



Generation Citizen: Building decision-making structures to support growth

Leading for Impact Case Study

Collaborating to accelerate social impact

Generation Citizen's national center and regional sites did not always see eye-to-eye around annual goals



SITUATION

Generation Citizen is a single 501c3 health education organization with three sites. Each year, Generation Citizen sets goals for growing the number of people served, growing services, and the necessary budget and staffing for each site to support that growth.



COMPLICATION

There is no real process for coming up with these goals, and often there is a chaotic back-and-forth between sites and national. The final set of strategic goals lacks clarity and cohesion. So far, this has been manageable given their small size, but they plan to add a fourth site this year, and cannot continue in this haphazard way.



KEY QUESTIONS

- Who is involved in decisions about site growth/strategy?
- How much autonomy do individual sites have about their growth goals and budget/ headcount?
- When there is a difference of opinion between sites and national, who decides the final outcome?
- At what point does a certain strategy stray "too far" from the original model? Who would determine when this occurred?

Generation Citizen's senior team joined *Leading for Impact* with the following goals in mind

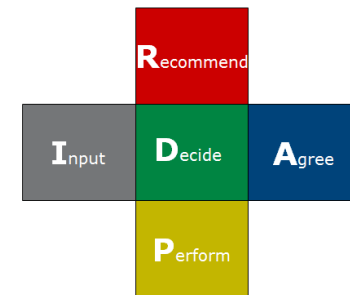
- Develop a clear **delineation between decisions “owned” by national staff and those “owned” by site staff** based on which areas of our model and strategy are flexible
- Define the precise local/national **roles linked with decision-making power**
- Develop crystal clear **decision-making process** throughout the organization
- Make sure everyone in the **organization understands and “buys in”** to this decision-making process

Their Bridgespan Advisor helped them design a plan of attack to reach these goals...

They chose to do the
**ORGANIZATIONAL
EFFECTIVENESS**
project



With a focus on the
**RAPID
DECISION-MAKING**
tool



To achieve clarity on the following

CRITICAL DECISIONS

- Growth patterns and numbers in each site and in the overall national trajectory
- Level of site-to-site flexibility in the program model/content
- Personnel decisions in each site
- Budget decisions in each site

...and advised them throughout their five-month process and beyond

FEBRUARY

- Develop staff interview questions
- Conduct staff interviews

MARCH

- Decide guiding principles
- Decide which decisions we focus on based on biggest pain points
- Interview peer organizations to see what they are doing

APRIL

- Draft and refine RAPIDs
- Develop communications/change management plan for staff

MAY

- Introduce plans to all staff
- Draft implementation plan (including processes and communication structures)

JUNE

- Continue checking in with advisor for support implementing

Their final product was a set of materials that clearly delineate national vs. site decisions (1 of 3)

Management/Strategy

National	Site
<ul style="list-style-type: none">• National growth goal-setting, decisions on new site expansion• Overall revenue generation and resource allocation• Model for national revenue generation: philanthropic pipeline• National staff will oversee national staff members• Specific national staff members will oversee local site directors• Overall culture and values determined by national (with input from sites)• Formal coordination across programs, operations, and regions	<ul style="list-style-type: none">• Site will determine what scale looks like locally, with input from national• Site will contribute % of local site and will strategize best local funding opportunities with national DM and ED. Exact percentage will be set jointly between national and site• Site will oversee local board recruitment and management. New members must be approved by national• Site will offer input on setting realistic fee-for-service goals and timeline

Their final product was a set of materials that clearly delineate national vs. site decisions (2 of 3)

Program

National	Site
<ul style="list-style-type: none">• Research and evaluation to prove efficacy of overall program• Curriculum overall content and sequence• Focus of training (timing, main topics covered)• Political framework of curriculum, including Advocacy Hourglass• Specific programmatic elements, including:<ul style="list-style-type: none">- Semester-long- Between grades 8-12- In-school• Approval of pilots into formal programmatic components	<ul style="list-style-type: none">• Expertise on local government and education decision-makers• Partnering with local organizations and community partners• Program management for day-to-day program operations• Recruiting, training, supporting college students• Determining where curriculum fits in best with local site• Relationships with local district officials• Specific training (local politics, etc.)• Can suggest pilots, but need national input and approval to execute pilot

Their final product was a set of materials that clearly delineate national vs. site decisions (3 of 3)

Operations

National	Site
<ul style="list-style-type: none">• Financial management & bookkeeping• HR: hiring for national staff and approvals for staff hiring plans for local sites• HR: providing templates and processes as well as capacity support for hiring• Payroll, health care, and any other HR specifics	<ul style="list-style-type: none">• HR: talent recruiting, training, and performance management (recommendations will be made for local staff, approved by national)• Office & facilities management• Personnel structure, with input from national (specific roles of PA's, other staff)