Managing Organizational Growth & Change

Social change organizations incubate and test bold ideas, create platforms for people to take action, cultivate leaders and activists, and seed new ways of thinking and solving problems. If we want to build powerful social movements capable of societal transformation, we need to invest in building high impact, social change organizations that will continuously fuel those social change movements.

CONTENTS

ACKNOWLEDGEMENTS

ADVANCING THE POWER AND PROMISE OF SOCIAL CHANGE ORGANIZATIONS

Social change organizations are called upon to do what sometimes feels nearly impossible — to change entrenched ideas, dismantle oppressive systems of power and find solutions to some of the most intractable problems of our day. To achieve the seismic shifts necessary to advance social change, organizations need to design highly effective change strategies. They must become powerful architects of change — finding creative ways to exponentially increase their reach, influence and impact in service to their vision.

Many social change start-up groups begin organically; they are fueled by the need to counter injustice, inequality and to give voice to disenfranchised people. As they grow and become more complex, organizations need to become more intentional about how to develop their people, strategies and resources to accomplish their goals.

We've all witnessed social change organizations that have ignited powerful ideas and strategies at a particular moment in time, only to fizzle out or even implode. **What can we do to build social change organizations that are able to grow and evolve?**

This toolkit identifies four essential principles for building strong social change organizations:

1 **Principle 1: Build a Solid Foundation for Organizational Effectiveness**

2 **Principle 2: Understand the Organizational Life Cycle and Build Your Capacity at Each Stage**

3 **Principle 3: Have a Clear Game Plan for Scaling Up**

4 **Principle 4: Approach Organizational Expansion as a Major Change Initiative**

PRINCIPLE (1) Build a Solid Foundation for Organizational Effectiveness

After working with hundreds of organizations, Strategies for Social Change has identified eight essential characteristics of highly effective organizations. These elements include vision, culture, leadership, strategy, expertise, people power, movement alignment and organizational structures and systems and are described further in this section.

Exploring the Characteristics of Highly Effective Organizations

1. Vision

A clear, cogent and compelling vision for change is fundamental for organizations to achieve impact. A good vision inspires people to take action, keeps people focused and informs your core strategies. A good vision statement is aspirational and takes the long view with a time horizon of 10+ years. Your vision statement must be able to answer a fundamental question: How will your constituent's lives or the communities you serve be changed, improved or different as a result of your work?

Furthermore, achieving a bold vision is not possible without having fundamental clarity around the organization's **mission and core values** as well as a clear understanding of the **core constituency** to which your organization is accountable. Organizations that take the time to clarify their mission, vision, values and core constituency have a compass to guide them on their journey.

2. Culture

Fueling social change requires "out of the box" thinking to generate new solutions to what many perceive to be intractable problems. **Effective social change organizations operate as learning laboratories** where members are unafraid to test new and bold ideas and where thoughtful experimentation is embraced. "Failures" along the way are seen as pivotal learning moments and stepping stones to future success.

Another aspect of building a healthy organizational culture is the attention paid to ensuring that the organization lives its values. Highly effective organizations are intentional about developing **organizational practices that mirror their values,** creating democratic institutions and policies that value diversity, equity and inclusion. They also value the importance of work/life balance seeking to create sustainable workloads for staff and members and instituting other practices that promote well-being.

3. Leadership

Highly effective organizations invest in **building a shared leadership model** that distributes leadership responsibilities throughout the organization. They are intentional about developing leadership pipelines within their organization and for the movement and, invest in leadership development programs for their staff and members.

They expect their leaders to act collaboratively and to operate at the highest levels of integrity. They create organizational systems and processes that advance transparency and shared decision-making. Moreover, leaders are encouraged to develop a **reflective leadership practice** recognizing that leadership requires deep honesty, constant reflection, the courage to experiment and fail and the ability to continuously integrate new learning.

4. Strategy

Highly effective organizations invest much of their resources on strategy development. They work hard to articulate **a clear theory of change** and tend to develop a sophisticated understanding of the root cause of the problem they are trying to change as well as the **social action/critical momentum levers** that can trigger meaningful change.

Highly effective organizations make good use of **trends analysis, power mapping, forecasting and benchmarking tools to strategically position the organization to win.** Strategic organizations are proactive, nimble and highly adaptive to changing circumstances.

They practice strategic foresight and develop **nimble decision-making structures** and **rapid response strategies** to take advantage of opportunities and protect against opposition attacks and other threats.

5. Knowledge & Expertise

Effective organizations invest heavily in active learning, **impact evaluation and continuous improvement processes** that dramatically increase the organization's collective knowledge and expertise.

Knowledge building strategies may include creating an organization-wide learning agenda, regularly bringing in thought leaders to dialogue with staff and members, circulating strategy discussion papers, etc. This organization wide learning strategy is also coupled with developing individual and team learning plans, offering staff learning stipends, training staff and members on basic social impact evaluation measures, among many other strategies. The cumulative effects are better programs, campaigns and strategies.

> *Learning in organizations means the continuous testing of experience, and the transformation of that experience into knowledge — accessible to the whole organization, and relevant to its core purpose."*
>
> — Peter Senge
> *The Fifth Discipline Field Book*

6. People Power

Social change organizations understand its people are its most precious resource. Highly effective organizations develop a sophisticated, intentional **strategy to attract, develop and retain exceptional and diverse people across the organization** including staff, members or volunteers, board members and other advisors.

For membership or base-building organizations in particular, developing a clear and effective **engagement ladder** is an important strategy for building people power and creating a **leadership pipeline.** Through this engagement process, participants have the opportunity to hone their organizing and advocacy skills and become leaders within their organization and in the larger movement.

7. Alignment

Social change organizations form a critical part of a larger social movement and many serve as **movement anchor organizations** taking a leadership role in growing the movement. They often incubate and support the development of alliances, lend resources for coordinated campaigns and engage in large scale, cross sector organizing that broadens issue awareness and the level of broad based support necessary to achieve movement goals.

Effective social change organizations have a clear understanding of their **niche and placement in the larger social movement ecosystem.** They understand the stages of movement building and take a thoughtful approach to determining the **unique and most important contributions** they can make to support the movement at every stage.

They place a high value on principled collaboration and relationship building across movement sectors which fosters the kind of trust and understanding necessary to orchestrate campaigns together and navigate the challenges they will invariably encounter along the way.

> *Movement building is the long-term, coordinated effort of individuals and organized groups of people working to intentionally spark, grow and sustain a social movement."*
>
> — Movement Strategy Center
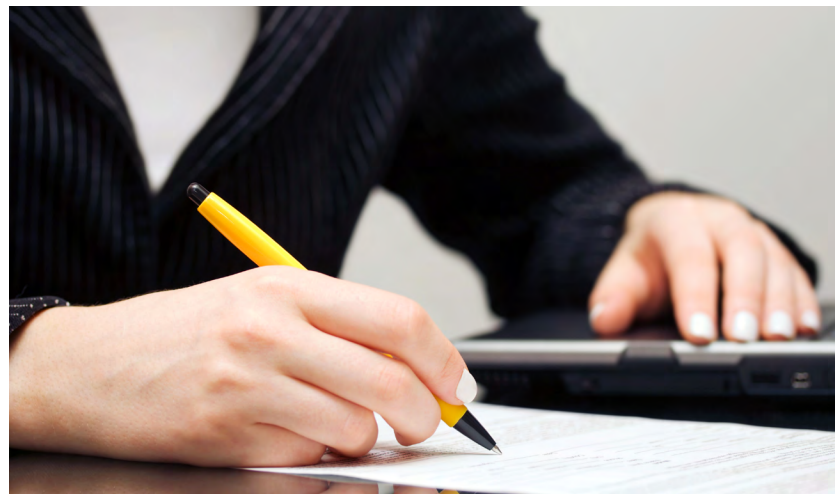
8. Organizational Structure and Systems

Highly effective organizations are disciplined about building the organizational infrastructure to nurture a healthy, sustainable and impactful organization. They understand that a strong infrastructure serves as the foundation upon which to build strong programs and campaigns that increase their reach and impact.

Highly effective organizations anticipate growth and plan for the necessary changes that growth requires for healthy organizational functioning. They develop effective methods for organizational planning and are intentional about developing systems to support healthy decision-making and improvements in communication, coordination, accountability and evaluation as the organization becomes more complex.

They are resourceful at finding intermediaries and other capacity-building supports to help them build out their financial management, fundraising, technology, human resources and strategic communications systems. They make **strategic investments in long-term planning and infrastructure development** to keep pace with their expanding strategic impact goals. They are intentional about aligning stakeholder and funder support and dedicate substantial resources to developing a strong fundraising capacity. They use technology accelerators to expand their reach and messages effectively.

IN A NUTSHELL: THE KEY ELEMENTS OF HIGHLY EFFECTIVE ORGANIZATIONS

Leadership
Leaders are authentic, transparent and inclusive in their approach. They operate under the highest standards of integrity and value open dialogue, shared decision making and teamwork.

People Power
The organization has the ability to attract and retain exceptional and diverse staff, board, advisors, volunteers, etc.

Strategy
The organization uses trends analysis, forecasting and benchmarking tools for strategic positioning. Emphasis is placed on achieving results and quality. The organization is impact driven and proactive with superior adaptive capacity.

CULTURE
Highly effective organizations are intentional about developing organizational practices that mirror their values, creating democratic institutions and policies that value distributive leadership, inclusive decision-making and shared ownership.

VISION
There is clarity regarding the mission, vision, purpose and values. A compelling, powerful and bold picture of the future is shared by staff, board and stakeholders.

Alignment
The organization has a clear understanding of their niche and placement in the larger social movement ecosystem. They may serve as a movement anchor organization or take a movement-building approach to their work. Their organizational strategies and goals align with and advance broader movement goals.

Knowledge & Expertise
The organizational culture supports active learning, critical examination and self-development. A deeper understanding of the issues is achieved, helping to produce more effective and innovative approaches to addressing community needs.

Organizational Structure & Systems
The organization engages in ongoing planning and evaluation. Effective accountability, decision-making, communication and coordination systems are in place.

ARE YOU BECOMING A HIGHLY EFFECTIVE ORGANIZATION?

Consider using the quick and easy assessment tool provided below as a way to begin to generate discussions about both organizational strengths and priority areas for improvement that are most likely to increase organizational sustainability and impact.

It's a good idea to use the tool before you embark on a strategic planning process or other major organizational planning process to help inform your thinking and priority-setting process.

Remember that building a highly effective organization is both a developmental and continuous process. Smaller, recently formed organizations may not have many of the elements listed below in place yet. These organizations can utilize the information in an aspirational manner, identifying short and long-term priorities for building a more sustainable and impactful organization. Mature organizations with more developed infrastructures can use the data as a starting point for discussions about how to reinvigorate, enhance or innovate upon existing organizational practices.

ACTION STEP: Organizational Assessment

	WE'RE GREAT AT THIS	NEED IMPROVEMENT	NEED TO START THIS
1. Vision, Values & Constituency			
• We have a clear, cogent and compelling vision statement for social change that guides our programming and inspires our organizational members and supporters.	○	○	○
• We have a clearly articulated set of core values that effectively guide how we operate and make decisions.	○	○	○
• All organizational members can accurately articulate who are our primary and secondary constituencies.	○	○	○
2. Organizational Culture			
• We have an organization-wide learning agenda in place.	○	○	○
• Our organization experiments regularly with new ideas and strategies enabling us to achieve innovation breakthroughs and greater impact.	○	○	○
• Our organization lives its values; our internal policies, practices and organizational behaviors are consistent with the values we espouse to the outside world.	○	○	○

ACTION STEP: Organizational Assessment (continued)

	WE'RE GREAT AT THIS	NEED IMPROVEMENT	NEED TO START THIS
3. Leadership			
• Our organization has a specific, detailed plan for developing leaders across the organization and the plan is reviewed at least once a year.	◯	◯	◯
• A high value is placed on developing authentic leaders that are emotionally intelligent, collaborative, highly adaptive to changing circumstances, and always acting at the highest level of integrity.	◯	◯	◯
• Our organization offers ample opportunities for leadership training and coaching.	◯	◯	◯
4. Strategy			
• We have a written theory of change that clearly delineates our understanding of the root causes of the problem we are addressing and the specific operating assumptions that inform our core strategies.	◯	◯	◯
• We utilize a sophisticated set of tools to sharpen our strategies including tools for power mapping, conducting trends analysis, benchmarking, etc.	◯	◯	◯
• We have advanced rapid response capacity and can take advantage of crucial "movement moments."	◯	◯	◯
• We have a multi-year strategic plan in place to guide our efforts.	◯	◯	◯
5. Knowledge & Expertise			
• Our organization is a learning community promoting organization-wide dialogue about what we are learning on the ground and creating opportunities for skills-building.	◯	◯	◯
• We have instituted continuous improvement processes informed by promising practices research and regular organizational and programmatic evaluation.	◯	◯	◯
• We have developed clear impact measures to help us evaluate our programs and strategies.	◯	◯	◯

ACTION STEP: Organizational Assessment (continued)

	WE'RE GREAT AT THIS	NEED IMPROVEMENT	NEED TO START THIS

6. People Power

	WE'RE GREAT AT THIS	NEED IMPROVEMENT	NEED TO START THIS
• We have developed successful strategies for recruiting and retaining a diverse pool of talented staff, board, members and advisors.	○	○	○
• We have a well-developed engagement ladder that supports increasing levels of member and activist involvement.	○	○	○
• We have a leadership pipeline in place that identifies leadership potential early and provides structured opportunities for leadership training and coaching.	○	○	○

7. Alignment

	WE'RE GREAT AT THIS	NEED IMPROVEMENT	NEED TO START THIS
• We have a clear understanding of our niche and specific role in the larger social movement ecosystem.	○	○	○
• Our organization's strategic plan has specific goals for supporting movement building efforts and alliance building.	○	○	○

8. Organizational Structure & Systems

	WE'RE GREAT AT THIS	NEED IMPROVEMENT	NEED TO START THIS
• We have a short and long term organizational development plan (e.g., fundraising, financial management, technology, communications, human resources, etc.) that can support the organization as it grows and increases its impact.	○	○	○
• Our organization has developed a set of specific and measurable indicators for measuring our impact.	○	○	○

PRINCIPLE (2) Understand the Organizational Life Cycle and Build Your Capacity at Each Stage

Understanding where your organization currently fits in the organizational life cycle provides an important reference point for planning and making decisions about capacity-building investments aimed at achieving greater impact.

Phase 1: Starting Up

During this phase, the birth of an organization happens. It's a period characterized by great passion and inspiration where people come together to address a problem. The organization is in a nascent stage of development with few systems and structures in place. Everyone pitches in to get the work done and there is limited differentiation of roles.
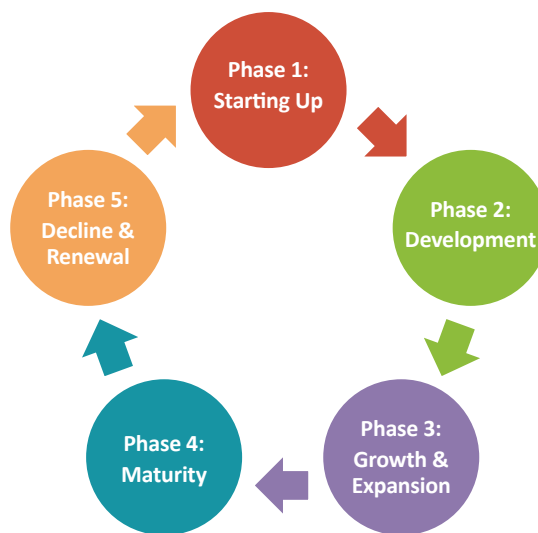
The most important tasks of the start-up are to establish its program activities, build credibility and figure out a basic fundraising strategy to survive.

Phase 2: Development

Once the organization has passed the initial survival threshold, there is more room to develop programs, bring on staff and build organizational systems.

This is a period where the organization is coalescing; it is experimenting and refining its programs, developing its staff and building organizational capacity in the areas of fundraising, financial management, strategic communications, etc.

The Organizational Life Cycle

Phase 1: Starting Up

Phase 2: Development

Phase 3: Growth & Expansion

Phase 4: Maturity

Phase 5: Decline & Renewal

Phase 3: Growth and Expansion

During this phase, the organization is poised for growth. It has achieved a level of knowledge, expertise, credibility and organizational capacity that can potentially support growth and expansion, but only if planned well and monitored regularly.

At this stage the organization should have a strategic plan and is beginning to develop sophisticated tools for analyzing trends, power mapping and measuring impact.

Phase 4: Maturity

At this stage, the organization has successfully grown and seeks to maintain its strategic edge. The focus tends to be on deepening and fine-tuning its work. As the organization becomes bigger and expands its reach, it must grapple with the organizational challenges related to maintaining a healthy momentum and sound practices for managing, communicating with, and inspiring a larger staff and constituent base.

Phase 5: Decline and Renewal

During this phase, the organization finds itself at a crossroads, a host of factors may have come into play that threaten the organization's strategic position. Some of these factors include: changes in the social, political and economic landscape, the emergence of new organizational actors and alliances, new social change models, changes in funding and internal organizational complacency and malaise. Against this backdrop, organizations need to decide whether to close their doors, merge with another group, restructure or reinvent themselves.

Paying attention to understanding where your group is in the organizational life cycle can help you determine what kind of change initiatives are likely to succeed at the present time.

What is Capacity-Building?

We define Capacity-Building (CB) as the practice of strengthening organizations by making investments that build organizational health and sustainability and increase the organization's overall impact and efficacy. Capacity-building investments generally fall into three major categories:

Assessment, Planning and Evaluation

This area includes activities such as community needs assessment, strategic planning, program planning, operations planning and impact evaluation.

People Supports

This category encompasses training, coaching, team-building and strengthening supervision skills, as well as best practices for recruiting and retaining a diverse talent pool. Building the leadership and efficacy of members, staff, board members and volunteers is also an important part of this work.

Organizational Infrastructure, Systems and Processes

This area addresses facilities and technology improvements and process enhancements in the areas of financial management, fund development, operations and management, human resources and strategic communications, etc.

PRINCIPLE 3 Have a Clear Game Plan for Scaling Up

As organizations successfully move through the first four stages of the life cycle, one of the principal challenges they face is how to scale up or grow and amplify their impact. The term scaling up usually refers to the process of expanding or replicating effective programs or strategies to reach larger numbers of a target audience oftentimes in new geographic areas.[1]

Scaling up is a distinct type of organizational growth and expansion and any scaling up project should be treated as a major change initiative requiring the organization to proactively manage the change process to ensure success.[2,3]

Not all scaling up projects are successful, so its really important for you to be clear about what exactly you want to scale up, why now, and what it will take to succeed.[4] The Five R's framework will help you you explore the viability of a scaling up initiative.[5]

The Five R's Framework

READINESS: Is the program or strategy well-designed and sufficiently tested so that it is ready to be scaled up?

RECEPTIVITY: Do we have any evidence to suggest the program or strategy will be well-received among targeted populations?

RESOURCES: Do we have a solid understanding of the range of resources that will be required to successfully scale up?

RISK: Are we clear about the potential risks of scaling up and how to mitigate them?

RETURNS: Considering the resources that must be deployed, is the expected impact sufficient to warrant the investment?

In addition to the Five R's framework, always consider where you are in the organizational life cycle. From an organizational development perspective, is this the right time to scale up? Are the external and internal conditions sufficiently ripe to take action? Do you have sufficient support from stakeholders to successfully scale up?

Here is a brief questionnaire to help you think through your vision for growth or expansion in more detail.

TRY IT ON ▶ Scaling Up Assessment Questionnaire

Defining the "What"

1. What do we want to grow or expand?

☐ Program Enhancements/Innovation

☐ Program Replication

☐ Expanding Geographic Reach

☐ Expanding Target Audiences and/or Constituencies

☐ Improving Leadership Capacity

☐ Enhancing Policy Advocacy Capacity

☐ Other: _____

_____

TRY IT ON ▶ Scaling Up Assessment Questionnaire (continued)

Assessing "Why Now?"

2. Why consider scaling up now? Are the conditions truly ripe for scaling up?

3. What challenges or barriers exist to scaling up and how do we mitigate them? What other organizational priorities might compete with our efforts to scale up?

4. Is there considerable and wide-ranging stakeholder support for the growth or change initiative?

Developing a Game Plan

5. How will it be done? What is the core strategy/methodology we would need to utilize to successfully grow/expand in this area?

6. How will we measure success? What success indicators will we use?

7. Who needs to be involved in planning and implementing the change initiative?

   a. What variables or factors will we need to take into consideration to assess the viability of this particular growth strategy?

   b. What might be some unintended consequences of scaling up now?

   c. Do we have or can we build up the staffing, resources, infrastructure and expertise to successfully scale up?

8. What information gaps do we need to fill in before developing our scaling up plan?

Creating the Conditions for Success

9. How do we increase buy-in and momentum for change?

10. Who will guide this change effort? What roles will key actors play?

11. What resources need to be mobilized and/or realigned to increase the prospect of success?

12. What's our strategy for monitoring progress and course-correcting as needed?

PRINCIPLE ❹ Approach Organizational Expansion as a Major Change Initiative

Even well designed growth or scaling up strategies can flop during the implementation stage, that's why it's important to actively manage any organizational growth or change effort. In fact, research indicates that about 70% of change efforts fail.[6]

To increase your chances of success, start out by conducting a force field analysis. Developed by Kurt Lewin[7], this simple exercise can help you take stock of the forces at play that support change and those restraining forces that tend to pull the organization back to the status quo.

In order for a change initiative to succeed, the forces supporting change must substantially outweigh the forces that seek to maintain the status quo.

Force Field Analysis Exercise

To make change, the forces supporting change must significantly outweigh the constraining forces that serve to maintain the status quo. This brainstorming exercise will help you ask the critical questions that can help you develop a plan for success.
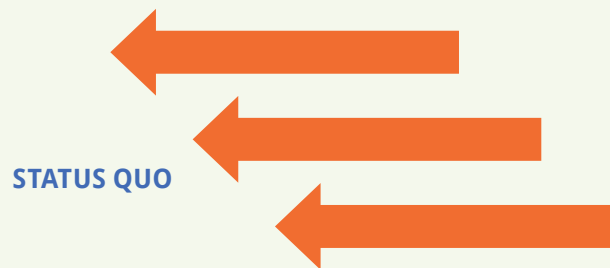
FORCES FOR CHANGE

CHANGE

What forces will support your change initiative?

Consider the following: Do you have a strong plan for generating sufficient buy-in and garnering the necessary resources and leadership to implement the change?

CONSTRAINING FORCES

STATUS QUO

What forces could undermine your change effort?

Consider the following: Is your change proposal sufficiently well-developed and compelling enough to gain support from organizational members? Do you have a strategy for addressing organizational culture norms that might operate to maintain the status quo and possibly stall the change project?

Making the Case for Change

Organizations face so many competing priorities that engaging in any sort of change project can seem daunting even if necessary. Change can be scary even for change agents! If not handled well, it can increase anxiety and discomfort among organizational members and can stall change efforts.

For example, scaling up initiatives can bring up concerns about:

- Shifts in the organization's strategic priorities
- Overtaxing existing staff
- Changes in staff responsibilities and scope of work
- Infrastructure capacity issues
- Lack of internal expertise/knowledge on scaling up practices
- Fear of redirecting resources away from existing programs
- Challenges regarding timing of the change initiative and level of risk-taking
- Securing sufficient buy-in from stakeholders and allies

Poorly conceived change initiatives often feel chaotic; they tend to drive up frustration and tension and can reduce confidence and trust among organizational members and erode morale within the organization. Without making a strong case for change, it's likely that change initiatives will be greeted with tepid enthusiasm at best and that the critical momentum and the high level of cooperation needed for implementing change initiatives will fall short.

For example during scaling up initiatives, concerns about investing in one area of work or one department/team, more than others, may lead to resentments, diminished cooperation and can even impact staff morale and performance. Against this backdrop, organizational leaders must be able to advance compelling arguments for why the particular organizational change is needed and needed now, explain how the change will amplify the organization's overall impact and layout the major steps that need to be taken to achieve the desired change.

In determining how to make your case for change, consider the following questions:

- How does the proposed change bring us closer to achieving our organization's vision for change?

- What evidence is there to support the need for the specific change you are seeking now (e.g., emerging trends, stakeholder feedback, examples of missed opportunities and assessment data on organizational performance gaps, etc.)?

- How will the scaling up or change project help the organization more effectively leverage strategic opportunities?

Creating the Right Conditions for Change

Social change organizations tend to embrace the idea of change pretty well but it is another matter to figure out how to implement a change initiative successfully. Implementation is always messy at first. We typically underestimate the time and amount of work it will take to implement a change initiative effectively. There are unexpected surprises along the way and more moving parts to coordinate than are usually anticipated. Moreover, unintended consequences pop up that only become clear as we try to implement the desired change.

Your best defense is to build an organizational culture of inquiry and innovation, where learning and continuous improvement are considered core operating values of the organization. This type of innovation culture provides fertile ground for organizational members to think through change implementation barriers on the front end and build in mechanisms for innovating and testing solutions to any implementation barriers early on.

Build Guiding Teams and Engaging Organizational Members

To maintain critical momentum for change, you need a guiding team that is able to effectively communicate the change imperative and foster buy-in across the organization.[8] Team members must be well-respected, trusted individuals who can appeal to both the hearts and minds of organizational members and understand the need for the change initiative. Moreover, they must have the necessary sanction and authority to drive the change initiative.

> " *Without strong guiding teams, change initiatives seldom have the support, energy, speed and sense of urgency needed to succeed."*
>
> — Dan S. Cohen
> *The Heart of Change Field Guide*

TIP *To build an organizational culture of inquiry and innovation, consider creating Learning Lab spaces within your organization. Bring together a cross section of organizational members to dialogue together about movement trends, promising practices, strategic opportunities and organizational practices that can help you become a highly adaptive, change-agile organization.*

TRY IT ON ▶ Action Steps for Success

There are three major phases to successfully completing a change initiative these include: 1) Carefully forming the team that will guide the change initiative; 2) Creating the roadmap for change; and 3) Effectively implementing the change so that it becomes embedded in the organization's culture and practices. Below is a quick checklist of some of the most important tasks for each phase.

Implementing the Change

Creating the Road Map

Getting Started

GETTING STARTED: Articulating the Guiding Team's Purpose and Structure

☐ Make sure there is early deliberation and team members understand the need for the change initiative and its urgency.

☐ Establish a shared understanding of the purpose and mission of the team.

☐ Develop a team job description and clarify roles and responsibilities for each team member.

CREATING THE ROADMAP: Designing the Change Initiative

☐ Develop a written vision statement in consultation with organizational leaders and members to secure full organizational buy-in.

☐ Establish specific goals, objectives and success indicators for the change initiative.

☐ Develop clear methods for measuring progress including key milestones.

☐ Identify and assess early on, the potential challenges and risks posed by the change initiative.

☐ Articulate the potential impacts of the change initiative on the organizational ecosystem (e.g., internal impact on staff, departments/ programs, budget, infrastructure as well as impact on constituents, allies and the broader movement, etc.).

☐ Develop decision-making processes that clarify what decisions will need to be made, when and by whom.

☐ Create an engagement strategy to build critical momentum for change.

☐ Design multiple strategies to foster ongoing organizational dialogue and feedback from staff and other stakeholders.

TRY IT ON ▶ Action Steps for Success (continued)

IMPLEMENTING THE CHANGE: Creating the Conditions for Success

☐ Plan and interface with other teams and organizational members to roll out the change initiative.
☐ Design effective communication channels and feedback loops to monitor and address implementation barriers and unintended consequences.
☐ Plan to achieve short term wins that keep people engaged and invested in the change process.
☐ Establish healthy processes for openly discussing and resolving conflicts.
☐ Garner insights about early implementation and foster organizational spaces to discuss strategies for course correcting or adapting the change initiative.
☐ Make space to reflect upon and celebrate short term wins.
☐ Monitor longer term implementation, create strategies to embed new norms and practices into the organizational culture.
☐ Continue to foster a culture of inquiry and innovation!

CONCLUSION

Scaling up and growing your organization is undoubtedly a complex and nuanced endeavor. However, if done well it can amplify your organizational impact and contribute to building a more robust, innovative and strategic social change movement.

Building guiding teams, proactively anticipating obstacles, creating learning labs to test strategies and fostering broad based buy-in are some of the essential steps that will help you successfully navigate any change initiative. As you become more effective at implementing change initiatives, your organization's reach, influence and impact will grow and bring you closer to achieving your bold vision for social change.

ENDNOTES

1 African Youth Alliance. "Scaling-Up." (2000). http://www.expandnet.net/PDFs/AYAScalingUp.pdf

2. Bradach, Jeffrey L. "Going to Scale: The challenge of replicating social programs." Stanford Social Innovation Review. Section: Defining the Growth Strategy. (Spring 2003). http://ssir.org/articles/entry/going_to_scale

3. Coburn, Cynthia E. "Rethinking Scale: Moving Beyond Numbers to Deep and Lasting Change." Educational Researcher, Vol. 32, No. 6, p4 (August/September 2003). http://www.evergreen.edu/washingtoncenter/docs/nsilc_readings/coburn

4. "The Evaluation Exchange." Harvard Family Research Project, Harvard Graduate School of Education, Vol. 15, No. 1, p3 (Spring 2010).

5. Dees, Gregory and Anderson, Beth B. "Scaling Social Impact, Strategies for Spreading Social Innovations." Stanford Social Innovation Review (2004). http://ssir.org/articles/entry/scaling_social_impact

6 Nohria, Nitin, and Beer, Michael. "Cracking the Code of Change." Harvard Business Review, (May–June 2000 Issue): https://hbr.org/2000/05/cracking-the-code-of-change

7 Lewin, Kurt (May 1943). "Defining the 'Field at a Given Time'". *Psychological Review.* 50(3): 292–310. Republished in *Resolving Social Conflicts & Field Theory in Social Science.* Washington, D.C.: American Psychological Association, 1997.

8 Cohen, Dan S. "The Heart of Change Field Guide." Harvard Business Review Press, Boston, MA. (2005)

For more information visit www.strategiesforsocialchange.com