



Carnegie Mellon University

Gathering Information

Agenda

- Questions?
- Characterizing IT use in NonProfits
- Nonprofit Technology Benchmarks
- Ways of gathering information
 - Interviewing
 - Observation
 - Analysis-driven
- The primacy of *mission*

Technology in Organizations

- How does IT impact organizations?
- E.g.
 - IT helps organizations to _____?
 - IT requires organizations to _____?

Technology in Organizations

- If you are looking to help an organization to use technology, what do you first need to know about them?

Technology Literacy Benchmarks

- What areas did the Technology Literacy Benchmarks include
- Were they comprehensive?
- These are getting old: (I'm going to drop them)
 - What should be added?
 - What should be modified?

Technology Literacy Benchmarks

- A. Technology Planning
- B. Staff Use of Technology
- C. Business Systems
- D. Networks
- E. E-Mail and Web Sites
- F. Telecommunications and Internet Access

10 Organizational dimensions

To broadly understand an organization, gather information (by reading and interviewing) about their:

1. Organization
2. Program
3. Staff
4. Facilities
5. Technology infrastructure
6. Technology management
7. Technology planning
8. Internal & external communications
9. Information management
10. Business systems

10 Organizational dimensions

- Accumulated experience over the last 14 years
- Cover the breadth of areas
 - That involves technology
 - And/or technology affects
- Useful as a "cognitive generator"
 - That is, a reminder to consider breadth
 - I.e. "Have I thought of everything?..."
- We will use it repeatedly this semester

10 Organizational dimensions

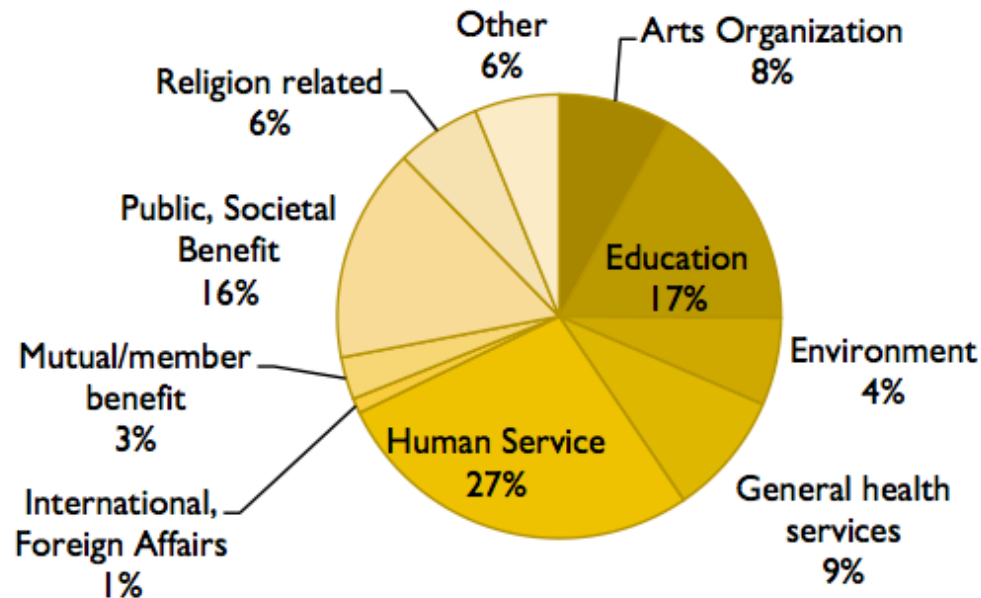
- *Review the Context Description Chart*

Characterizing NonProfits' Use of Technology

Southwest Pennsylvania Data

Mix of non-profits in the region

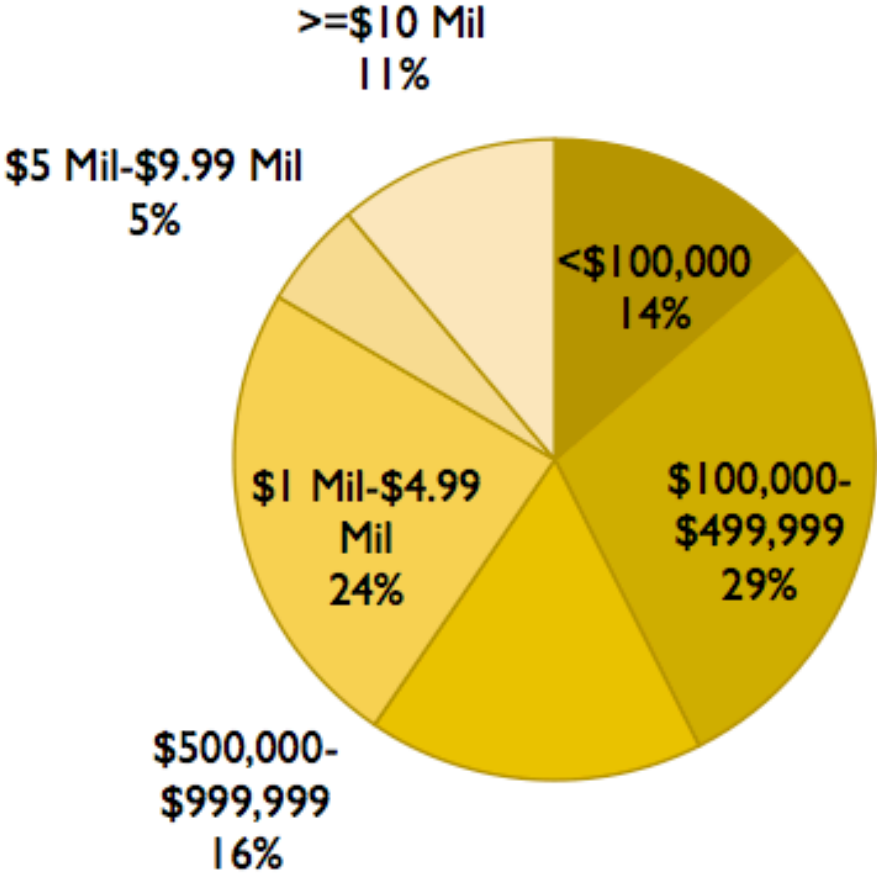
Respondents by Organization Type



The charts on the next few slides are take from: Forster, Jeffrey et al, 2010 Southwestern Pennsylvania Nonprofit Technology Survey – Bayer Center for Nonprofit Management, Robert Morris University.

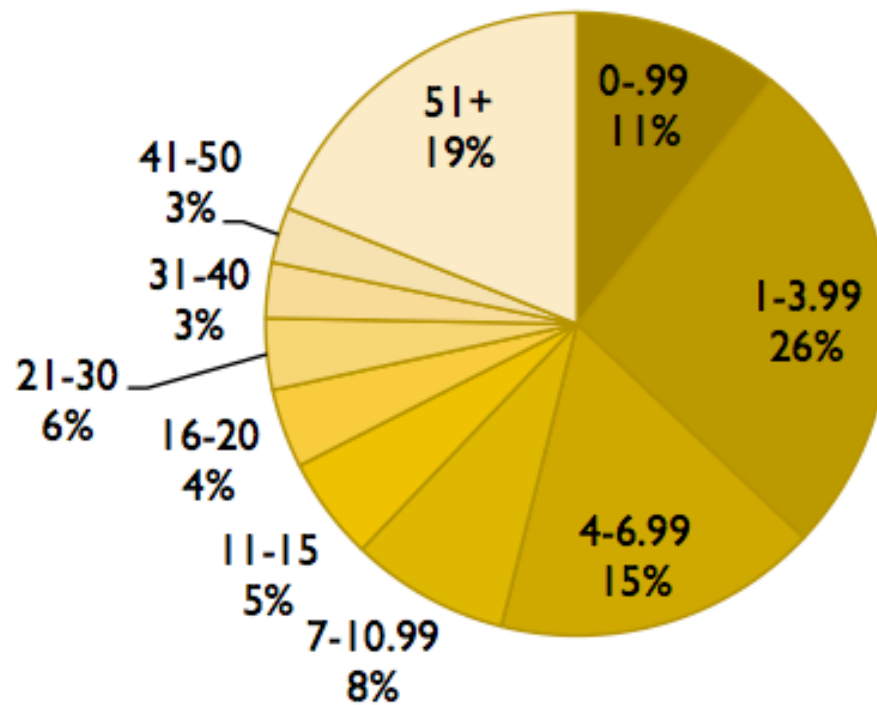
Budget Size

Survey Respondents by Budget Size



Staff size

Survey Respondents by Staff Size (FTEs)

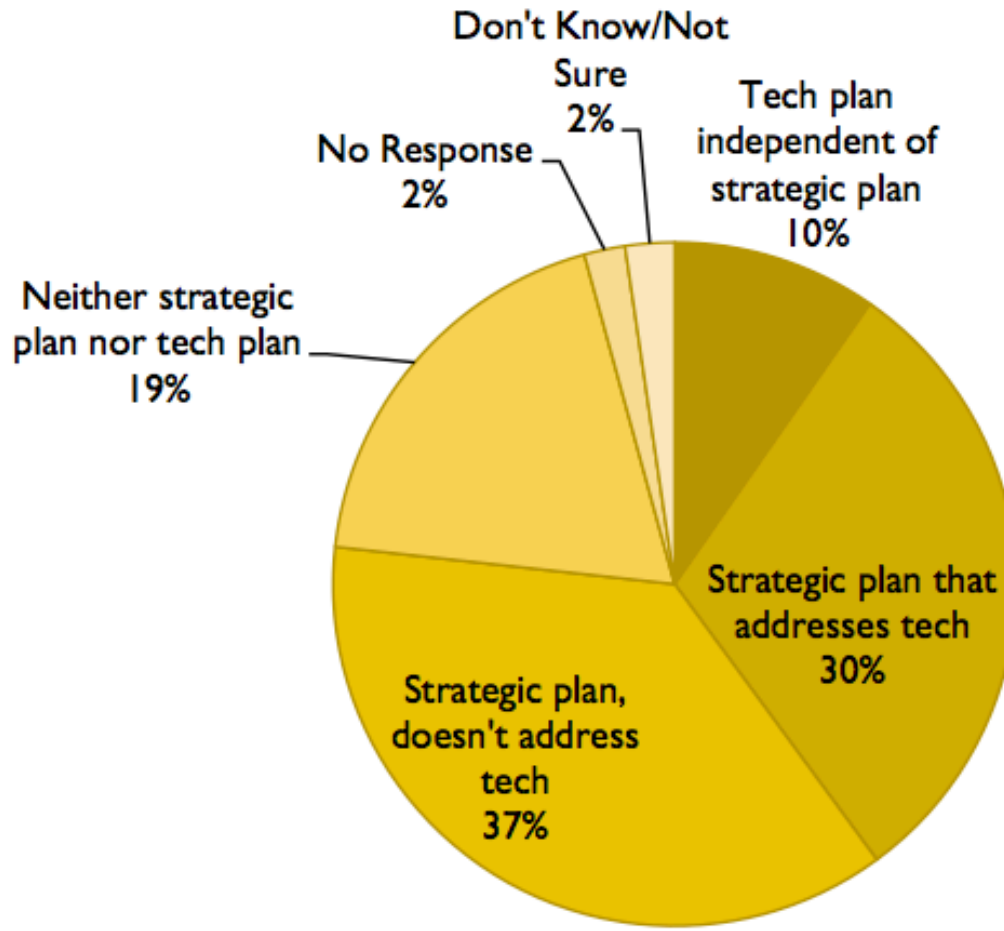


Technology Planning

- What % did technology planning?

Tech Planning

Technology Planning



Accidental techie

What is an "accidental techie"?

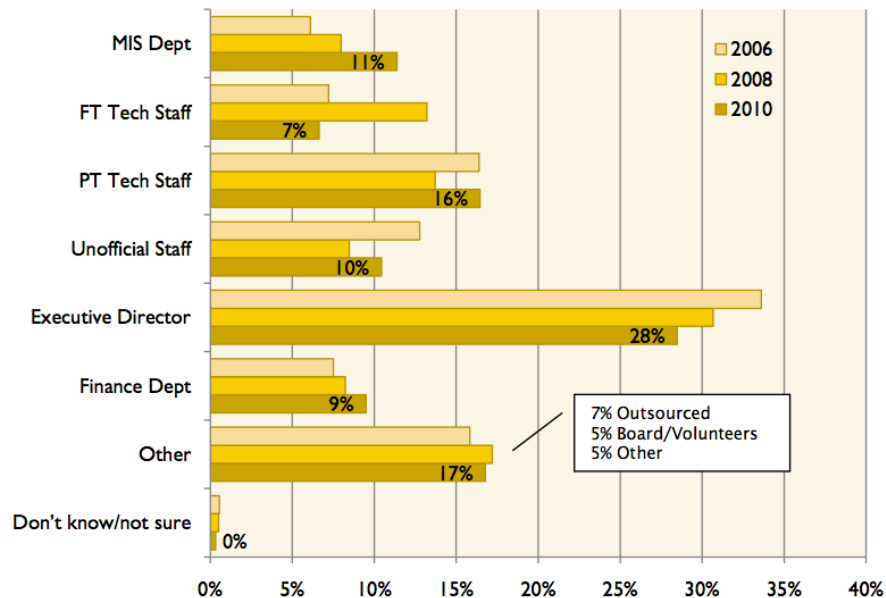


Accidental techie

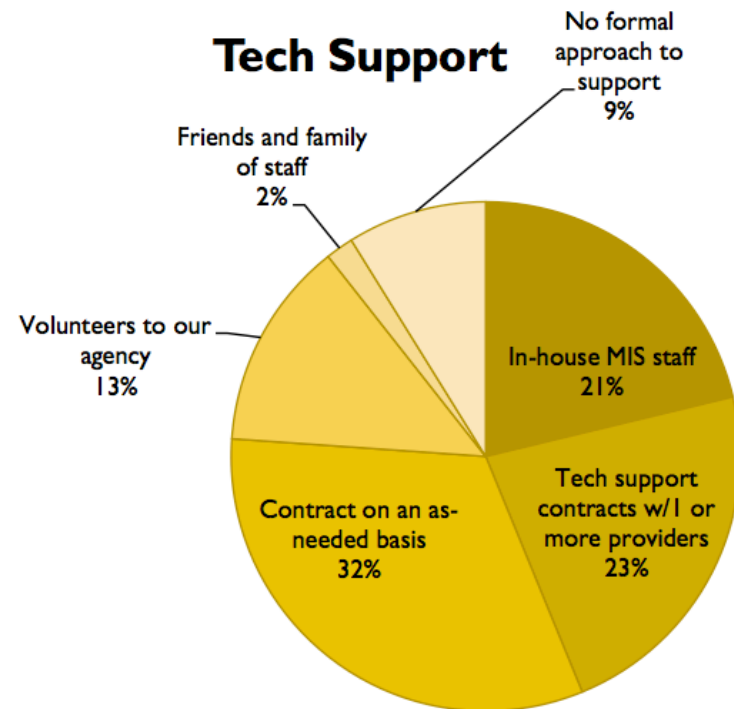
- One or more employees who demonstrate interest or competency in one area of IT become the de facto technology staff for the organization.
- The notion of the “accidental techie” is commonplace in nonprofits.

Who does tech management/support?

Technology Management



Tech Support



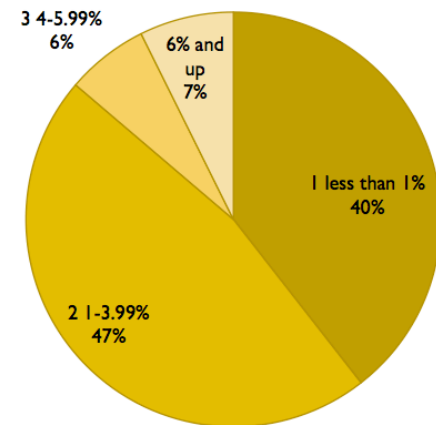
“Humanitarian Productivity Gap”

William Brindley of NetHope:

- A survey of 22 leading international humanitarian agencies ranging in annual revenues from \$50MM to \$2 billion determined that IT spending as a percent of revenues ranged from 0.5% to 2.4% with the largest number clustering right around 2%.
- A similar study of like-sized public and private sector organizations in the developed world determined that IT spending ranged from 2.9% to 8.5% with an average in the 4% range.

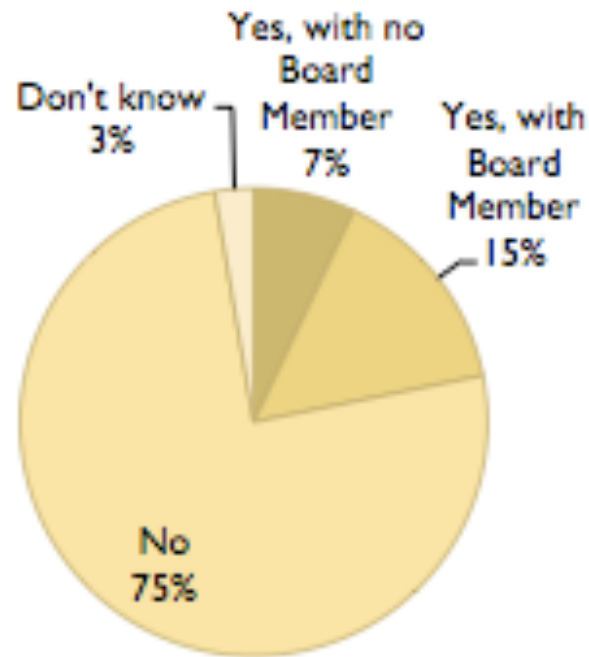
(Source: Gartner Group, NetHope)

Tech Budget as % of Total Budget



Who does Technology Leadership?

Technology Committee



Some Relevant Findings

- Human challenges are among the most-frequently-cited barriers to better IT adoption.
- IT dreams largely focus on web site improvements and gaining internal control of web updates.
- A vast majority of nonprofits believe that technology has substantially changed how they operate.

Communication Growth



Social Networking Sites +155%



RSS feeds +112%



Blogs +59%



Video Conferencing +56%

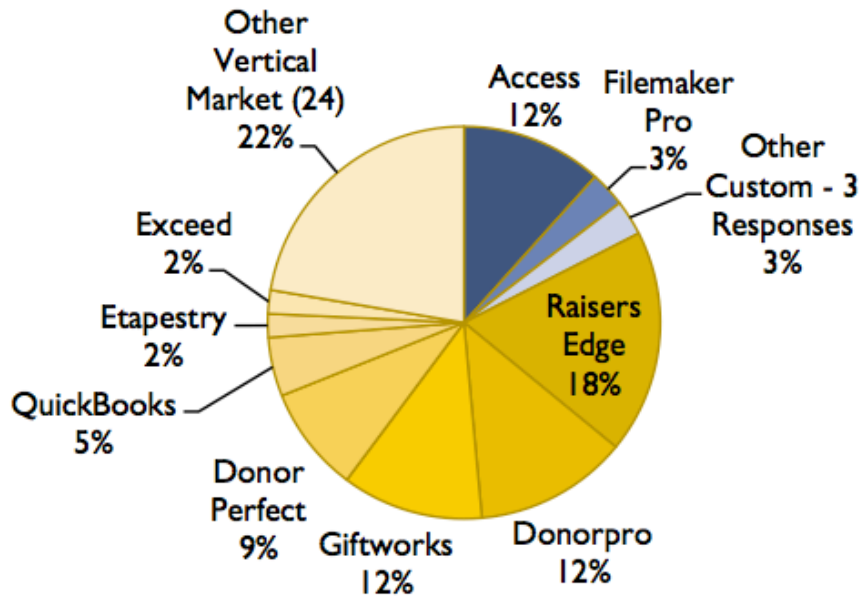


Text Messaging +50%

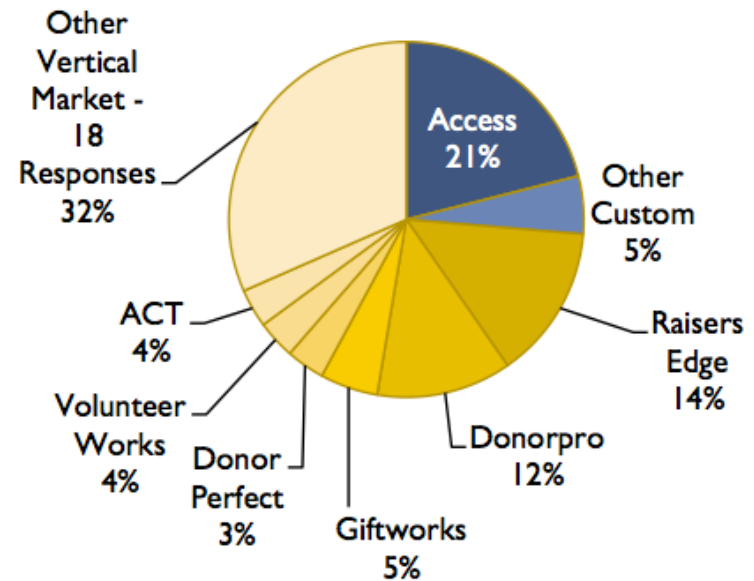
Since 2008 survey

Information Management

Fundraising Software Detail



Volunteer Management Software Detail



Observation

- Apprenticing with the Customer
 - What did you learn from the reading?

Brushing your teeth

- How many times have you brushed your teeth?
- Describe the procedural steps you use
- How many back and forth motions do you do for each area of your teeth?
- Why don't you have better knowledge of the details of something you have done so many times?

Designer as apprentice

- Teaching ability is not needed
 - workers are not necessarily teachers
 - viability of verbal protocol
- Seeing the work reveals what matters
- Seeing the work reveals the details
- Seeing the work reveals structure
 - looking over multiple events, multiple tasks
- The apprentice can learn from the master's experience

Apprenticeship to gather insight

- The designer must be responsible for seeing work structure
- Designers must articulate their understanding
- The designer's job is to improve work
- The designer has a specific focus

Pitfalls (Less of a concern for our purposes)

- Falling into other relationship models
 - Interviewer – we use mixed
 - Expert – can be useful to give ideas
 - Personal friend – value: trust, social capital.

Making organizational decisions

- When the Qatar Foundation offered Carnegie Mellon money to open a campus in Qatar, why did it decide to do it?
- If Sony offered Carnegie Mellon money to open robot manufacturing plant, how should it decide whether to do it?

Primacy of Mission

- Every well-run business, organization, and project requires a shared imagination
- This is what allows people to make complex decisions when there are no simple rules.
- It keeps the group moving in concert.
- When we're talking about a shared result, we call it a vision.
- When we're talking about a shared understanding of what the organization does to achieve a result, we call it a mission statement.

Primacy of Mission

- Every organization will have a mission, that will provide a shared purpose for guiding work and decision making.
- A well-run non-profit will only do that which supports its mission, and will not spend its resources and time in that which does not support its mission.
- For you to be effective, you have to understand how technology can be used to support their mission.
- Supporting their mission is the **only** reason for them to adopt any new technology.

Qatar Charity

Support the abilities of the neediest groups to fulfill human dignity and social justice in cooperation with development partners.

Qatar Charity, http://www.qcharity.org/english/about_us/index.html,
17 Jan 08

Family Services of Western PA

To foster the capacities and skills in families and individuals to direct their own lives and create a productive, caring community.

Shafallah

The Shafallah is a Center of Excellence that provides comprehensive services and care to individuals with developmental learning challenges, their families, and the community. We nurture the acquisition and application of unique skills and talents through the commitment of a dedicated team of professionals

Shafallah, <http://www.shafallah.org.qa/mission.htm>,
17 Jan 2007

Calliope

*To present and preserved folk music in
western PA*

American School of Doha

The American School of Doha is an independent, U.S. accredited, college preparatory school, committed to provide the highest standard of educational excellence, through an enriched American curriculum. We draw from, and build upon, the uniqueness of our multicultural student body while preparing students for the challenges of a rapidly changing global society.

The school will accomplish this by providing a positive, safe and supportive environment, high measurable standards, and a clearly defined, integrated curriculum implemented by a highly qualified and motivated staff. In partnership with parents, and in an atmosphere of open communication, the school will enable each student to reach his or her full potential and to develop a lifelong love of learning.

Understanding Mission

- Do you have experience in creating a mission statement?
- Have you worked in organizations where you were aware of its mission and had to make decisions accordingly?

Review: Initial Consulting Steps

0. Understand your role and goals
1. Do research prior to the consulting engagement
 - Research the organization
 - Research baseline data in the sector
 - Research best practices
2. Establish a working relationship
3. Use interviews and observation to gather a broad understanding of the organization
 - Clearly understand their mission

Next
Week

Next: Analyzing the situation

Review Calendar / Homework
