

# Empowerment and transformation through capacity building



To better understand...

- Why is capacity building important?
- Are N4Ps and businesses the same?
- How can capacity building be improved?



# What is it?

The process of strengthening an organisation in order to improve its performance and impact





Lorna and Ian



**Community First**  
Building better communities

in Herefordshire & Worcestershire



Haygrove



concern  
universal



CITY UNIVERSITY  
LONDON

Inspiring and enabling leaders to  
deliver a sustainable future





# Building capacity



# Essential, but...

1. Funders – don't adequately support it

2. N4Ps – don't prioritise it

McKinsey



Who's this?



3 things for success?

The first is money  
The second is money  
The third is money



Good habits!

**We are**  
what we repeatedly do.  
**Excellence,**  
then, is not an act,  
**but a habit.**

- Aristotle

Can do this far more  
effectively if we  
better understand  
ourselves and our  
teams...

Same?



“Differences only **10%.**”

Different?

Feedback from clients



Motivations

Diffuse power  
structure

Defining success

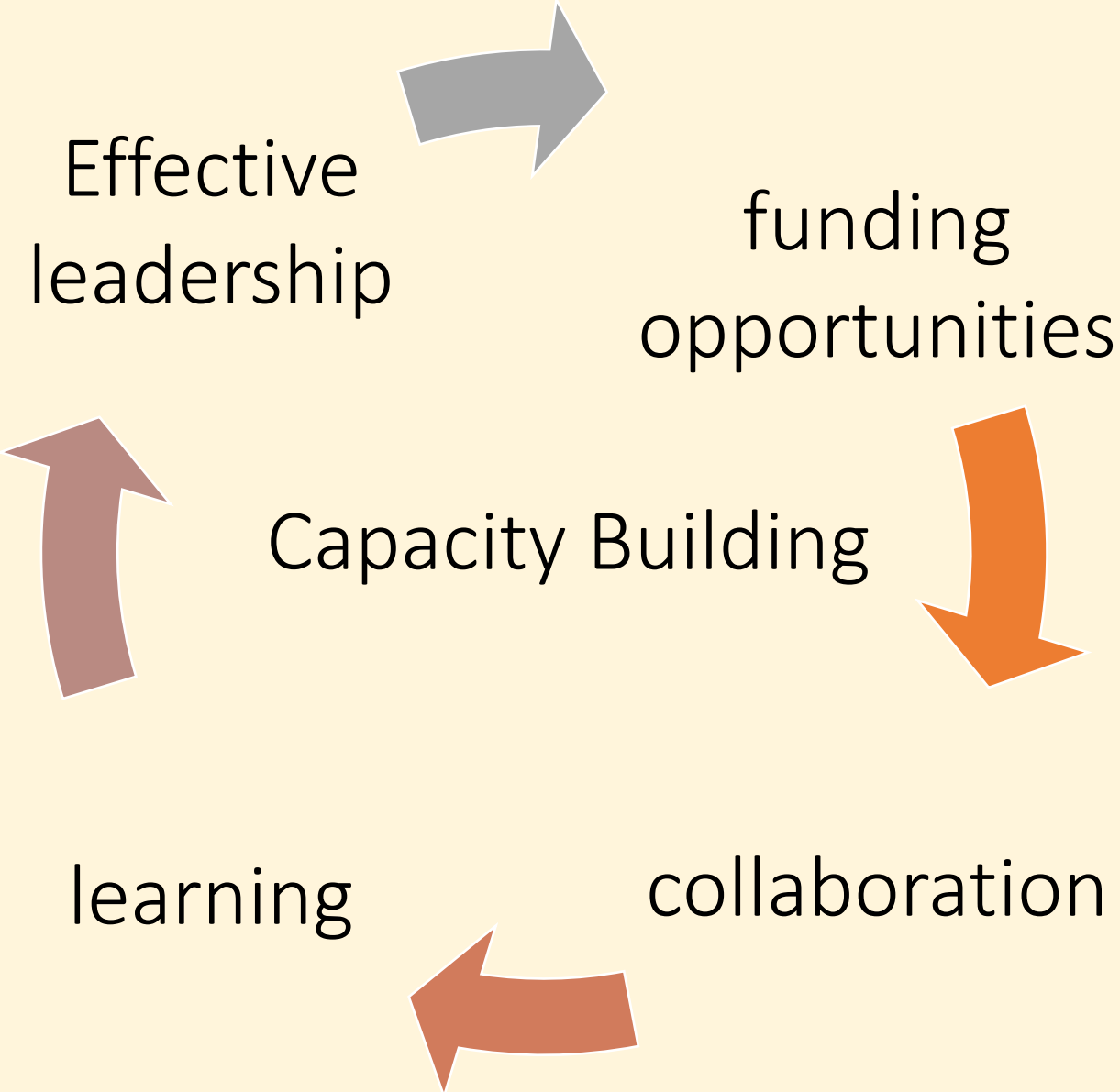


Different?

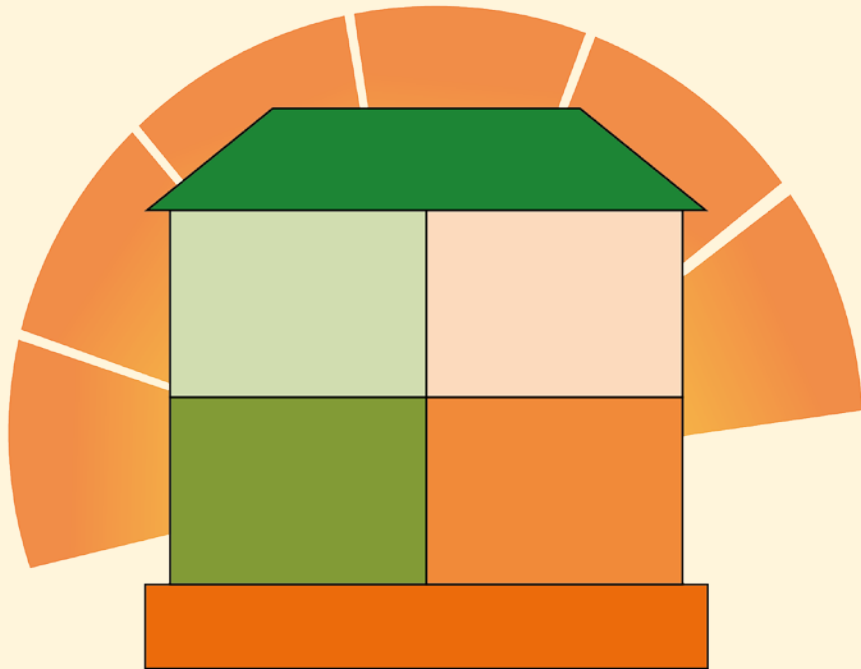


“Mediocrity in leadership shows up almost immediately.”

# Getting ahead...



# Knowing where capacity needs to be built!

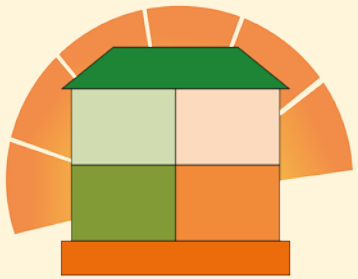


The model is based on right brain and left brain research since the 1950s.

Score 'Rooms - 10 mins  
Discuss results - 5 mins  
Reveal model







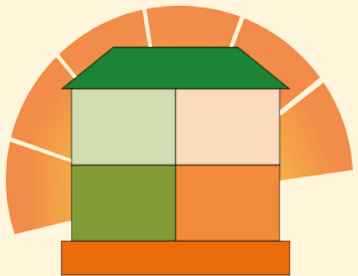
Consider the work activities below and then rate them collectively on a scale of 1 to 10

- Gather facts
- Analyse issues
- Problem solve logically
- Argue rationally
- Measure precisely
- Understand technical elements
- Consider financial aspects

## Profile Exercise

**Room 1 – On your hand-out, please circle the number that best defines your preference for this group of activities.**

1	2	3	4	5	6	7	8	9	10
Hate doing it		Don't mind doing it		Quite enjoy doing it		Enjoy doing it a lot		Rather do it than anything else	



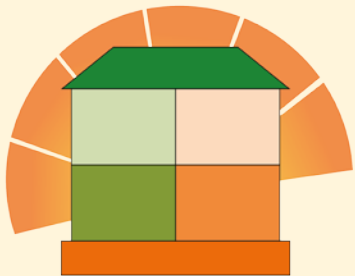
Consider the work activities below and then rate them collectively on a scale of 1 to 10

- Find overlooked flaws
- Approach problems practically
- Stand firm on issues
- Maintain a standard of consistency
- Provide stable leadership and supervision
- Read fine print in contracts and documents
- Organise and keep track of essential data
- Develop detailed plans and procedures
- Implement projects in a timely manner
- Articulate plans in an orderly way
- Keep financial records straight

## Profile Exercise

**Room 2 – On your hand-out, please circle the number that best defines your preference for this group of activities.**

1	2	3	4	5	6	7	8	9	10
Hate doing it		Don't mind doing it		Quite enjoy doing it		Enjoy doing it a lot		Rather do it than anything else	



Consider the work activities below and then rate them collectively on a scale of 1 to 10

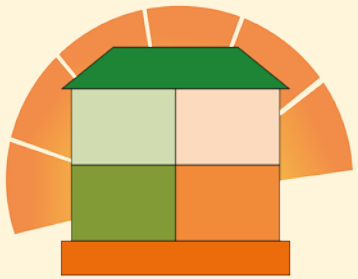
- Recognise interpersonal difficulties.
- Anticipate and intuitively understand how others will feel
- Pick up on non-verbal clues of interpersonal stress.
- Relate to others in empathetic ways
- Engender enthusiasm
- Persuade
- Teach
- Conciliate
- Understand emotional aspects
- Consider values and organizational culture

## Profile Exercise

**Room 3 – On your hand-out, please circle the number that best defines your preference for this group of activities.**

1	2	3	4	5	6	7	8	9	10
Hate doing it		Don't mind doing it		Quite enjoy doing it		Enjoy doing it a lot		Rather do it than anything else	





Consider the work activities below and then rate them collectively on a scale of 1 to 10

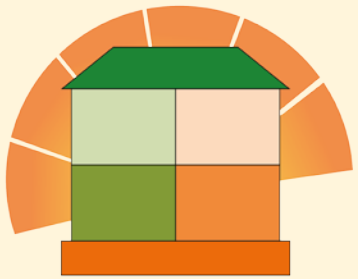
- Read signs of coming change
- See the “big picture”
- Recognise new possibilities
- Tolerate ambiguity
- Integrate ideas and concepts
- Bend or challenge existing policies
- Create new solutions by bringing together unrelated elements
- Problem solve in intuitive ways

## Profile Exercise

**Room 4 – On your hand-out, please circle the number that best defines your preference for this group of activities.**

1	2	3	4	5	6	7	8	9	10
Hate doing it		Don't mind doing it		Quite enjoy doing it		Enjoy doing it a lot		Rather do it than anything else	

# Score sheet



Score for Room 1

\_\_\_\_\_

Score for Room 4

\_\_\_\_\_

Profile  
Exercise

Score for Room 2

\_\_\_\_\_

Score for Room 3

\_\_\_\_\_

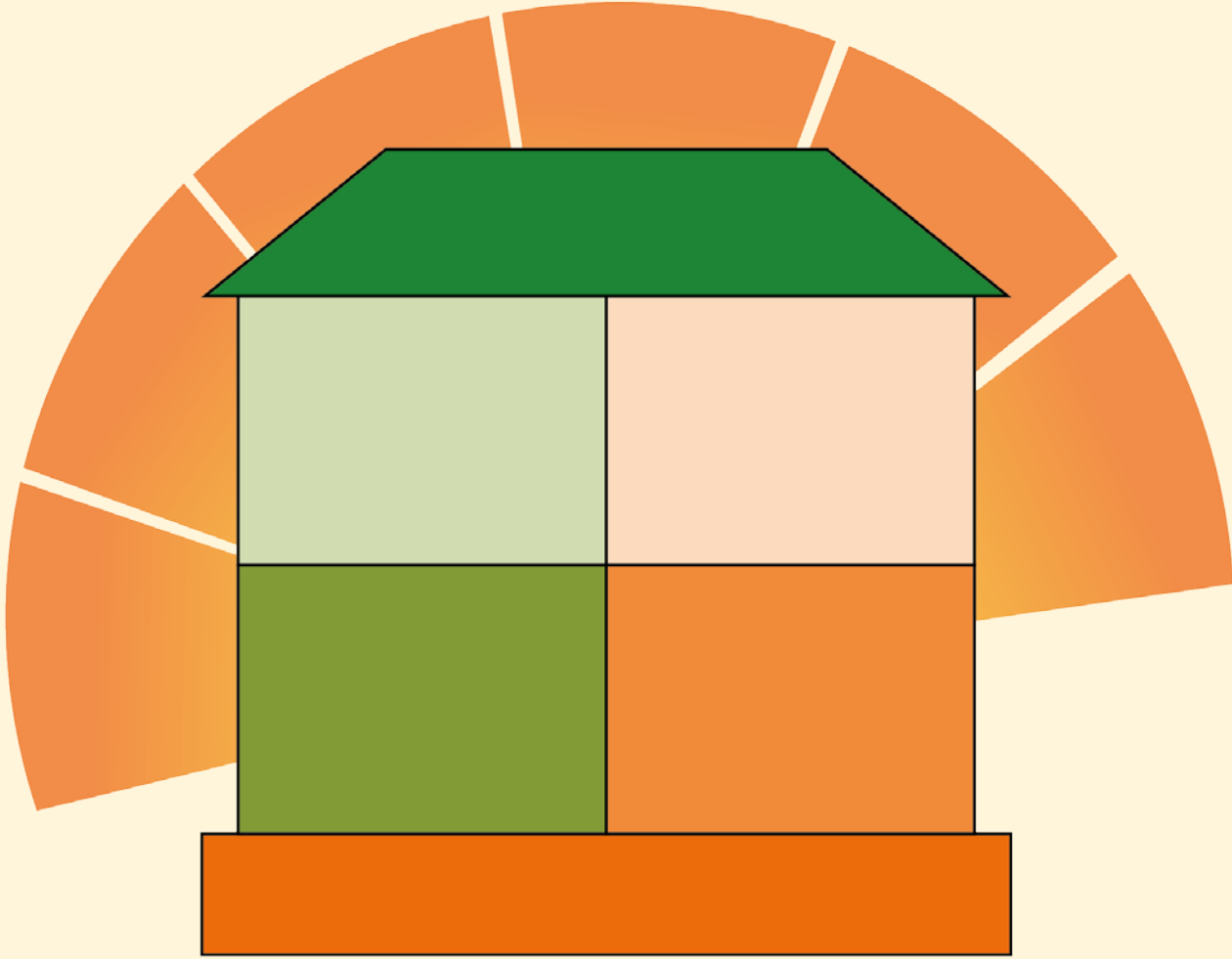
# Knowing where capacity needs to be built



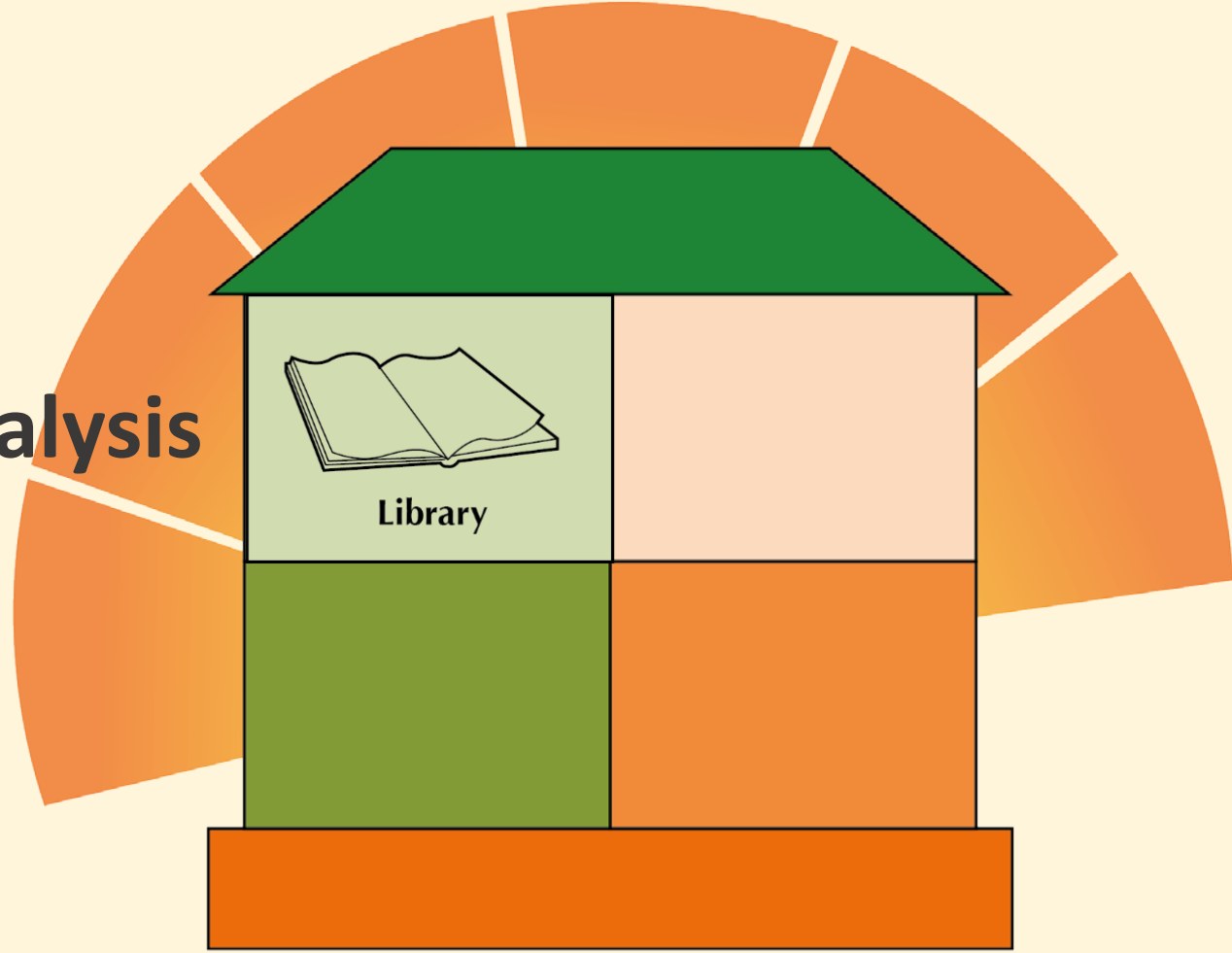
Roof

4 rooms

Foundation

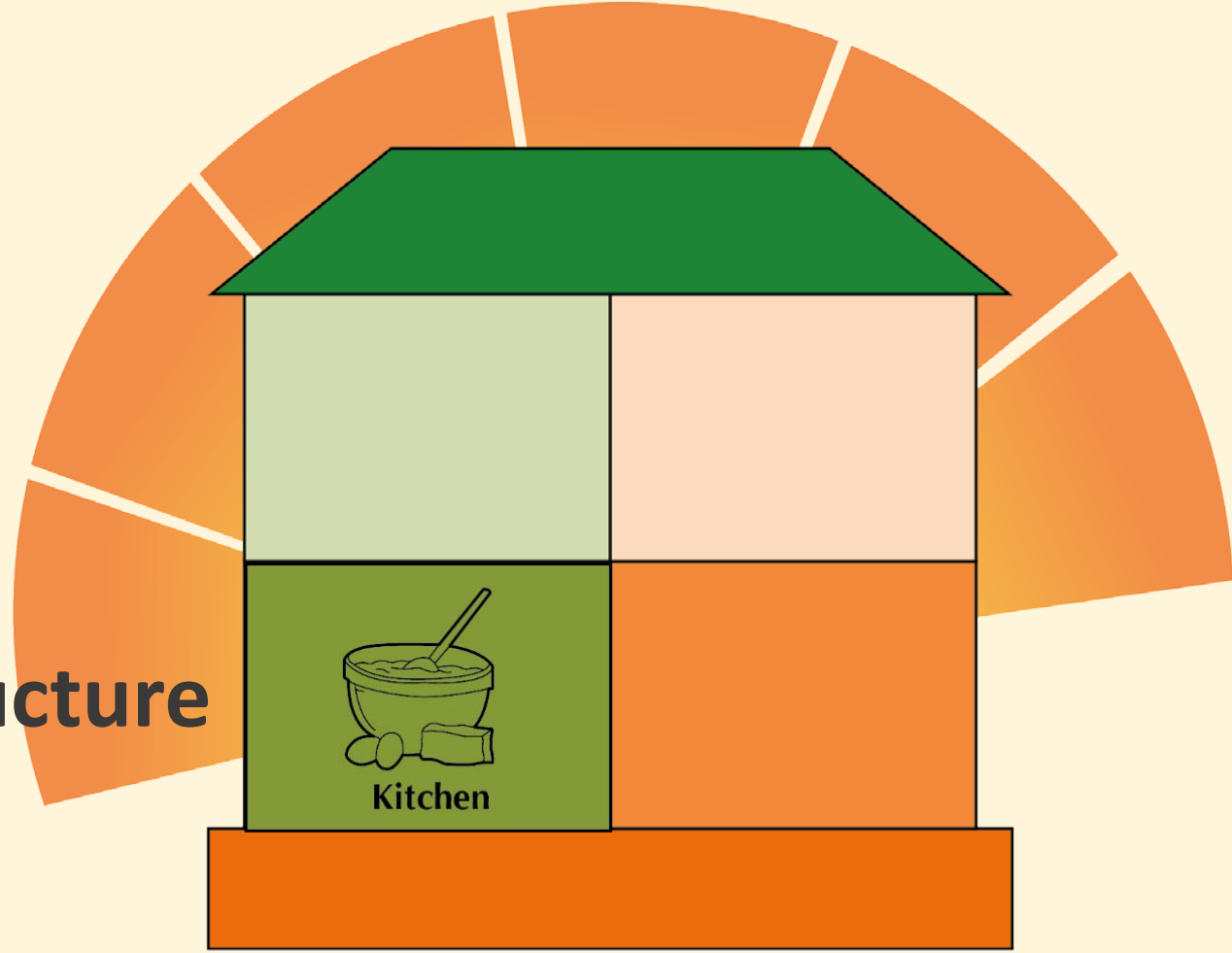


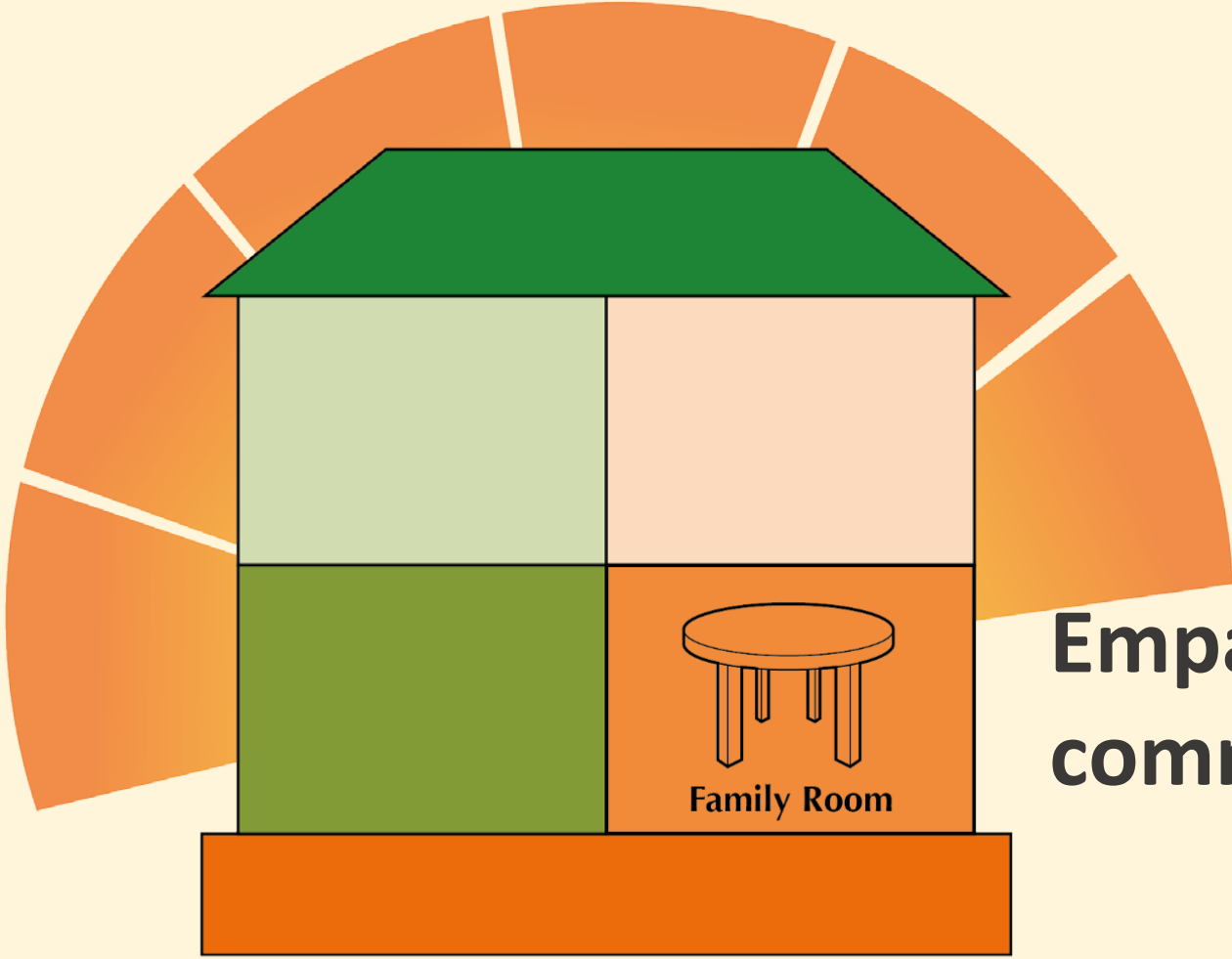
**Reason and analysis**



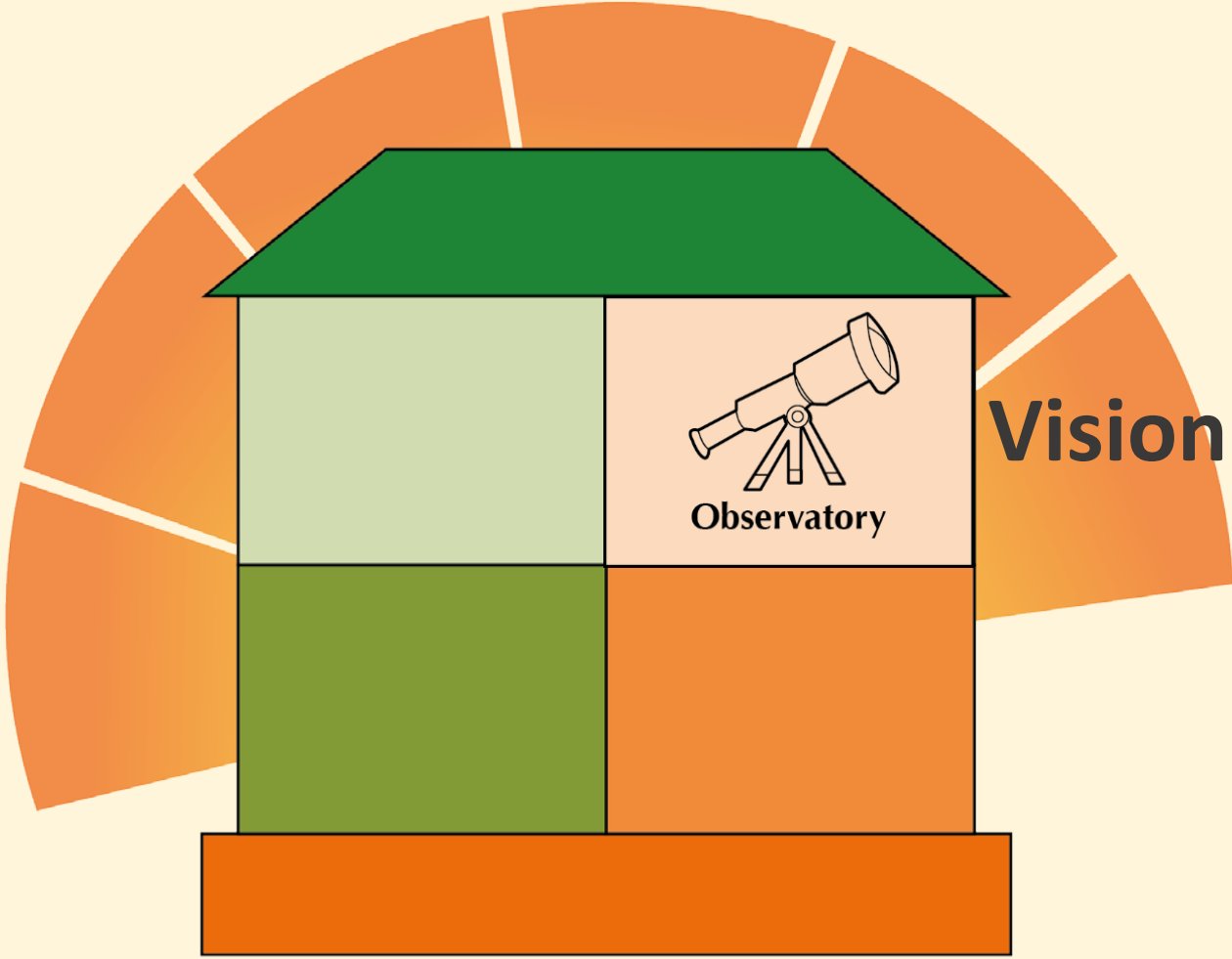


**Order and structure**



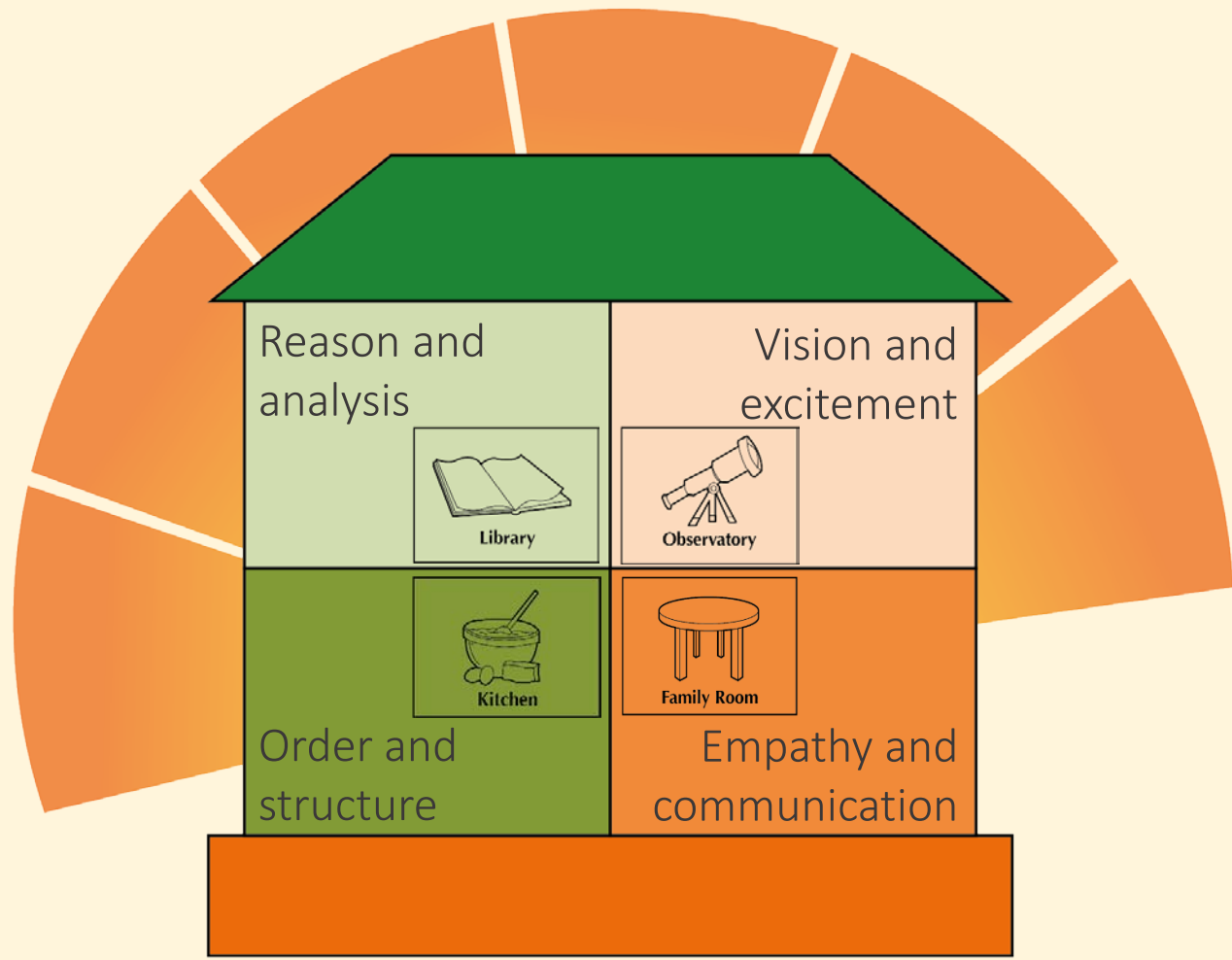


**Empathy and communication**



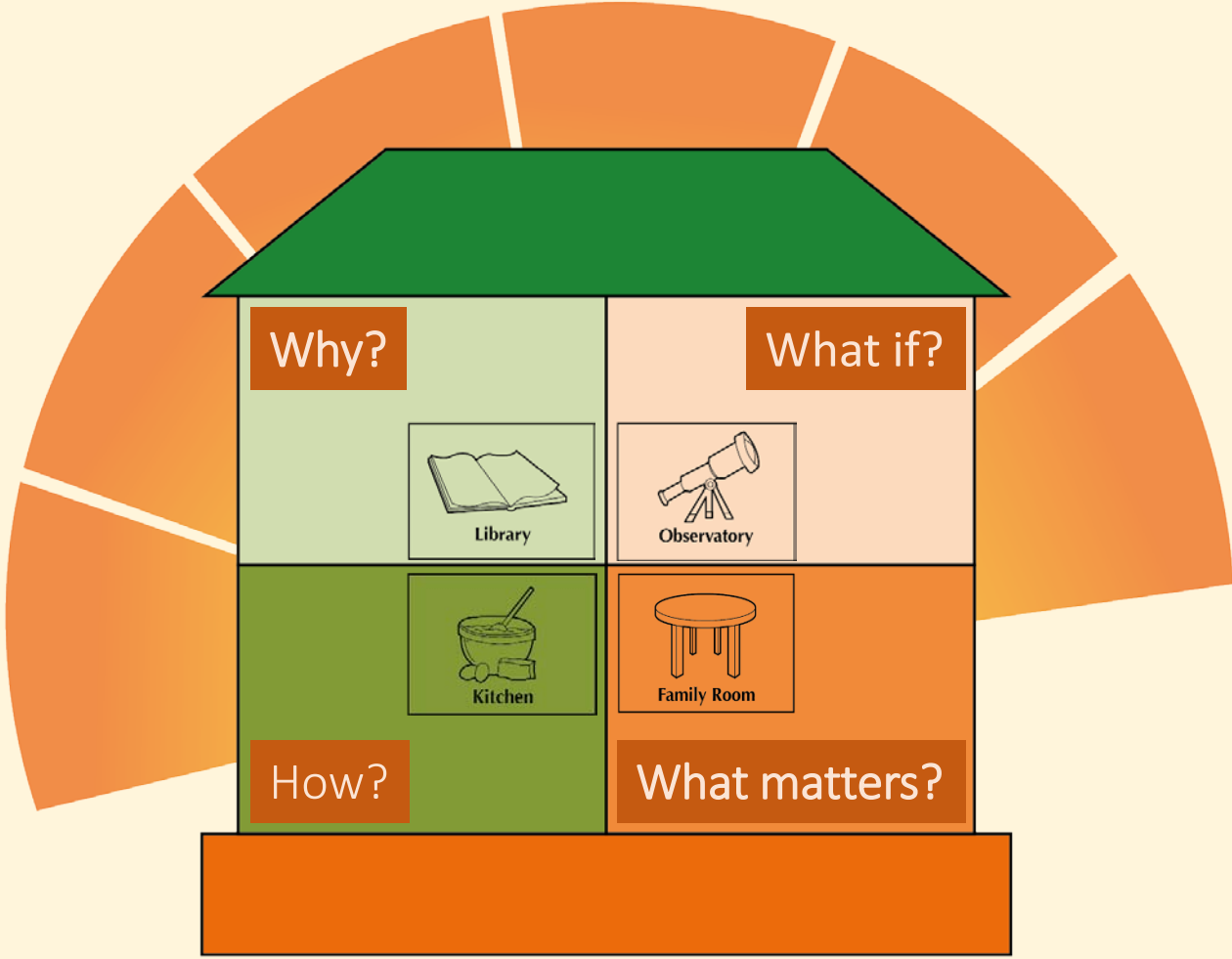
**Vision and excitement**

# Rooms



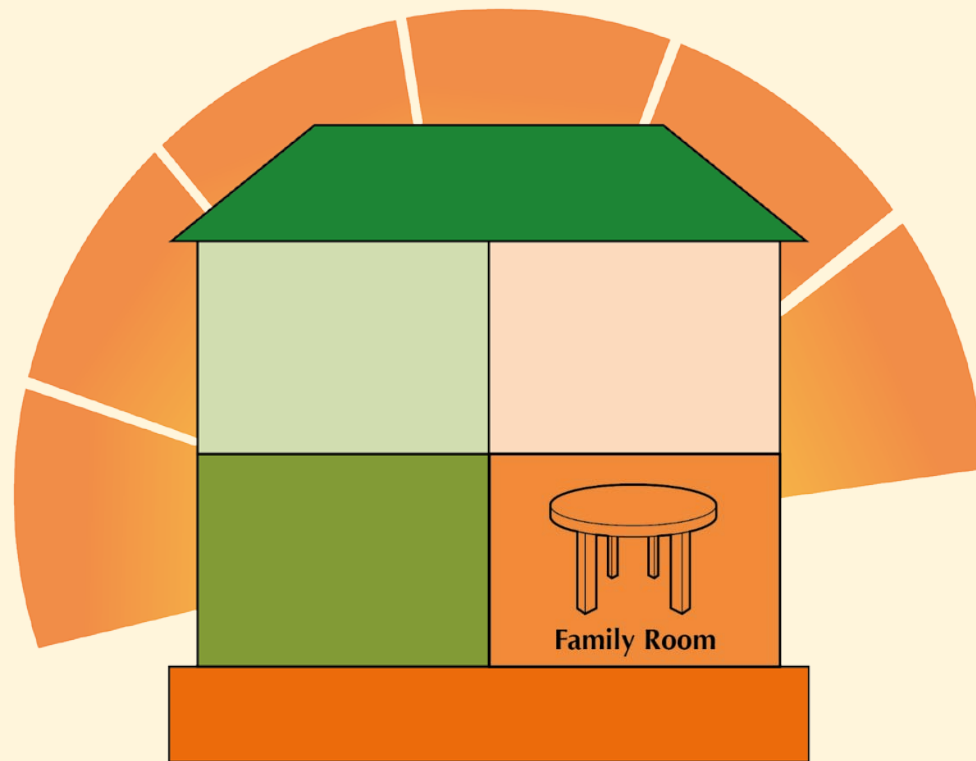


# Rooms



# Tip 1 - Empowerment

“We know how to work together”

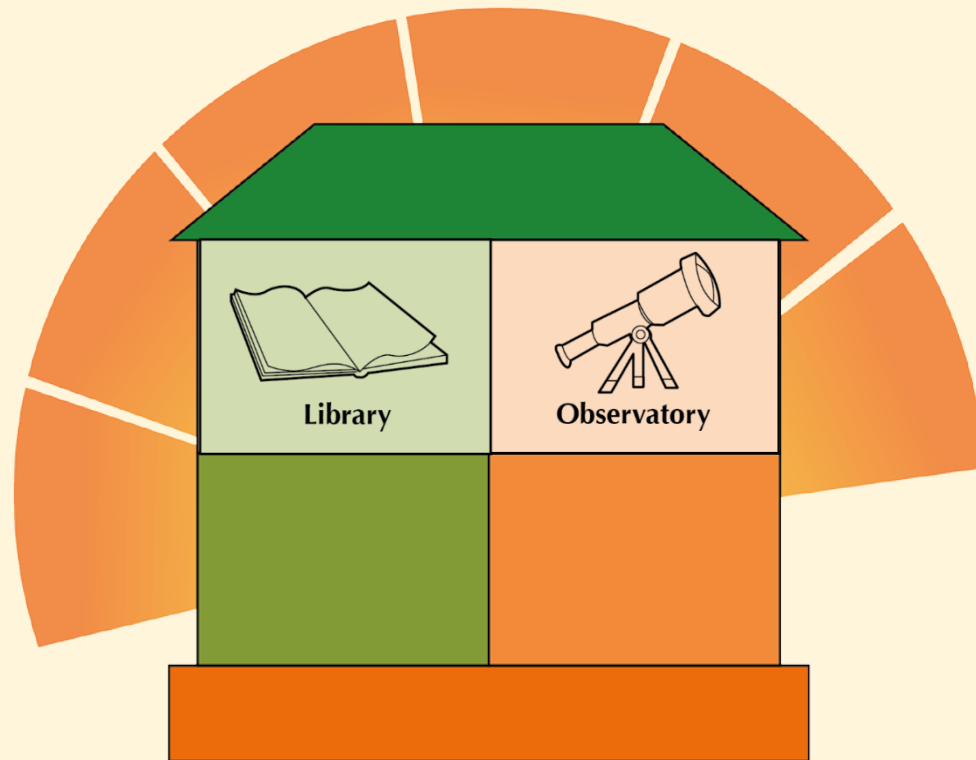


Communication, communication,  
communication



# Tip 2 - Transformation

“We know the importance of leading by example and people understanding why”



I understand  
why

?%

I see my  
boss do it

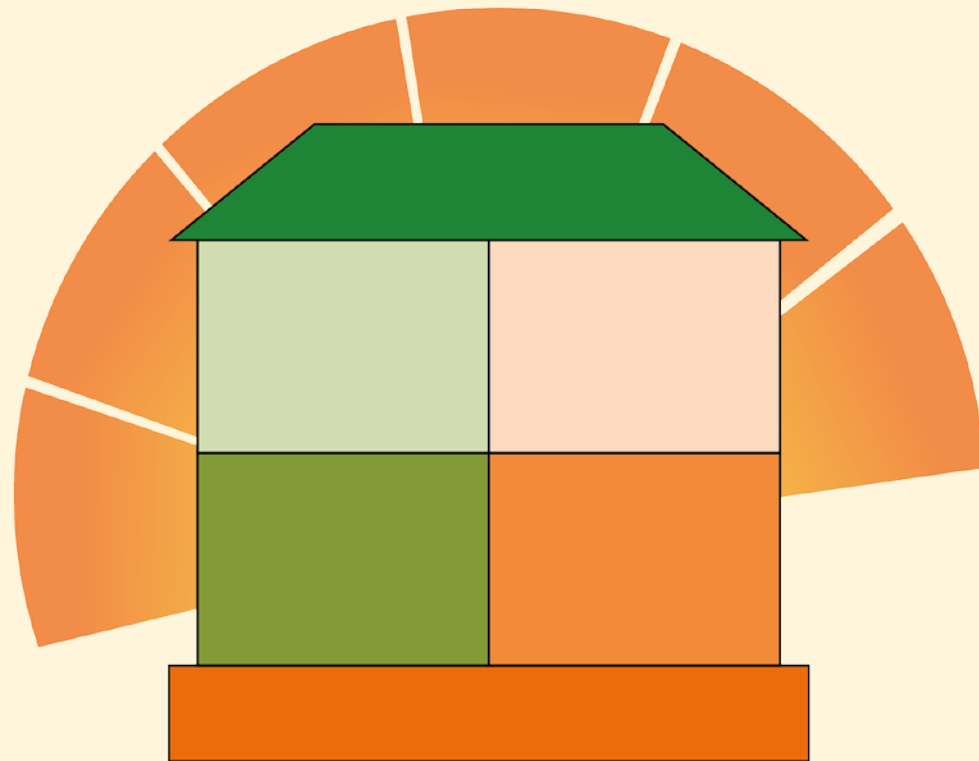
My structure  
has been  
changed

?%

I've been  
trained

# Tip 3 – Capacity Building

“We know where the gaps are and where to improve”





Thank you!



The Centre on Philanthropy

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