

How Networks Get Work Done

Using Value Networks Maps to Assess and Strengthen Nonprofits & Communities

A nonprofit organization wants to grow its donor and volunteer bases, but needs to understand the community ecosystem in which it operates.

A coalition member wants to assess how well it provides and coordinates services with partners and other institutions.

A service organization wants to assess if it can get work done more effectively to create the most value for clients, donors, and others.

A public health initiative needs to understand the differences between how service providers and clients view the system of care.

These are all important needs. The challenge is how to address each need without overburdening the organization. Value Network Analysis (VNA), developed by Verna Allee in the 1990s, helps people depict and analyze how a community ecosystem, organization, department, or process delivers effective products and services. Unlike most methodologies, VNA pays attention to the important intangibles: the informal exchanges like experience, trust, team-building, gatekeeping, and institutional memory that are absolutely vital, yet easily overlooked and under-appreciated.

VNA gives us a clear way to look at the complex web of work relationships and value exchanges needed to achieve important goals. With a VNA, we can see:

- Which processes provide the most valued benefits to clients, donors, and other stakeholders
- Where bottlenecks and obstacles interfere with getting the work done well
- How well the organization collaborates within its walls and with external stakeholders
- Whose skills, experiences, and efforts are being over- or under-utilized
- Who is doing what among a coalition and how partners support, challenge, and hinder others' work
- Why the networks of board members and volunteers are often under-appreciated and under-utilized—and what to do about it
- Whether connections within the organization and community are truly helping move the work forward

In this interactive, engaging workshop, participants learn how VNA can be applied within their organizations.

Who Should Attend

Executive directors, program directors, fundraising directors, and other leaders interested in identifying, mapping, analyzing, and improving work processes and relationships within their community ecosystem.

What Participants Learn

- Why communities, organizations, and processes should be thought of as networks
 - The gaps and challenges in traditional work process and organization assessment methodologies
 - How VNA methodology can help simplify and enrich work process, organization, and community ecosystem mapping
 - The basic components of a VNA map
 - How to conduct a simple analysis of a work process, organization, or community ecosystem
 - Practical tips, tools, and resources for further learning
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About the Instructors

Maya Townsend, founder of Partnering Resources, specializes in helping leaders meet complex change and collaboration challenges. The practice is based on understanding how to leverage networks: the complex, interrelated, and often messy webs of relationships that drive all organizational activity.



Photo by Susan Wilson

Maya's clients include the AHA Initiative (Austin Department of Health & Human Services), Boston Architectural College, the Elizabeth Stone House, the International Facility Management Association (Boston), MIT, NASA, Project Harmony, the National Braille Press, and Zumix. She also works with corporate clients such as Fidelity Investments, Hanover Insurance Group, and Merrimack Pharmaceuticals.

Maya's articles have appeared in *Nonprofit Quarterly*, *CIO*, *Chief Learning Officer*, *Talent Management*, *Women's Business Boston*, and other publications. She serves on the Editorial Review Board for *OD Practitioner*, the premier organization development practitioner journal in the United States. Maya blogs at Future of Work Enabled and Complex Change & Collaboration. She co-edited *Handbook for Strategic HR* (publication date: 11/2012).

Maya's presentations at national conferences have been acclaimed "best in conference" by participants. She is also a popular local speaker who has led sessions for the Project Management Institute, Northeast HR Association, American Society for Quality, and Healthcare Businesswomen's Network.

She graduated with distinction from American University / NTL Institute MSOD program and holds a certificate in Organization Development from Georgetown University.

Bob Greene has over 17 years of experience serving as a trusted "thinking partner" helping organizational leaders reframe issues and identify solutions. He works with emerging and established leaders to identify how to lead change; foster a team-oriented culture; address organizational causes of conflict; and develop their self-awareness, cultural competence, and effectiveness. With warmth and humor, Bob asks pertinent and provocative questions that help surface assumptions, clarify values, and identify concrete action steps.



He has worked nationally with large and small clients in the nonprofit and government sectors. Clients have included: Massachusetts Legal Assistance Corporation, NARAL Pro-Choice America, Sierra Club (national), The Interfaith Alliance, Govans Ecumenical Development Corporation, Institute for Conservation Leadership, and Office on Women's Health (Department of Health and Human Services).

Bob created the Nonprofit Leadership Institute at Montgomery College (Maryland) and served on the selection committee of the Washington Post Award for Excellence in Nonprofit Management. Bob has published articles and presented workshops on nonprofit issues, diversity and inclusion, organization development, and other topics.

He holds an MS in Human Service Studies from Cornell University and completed the NTL Institute Diversity Leadership Certificate Program.
