

Front

Capacity Development the four interlinked dimensions o d c p

Human resources development
Promoting individual capacity for learning, self-reflection, discussion of values, abilities and skills development

Organisational development and change management
Increasing the efficiency and flexibility through organizational learning

Cooperation and network development
Building up and management of organizations and networks, fostering knowledge-sharing, coordination and co-production

System development / institutional development
Negotiating conducive and favourable legal, political and socio-economic framework conditions for capacity development and cooperation

Knowledge Credit Cards
A pocket-sized and handy format for big topics.
You cannot pay a bill with these credit cards. It's a pity.
The cards are intended as a brief reminder.
Print out the cards and glue the front to the back together.

Back

Capacity Development key factors for success o d c p

- Systemic approach**
Capacity development measures at micro-level must be accompanied by efforts to improve organizational performance, as well as the legal, political and socio-economic framework.
- Long-term and flexible measures**
Capacity development needs a consistent institutional approach that must not be sacrificed to short-term training measures. Capacities can only be built gradually over a period of time.
- Help towards self-help**
Capacity development measures have to encourage the efforts of individuals and organizations to resolve problems independently, and not to replace independent efforts of local partners.
- Ownership and participation**
In order to be sustainable, it is essential that capacity development be based on the expressed willingness of the partners to assume responsibility, to make their own inputs and independently continue, adopt and refine the innovations achieved.

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Actor Analysis power resources o d c p

When screening the actor landscape for potential partners we focus on the following questions:

- 1) **Where do we need support? In what field / region / point of the process do we need assistance?**
- 2) **Which actor has a complementary profile to ours?**

By answering these questions we are able to outline the profiles of the relevant actors, looking at the power resources each actor has at his disposal:

- **Financial Power:** the actor has at his disposal substantial financial resources which could be brought to the project
- **Position Power:** the actor holds an influential position in a relevant institutional structure
- **Expert Power:** the actor has specific knowledge and is very experienced
- **Networking Power:** the actor is well-connected with other relevant actors and networks
- **Negotiation Power:** the actor has excellent communication and social skills
- **Information Power:** the actor controls or influences information and communication channels

Back

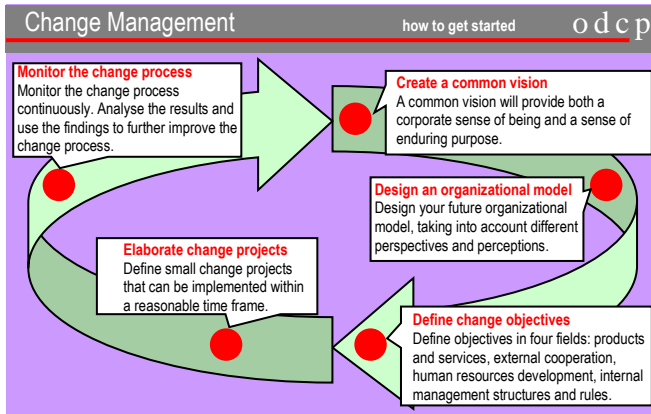
Actor Analysis power profile o d c p

To visualize both, the profile of our own organization as well as the profile of potential partners, rate the different criteria (scale 0 – 3) and draw the profile using the following structure:

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Back

Change Management how to make it stick o d c p

Communicate
Communicate consistently, frequently, and through multiple channels. Communicate all information about the changes, as quickly as the information is available.

Take it step-by-step
Major changes have to be subdivided into small change projects. The overall goal and major milestones have to be clearly defined at the beginning; further steps are guided by the context.

Work with resistance
Resistance and scepticism occur in every change process and have to be dealt with in a constructive way. Show interest for scepticism and critics and spend extra time and energy working with resistance and validate the different views and perceptions of the people involved.

Create short-term wins
People won't go a long journey unless they can see tangible short-term payoffs. Always look for ways to obtain clear gains in performance, however small, celebrate them and reward the people involved.

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Conflict Sensitive Programme Management conflict radar o d c p

When working in conflict zones, three guiding questions help us to reflect on the interdependency between the conflict and our work:

- 1) To what extent is our daily work affected by the conflict situation?
- 2) What are the major uncertainties and risks we face when working in a conflict environment?
- 3) How can our assistance have a positive impact on the conflict situation and not (unintentionally or intentionally) fuel the conflict?

The *Conflict Radar* enables the operational team as well as the partners to get a sound assessment of these questions by analyzing various relevant criteria of the inter-relationship between our assistance and the conflict environment.

Back

Conflict Sensitive Programme Management conflict radar o d c p

Do we contribute to end violence and promote meaningful dialogue?

Do we promote social, political and economic inclusion?

Are we regularly monitoring the conflict situation?

Do no harm: do we support connectors and weaken dividers?

Do we act in line with international conventions (human rights)?

Is the programme staff (SDC and partners) well protected?

Do we ensure that our programme is not misused by the conflict parties?

Do we know and respect basic operational guidelines?

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Negotiation core principles o d c p

Negotiation is communication between interdependent actors, designed to reach agreement when both sides have some interests that are shared and others that are opposed.

Four basic rules for negotiating:

- 1) Separate the people from the problem: be calm.**
Don't make big assumptions about the other side's intentions and do not entangle the relationships in the substance of the problem. Instead let the other side blow off steam and listen actively what is being said and what is at stake.
- 2) Focus on interests, not positions: ask the "why" not the "who" questions.**
Acknowledge the other side's interests as a part of problem-solving. All parties are different and have therefore the right to bring forward different interests and motives. Understand the other side's opinion, you don't have to agree with it.
- 3) Generate a variety of options before deciding what to do: enlarge the pie before sharing it.**
Avoid the instinct to narrow down to specific terms or positions: make time to brainstorm without judging.
- 4) Insist that the solution is balanced: be fair.**
Analyse the predicted costs and benefits for all parties and discuss the possibility of compensations for certain parties involved.

Back

Negotiation pitfalls o d c p

Creating balanced solutions for all parties involved is often not possible. Yet keeping in mind the following pitfalls can make it easier to succeed:

- Assuming a fixed pie**
The parties' interests are directly opposed on all issues, with no room for trades and alternative solutions.
- Mistrusting the other side**
A climate of mistrust makes it difficult for the parties to find common ground for effective negotiations.
- Taking up issues one by one**
Without making negotiation packages, the parties can only carry out a series of competitive, win-lose negotiations that are less efficient and much less emotionally satisfying.
- Devaluing the other side's offer**
Proposals by the other side are devalued and not seen as enough.
- Exaggerating claims**
Parties come up with exaggerated, unrealistic claims.
- Trap of 'guess work'**
Both parties don't have sufficient knowledge of the specific issues at stake.

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Conflict Sensitive Programme Management do no harm o d c p

The Do No Harm Approach
When working in fragile states or conflict zones we should take into account the following aspects:

- 1) International foreign assistance is never neutral but becomes part of the context.
- 2) The resources provided by donors, and the manner in which these resources are delivered, play into and reinforce the relationships between contending groups in recipient societies.

The mode of operation matters: what, why, with whom, when, where, and how.

- 3) In any conflict environment there are two different realities: dividers and connectors. Groups in contention are both 'divided' by some factors (such as opposing interests, competition over limited resources, historical issues, etc.) and 'connected' by other factors (such as shared interests and values, interdependent structures, common infrastructures, etc.).
- 4) Impacts of donor assistance on conflicts occur as the resources provided (and the systems of provision) either reinforce or lessen dividers between groups. Likewise, impacts are either negative if donors ignore and weaken the connectors or positive if they recognize and build on connectors.

Back

Conflict Sensitive Programme Management do no harm o d c p

The Do No Harm Matrix
What are the dividers and connectors in our specific work context?

Programme / Project:		Conflict at stake:	
DIVERSERS		CONNECTORS	

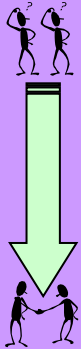
+ = reinforced
- = weakened
o = no effect

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Partnership Management the partnering process o d c p



- A) Clarify purpose of partnership in terms of value added (cooperation rent).
- B) Screen the actor landscape for potential partners and pick complementary partners with high interest in results.
- C) Establish shared communication and coordination mechanism that are accepted by all members.
- D) Start with knowledge sharing. Agree on terms of engagement and mechanisms of accountability.
- E) Make sure that all partners get equal access to information.
- F) No detail planning. Trust in engagement. Define milestones, keep enough space for flexibility, find new ways of partnering and joint venture.
- G) Strive for simple joint projects that strengthen trust.
- H) Set up rules for diversity management.

Back

Partnership Management key factors for success o d c p

- Take into account different perspectives and expectations**
Sustainable partnerships are based on mutual respect and understanding of each other's ideas, motives, preferences, timeframes, working styles and cultures.
- Build mutual trust**
Trust is built by being transparent about each other's intention and interests, by validating each partner's competencies and contributions, and by having equal access to information.
- Create tangible results**
Easy wins or cooperation on pilot projects, yielding relatively quick results, provide motivation and strengthen trust among the partners. Make results visible and celebrate.
- Share knowledge and experience**
Each partner disposes of different competencies and experiences. To create a value added for the partnership, knowledge sharing and mutual learning are the basis for further cooperation.

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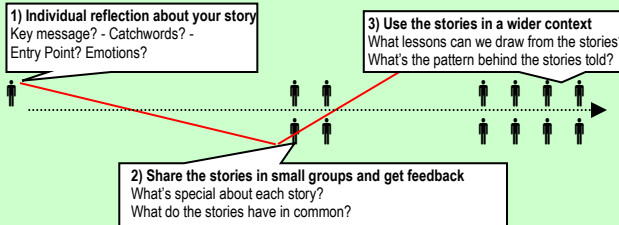
Storytelling what it's about o d c p

- captures individual experiences and translates them into a shared resource: lessons learned and best practices.
- brings out the deeply ingrained and internalized views and perceptions of individuals.
- enables the description and discussion of different perspectives, including emotions and personal experience. In this way it builds up mutual trust.
- responds to particular patterns of human perception and makes people aware of other realities than the one captured by classic reports.
- challenges the accepted power relations in an organization or cooperation system – a story is not more important because someone senior tells it: equality of contributions.
- generates the cultural glue, identity and purpose for communities and networks.
- explores the risks and opportunities presented by an episode in the past, present or future.

Back

Storytelling how to get started o d c p

Storytelling is a method of knowledge management where the knowledge and experience of individuals is first valued, translated into a shared resource and then capitalized on. A basic approach to storytelling includes three major steps:



- 1) **Individual reflection about your story**
Key message? - Catchwords? - Entry Point? Emotions?
- 2) **Share the stories in small groups and get feedback**
What's special about each story? What do the stories have in common?
- 3) **Use the stories in a wider context**
What lessons can we draw from the stories? What's the pattern behind the stories told?

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Parte de frente

Network Management
the tool PIANO
o d c p

Products - Incentives - Actors - Negotiations – Orientation


When to use this tool?

- Design and set up of networks
- Monitoring and evaluation of networks

Why use this tool?

It can increase the efficiency and effectiveness of networks by:

- Fostering participation of all network actors
- Enabling a sound analysis of the network's activities
- Taking into account the different perspectives of the network actors
- Strengthening the common vision and focusing on joint products
- Building up mutual trust among actors
- Enhancing ownership and motivation
- Lowering transaction costs for network coordination and management



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Parte de atrás

Network Management
the tool PIANO
o d c p

How to use the tool?

1. The different network actors should separately answer the questions in the following table.
2. Compare and discuss the results.

P (Products)	I (Incentives)	A (Actors)	N (Negotiation)	O (Orientation)
What's going to be the next joint product of the network? What will be our contribution?	Why do we want to be / stay part of the network? What benefits do we expect from it? (cooperation rent)	Who has similar / different objectives to ours? How can the key actors be brought on board?	What minimal set of rules need to be established? How can we ensure these rules are respected?	What's the common vision of the network members? Where do we see potential conflicts?
How do we spark network synergies? How can we foster the efficient exchange of knowledge and information?				
With whom do we want to elaborate the products?	What incentives have to be provided so we stay engaged?	Which actors should additionally be taken into consideration?	How do we run the decision-making process in the future?	What are the concrete measures to strengthen our common vision?