leadership teams to do this type of work within the organization. Regardless of your organization's path (using an outside consultant or internal team), having a strong familiarity with the process of organizational development is important.

At this time, many organizations are undergoing massive change due to developments in and the influence of technology. While many human services organizations have run successfully for decades without the benefit of leveraging technology, the opportunity for innovation, furthering reach, restructuring marketing, and expanding services now is rich. Utilization of organizational development consultants or internal innovation can often lead to advancements in services and, ultimately, positively impact the clients being served.

Learning Activities

u06s1 - Studies

Readings

Use your *Organization Development* text to read the following:

- Chapter 6, "Entry and Contracting," pages 119–135.

Use the Capella library to read the following:

- Cnaan, R. A., & Vinokur-Kaplan, D. (Eds.). (2015). *Cases in innovative nonprofits: Organizations that make a difference*. Thousand Oaks, CA: Sage.
  - Chapter 8, "Personal, Societal, and Political Conditions of Successful Innovations: A Case Study of the Difficult Survival of the Social Innovation Foundation (Hungary)," pages 105–118.
  - Chapter 9, "Resto VanHarte: A Dutch Restaurant Assisting Others to Overcome Social Isolation," pages 119–128.
- Denby, R. W., Gomez, E., & Alford, K. A. (2016). Promoting well-being through relationship building: The role of smartphone technology in foster care. *Journal of Technology in Human Services, 34*(2), 183–208.
- Schoech, D., & Bolton, K. W. (2015). Automating and supporting care management using Web-phone technology: Results of the 5-year Teleherence Project. *Journal of Technology in Human Services, 33*(1),16–37.

u06s2 - Assignment Preparation

Your third course assignment, the Case Study Using Technology, will be due at the end of Unit 7. Take some time this week to examine the assignment instructions and the scoring guide, ask your instructor any questions that you have about the assignment, and begin to gather resources.

Be sure to consult the Writing Center and APA resources that were provided for you in Unit 1 as you work on your assignment:

- **Writing Center:** The Capella Writing Center offers many resources to enhance your writing. Visit the Writing Center to investigate these offerings as you prepare to craft your assignment.
- **APA Style Central:** Use APA Style Central for guidance in citing sources and formatting your paper in proper APA style. See the APA Style and Format section of the Writing Center for instructions on accessing and using APA Style Central.

u06s2 - Learning Components

- Demonstrate critical thinking in written work.
- Support writing with appropriate scholarly sources.
- Use appropriate grammar, mechanics, and APA style.

u06d1 - Using Technology to Serve Clients

You have learned in the readings for this unit about several human services organizations in which technology has been utilized to better serve clients. Select one of the organizations about which you read this week and address the following:

- Identify the various levels of *clients* (as defined in the text) that were impacted by the organizational development around technology in the articles. In some cases, you may have to use professional judgment and draw some conclusions regarding who initial points of contact were, etcetera.
- What other forms might have been used to serve the clients?
- In general, what barriers to using technology do you think that clients could face?

Response Guidelines

Read the posts of your peers and respond to one other learner. In your response, offer suggestions to your colleague about how the barriers that they identified could be addressed.

Graduate Discussion Participation Scoring Guide

u06d1 - Learning Components

- Identify forms of technology that could be used with clients in human services settings.
- Consider forms of technology that clients commonly use.
- Consider technological barriers related to a specific proposed solution.
- Identify common technological barriers for clients and service providers.

Unit 7 ≫ Supporting Change Through Data

Introduction

Supporting ideas or justifying reasons for innovation and change are often a key part of creating buy-in within an existing organization or in the development of something brand new. Regardless of the reason for organizational development, a key factor in communicating need and explaining change will be data. There are several ways and multiple types of data that can be gathered. Best practice would indicate that having a mix of qualitative (narrative) data alongside quantitative (statistical) data creates the strongest platform on which to position change. Gathering and analyzing data will serve to uncover the root of an organizational issue as well as point in the operational direction of the needed innovation.

Learning Activities

u07s1 - Studies

Readings

Use your *Organization Development* text to read the following:

- Chapter 7, "Data Gathering," pages 136–169.

Use the Capella library to read the following:

- Cnaan, R. A., & Vinokur-Kaplan, D. (Eds.). (2015). *Cases in innovative nonprofits: Organizations that make a difference.* Thousand Oaks, CA: Sage.
  - Chapter 17, "Helping Social Change Bloom: Two Capacity-Building Innovations at Third Sector New England," pages 221–228.
  - Chapter 18, "Metro TeenAids: Serve and Advocate," pages 229–242.

Assignment Description

As a leader in the human services field, you will often be looked to for creative solutions for solving problems or creating opportunities for the clients you serve. With the widespread availability and use of technology, we are now given unique opportunities to provide services to clients that were not available before. In this assignment, you will be asked to stretch your creativity and create options for facilitating success through the use of technology.

Assignment Instructions

Read the two case studies in the Technology Case Study Options document linked in the Resources. Choose and complete an analysis of one of the case studies. In your analysis:

- Describe how you could use elements of technology to provide services to this client.
- Analyze the opportunities that technology provides in addressing the identified problem.
- Propose a specific technological solution to the problem presented by the client.
- Describe how the proposed technological solution alleviates the problem presented by the client.
- Analyze potential barriers related to the technological solution that you proposed.

Submission Requirements

- **Written communication:** Written communication should be free of errors that detract from the overall message.
- **APA style:** Use APA style in citations and references.
- **References:** Use 2–3 scholarly resources.
- **Length:** 4–6 pages.
- **Font and font size:** Times New Roman, 12-point.

Attach and submit the following document for this assessment:

- Your assignment using the following file naming format: Your Name_AssignmentNumber_Assignment_Title (example: Ima_Learner_u03a1_Assignment_Title).

Refer to the scoring guide in the Resources to ensure that you meet the grading criteria for this assignment.

Submit your Case Study Using Technology assignment as an attachment in the assignment area.

Note: Your instructor may also use the Writing Feedback Tool to provide feedback on your writing. In the tool, click the linked resources for helpful writing information.

u07d1 - Using Technology to Address Challenges

For this discussion, refer to the following scenario:

Suppose you lead a human services organization that monitors clients living at home who are in the early stages of Alzheimer's disease. All clients must have daily check-ins three times a day by professional staff from your organization. When this program was initially developed, your staff covered a two-county area, but you have recently received a grant that will allow you to serve clients throughout the state, which covers a 250,000-square-mile area. The challenge is that, due to the fragile population being served, case notes regarding the check-ins must be made within an hour of each visit, to ensure that issues are being communicated and monitored in a timely manner.

- Of the five specific types of data gathering that you learned about in this unit, which do you believe would be most effective within this particular organization? Which do you believe would be the least effective? Explain your rationale for both.
- Suppose your organization is considering utilizing a technology-based solution that would operate from any smartphone by downloading a simple application. What type of data would need to be gathered to ensure that this was a viable innovative solution?

Response Guidelines

Read the posts of your peers and respond to one other learner. Offer feedback on the types of data your peer thought were most and least effective. Offer a second type of data to support the technology-based solution.

Course Resources
Graduate Discussion Participation Scoring Guide

- Consider technology strategies that could address common problems in service provision.
- Match technological strategies with specific client strategies.
- Analyze data to determine the extent of a challenge within an organization.

Unit 8 ≫ Sharing Findings With Organizational Stakeholders

Introduction

Following the process of data collection, analysis of the data is the next key step. In many cases, the volume of data that can and often is collected around a single organization (existing or new) is overwhelming. As part of the process of organizational development, the careful consideration of all data gathered, identification of themes, and development of actionable next steps as a result of the data must take place. While this step in the process often happens *out of sight*, it is the process that sets the stage for communication to the organization and key stakeholders.

Results, or findings, will be shared with a wide range of individuals. Depending on the status of the organization (existing or new), those who are made aware of some or all of the findings may include, but are not limited to, senior leadership, staff, board members, clients, etcetera. These opportunities for communication are key to successful organizational change, as they will set the tone for the work that needs to be done going forward.

Learning Activities

u08s1 - Studies

Readings

Use your *Organization Development* text to read the following:

- Chapter 8, "Diagnosis and Feedback," pages 170–201.

Use the Capella library to read the following:

- Cnaan, R. A., & Vinokur-Kaplan, D. (Eds.). (2015). *Cases in innovative nonprofits: Organizations that make a difference*. Thousand Oaks, CA: Sage.
  - Chapter 12, "Krembo Wings: A Youth Organization for Children with Disabilities in Israel," pages 155–166.
  - Chapter 13, "The Center for Rural Development in Appalachia: Linking 45 Counties for Better Service Delivery," pages 167–178.
  - Chapter 19, "Empowering Social Workers in Social Service Organizations in South Korea," pages 243–256.

u08s2 - Assignment Preparation

In your Unit 10 assignment, the Leadership Challenge Presentation, you will be creating an oral presentation, using PowerPoint (or similar software) and Kaltura (or similar software).

This week, take some time to familiarize yourself with the following PowerPoint resources:

- PowerPoint Presentations Library Guide.
- Guidelines for Effective PowerPoint Presentations [PPT].

Using Kaltura

In preparation for your Unit 10 assignment, complete the following:

- If you have not already done so, set up and test your microphone or headset with microphone, using the installation instructions provided by the manufacturer.
- Practice using the recording device to ensure the audio and visual quality is sufficient.
- If you are using Kaltura for your presentation, refer to the Using Kaltura [PDF] tutorial for directions on recording and/or uploading your media in the courseroom.

Note: If you require the use of assistive technology or alternative communication methods to participate in this activity, please contact disabilityservices@capella.edu to request accommodations.

u08s2 - Learning Components

- Demonstrate critical thinking in written work.
- Support writing with appropriate scholarly sources.
- Use appropriate grammar, mechanics, and APA style.

u08d1 - Overcoming Resistance to Change

At times, those most involved in an early idea or an existing organization may be resistant to hearing the data that may require the group to make an adjustment to their typical way of thinking or working.

- What experience do you have, either personally or through the observation of others, of witnessing the types of resistance about which you learned in this unit?

- In the example you share, how was resistance handled?
- What did leadership do that was effective (or ineffective) in overcoming resistance?

Response Guidelines

Read the posts of your peers and respond to one other learner. In your response, offer a critique of the leadership's approach to overcoming resistance that your colleague identified. Suggest at least one other option that the leadership could have taken.

Course Resources
Graduate Discussion Participation Scoring Guide

u08d1 - Learning Components

- Identify organizational change strategies.
- Identify common challenges that occur in different types of human services organizations.
- Apply best practices to organizational change needs.
- Consider potential impacts of a variety of challenges faced by human service organizations.
- Investigate reasons that challenges occur in human services organizations.
- Identify accepted best practices in organizational change.
- Identify strategies for communicating the need for change to stakeholders.

Unit 9 >> Leading Innovation and Change

Introduction

Once data have been gathered and the direction for change or development has been set, the difficult work of implementation begins. While many think of organizational development being about making change within an existing organization, the realities of our rapidly changing landscape are that even a new organizational idea will more than likely be modified several times before it comes to fruition. Regardless of the longevity of an organization, the stage of implementation is critical, and there are risks associated with it. As a leader within the field of human services, it will be important for you to cultivate your ability to sway resistant team members, focus on solutions, and determine what areas of change are non-negotiable in your own organization's development.

Learning Activities

u09s1 - Studies

Readings

Use your *Organization Development* text to read the following:

- Chapter 9, "An Introduction to Interventions," pages 202–222.

Use the Capella library to read the following:

- Cnaan, R. A., & Vinokur-Kaplan, D. (Eds.). (2015). *Cases in innovative nonprofits: Organizations that make a difference*. Thousand Oaks, CA: Sage.
    - Chapter 14, "Living Cities: Reinventing Philanthropy to Serve Poor Communities," pages 179–194.
    - Chapter 20, "Social Innovations in Mature, Faith-Based, Social Service Nonprofit Organizations: Two German Case Studies," pages 257–268.
- Hultman, K., & Hultman, J. (2018). Self and identity: Hidden factors in resistance to organizational change. *Organization Development Journal, 36*(1), 13–29.
- Thomas, R., & Hardy, C. (2011). Reframing resistance to organizational change. *Scandinavian Journal of Management, 27*(3), 322–331.

u09s2 - Assignment Preparation

Your final course assignment, the Leadership Challenge Presentation, will be due at the end of Unit 10. Take some time this week to continue your preliminary planning for this assignment. If you have not already done so:

- Examine the assignment instructions and scoring guide.
- Ask your instructor any questions that you have.
- Begin drafting your assignment.
- Set up and test your microphone and/or headset, using the installation instructions provided by the manufacturer.
- Practice using the recording device to ensure the audio and visual quality is sufficient.
- If you are using Kaltura for your presentation, refer to the Using Kaltura [PDF] tutorial for directions on recording and/or uploading your media in the courseroom.
- Refer to the Guidelines for Effective PowerPoint Presentations [PPT] and the PowerPoint Presentations Library Guide as needed.
- Consult the Writing Center.
- See the APA Style and Format section of the Writing Center for guidance and instructions on accessing and using APA Style Central.

Note: If you require the use of assistive technology or alternative communication methods to participate in this activity, please contact disabilityservices@capella.edu to request accommodations.

u09s2 - Learning Components

- Demonstrate critical thinking in written work.
- Support writing with appropriate scholarly sources.
- Use appropriate grammar, mechanics, and APA style.

u09d1 - Change Strategies That Promote Innovation

Throughout this course, you have read about a wide range of innovative nonprofit organizations that provide a variety of services throughout the globe. For this discussion post, select one organization whose ability to implement organizational change (either new organization development or a change in an existing organization) most impressed you.

- What elements of this innovative organization do you believe are critical to its overall success?
- Identify key places in the organization's development in which resistance to development and evolution could have resulted in a failed organization.

Response Guidelines

Read the posts of your peers and respond to one other learner. In your response, compare the organization that you selected with the one that your colleague selected. Do you see similarities or differences in the elements of innovation that both organizations used?

Course Resources
Graduate Discussion Participation Scoring Guide

u09d1 - Learning Components

- Identify organizational change strategies.
- Apply best practices to organizational change needs.
- Identify accepted best practices in organizational change.

Unit 10 ≫ Sustaining Change in Organizations

Introduction

As a new organization develops, or an existing organization innovates to evolve with the changing landscape of human service, there is often a tendency to, unintentionally, revert back to past ways of thinking or doing. Consider this scenario: You have been part of a development team that is imagining a new human services organization that will serve children. Through the collection and analysis of data, the decision was made that the lowest age level that can be served are those children entering into the third grade. That being said, you truly believed the organization could effectively serve all school-aged children. While you have gone along with the needed change to the original idea, you may still be holding on to the idea of expanding the organization to younger ages.

Sustaining decisions that have been made around organizational development can often be difficult, particularly if you or other team members do not see the benefit in the decision. Keeping a watchful eye on the implementation and adaptation of decisions will be important if the effort is to be sustained.

Learning Activities

u10s1 - Studies

Readings

Use your *Organization Development* text to read the following:

- Chapter 14, "Sustaining Change, Evaluating, and Ending and Engagement," pages 372–389.

Use the Capella library to read the following:

- Cnaan, R. A., & Vinokur-Kaplan, D. (Eds.). (2015). *Cases in innovative nonprofits: Organizations that make a difference*. Thousand Oaks, CA: Sage.
  - Chapter 21, "Lessons Learned: Themes Observed From Successful Nonprofit Social Innovations," pages 269–284.

u10a1 - Leadership Challenge Presentation

Assignment Description

Human services is an ever-evolving field that requires leadership that is willing to evolve with the changing needs of society. Throughout this course, you have learned about challenges that leaders in human services organizations face, including, but not limited to, changes in funding sources, program needs, and organizational

structure. Part of the responsibility of a leader is to be a change agent, to create buy-in, and to implement innovative practices that lead to the growth and sustainability of the organization for the clients it serves.

For this assignment, you will place yourself in the role of a leader, choose a leadership challenge, analyze the challenge, and offer suggestions for addressing it effectively.

Assignment Instructions

Choose a challenge in leadership in a human service organization. Create a 15–25 slide PowerPoint presentation to present your analysis of the leadership challenge to an audience of organizational stakeholders. You must use recorded audio to present your presentation. You may do this in one of two ways:

- Create narration directly in your PowerPoint presentation.
- Create your PowerPoint presentation, then present it using the Kaltura courseroom tool.

Include the following in your presentation:

- Describe the leadership challenge in a human service organization you have chosen completely, including the cause of the issue, impact on the organization, and a timeline for coming up with a viable solution (suggested: 3–5 slides).
- Analyze why this challenge is creating a problem or opportunity for the organization (suggested: 2–3 slides).
- Support your analysis with data you have researched from the field (suggested: 2–3 slides).
- Describe ways that you would help lead the organization to understand the need for change, based on the problem presented (suggested: 4–7 slides).
- Recommend a new idea or strategy for improvement or change. Incorporate accepted best practices in the field to support your proposed change (suggested: 3–5 slides).

Include speaker notes at the bottom of each slide that reflect the audio content of your recording.

Refer to the PowerPoint and Kaltura materials in the Resources to support your work on this assignment.

Submission Requirements

- **Written communication:** Written communication should be free of errors that detract from the overall message.
- **APA style:** Use APA style in citations and references. Include a References slide at the end of the presentation.
- **References:** Use 3–4 scholarly resources.
- **Length:** 15–25 slides.
- **Presentation:** 8–12 minute recorded presentation.
- **Font and font size:** Times New Roman, of an appropriate size and weight for a presentation (generally 24–28 points for headings and no smaller than 18 points for bullet-point text).

Refer to the scoring guide in the Resources to ensure that you meet the grading criteria for this assignment.

Submit your Leadership Challenge Presentation link in the assignment area and attach a copy of your PowerPoint.

Note: Your instructor may also use the Writing Feedback Tool to provide feedback on your writing. In the tool, click the linked resources for helpful writing information.

Note: If you require the use of assistive technology or alternative communication methods to participate in this activity, please contact disabilityservices@capella.edu to request accommodations.

Course Resources
PowerPoint Presentations Library Guide
Guidelines for Effective PowerPoint Presentations [PPT]
Using Kaltura [PDF]
APA Style and Format
Disability Services
Writing Feedback Tool
Human Services Masters Research Guide

u10d1 - Innovative Human Services Strategies

Identify an organization that you believe has been successful in its initial development or that has been innovative in keeping up with the changing landscape of human services since its inception. What strategies did the organization use that you believe were helpful in this endeavor?

Response Guidelines

Read the posts of your peers and respond to one other learner. In your response, suggest at least one additional strategy that the organization could use in the future to continue its record of innovation.

Course Resources

u10d1 - Learning Components

- Identify organizational change strategies.
- Apply best practices to organizational change needs.
- Identify accepted best practices in organizational change.