



Nonprofit News

Consulting Vs. Facilitating: Clarifying Your Expectations is Key

by Elizabeth Vibber, MS

Capacity building is defined as the "process of developing and strengthening the skills, instincts, abilities, processes and resources that organizations and communities need to survive, adapt, and thrive in the fast-changing world."

Ann Philbin
Capacity Building in Social Justice Organizations, Ford Foundation, 1996

Capacity Building is taking center stage these days among funders who are looking for nonprofits to be organizationally effective prior to funding them. As a result, many organizations are looking closely at how to be front and center on this stage. Enter planning. Strategic planning, financial planning, succession planning—all have their place in a strong, well governed organization, so the question often isn't should we plan, but rather how should we plan?

Two options available to nonprofits are to use either an outside consultant or a facilitator as part of your planning process. Either option should provide a measurable benefit to your planning session; your choice will depend on what you are expecting their role to be in the planning process.

Consultant

When you hire a consultant, you are in essence looking for an analysis of your situation by an expert in the field. You are paying for and receiving the benefit of their knowledge and experience in the form of recommendations and suggested actions.

According to Peter Block in his book *Flawless Consulting*, the primary goal of consulting is some kind of change. This change comes in two varieties:

1. Creating change in an organization of a structure, policy or procedural nature.
2. People in an organization learning something new so that they may manage themselves differently.

The question your consultant should be asking is *How can I make my client more successful?* The consultant will be involved in the process, will make comments, suggestions and provide feedback as part of the planning process. Once the planning is complete, the consultant's involvement may then continue into the implementation of the change for the organization.

Facilitator

When you make the decision to utilize a facilitator in your planning session, their participation will be very different. Your group will provide the expertise (resource group) and the facilitator acts as your guide to keep the process moving along. You are benefiting from the facilitator's understanding of the planning process and her ability to assess the dynamics of the group to help the group achieve its desired results.

In other words, your facilitator will be present at the planning session, but it will be the group itself that will discuss the issue and the possible solutions. The

continued on page 2

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FACILITATOR...continued from page 1

facilitator will ensure that the group stays focused and productive, that one member of the group doesn't dominate the discussion while others are silent, manage conflict, as well as model neutrality. A facilitator will help the group illustrate their future state and note the action steps; she can also act as the scribe, taking notes and organizing them so that the group is free to focus on issue and content.

The facilitator's involvement ends when planning is complete, they do not participate in the implementation of the change; however, they may be engaged as a 'coach' to continue to monitor the group's progress on action steps.

Often the professional you choose will not only be a skilled consultant but also as a skilled facilitator. By clearly explaining your organization's expectations for your planning session, they will be able to assist you with the choice about what is best for your group.

For more information on the information contained in this article, or for consulting or facilitation, please *contact the Bucks County Center for Nonprofit Management, 215-343-2727.*

Article sources:

BoardSource, Building Effective Boards

P. Block, Flawless Consulting

Marketing a Consulting Niche

Consulting vs. Facilitation

Consulting

- √ Analysis by an expert
- √ Not neutral
- √ The consultant offers content in the form of expert advice
- √ May be involved in the implementation
- √ Recommendations for action by consultant

Facilitation

- √ Analysis by clients
- √ Neutral
- √ The facilitator invites an experience and exchange in the form of process, engaging the group to stay focused and on point. The facilitator will not engage as a resource expert.
- √ Client responsible for the implementation
- √ Recommendations for action by client

Source: I. Bens, p. 18-Advanced Facilitation

Are you reading a colleague's issue of Nonprofit News? Did you know that many of our announcements are only sent via e-mail? To be placed directly on our mailing list, please contact Liz Vibber at 215-343-2727 or lvibber@bbco-cpa.com.

Board Training Series

The Bucks County Center for Nonprofit Management is pleased to offer one and two hour training sessions for busy Boards.

Our training professionals are able to attend your regular Board meetings and conduct mini-trainings in a variety of areas. Popular topics include:

Strategic Thinking for Boards

Board Roles and Responsibilities

The New Form 990

The Board's Role in a Development Plan

Understanding your Financial Statements

Allow us to customize any topic to suit the needs of your Board. Trainings are 1 -2 hrs in length and include handout materials.

Board Bootcamp

We are in the developmental stages of a five week Board Bootcamp program designed for the novice board member or seasoned board members looking for a refresher course.

Need a Referral?

The Bucks County Center for Nonprofit Management has cultivated relationships with numerous professionals dedicated to the nonprofit sector such as Certified Fundraising Experts (CFREs), insurance experts, planned giving specialists, attorneys plus, graphic and web designers-recommended by our clients.

Contact Liz Vibber at 215-343-2727 or lvibber@bbco-cpa.com for more information.

A Special Thanks to
Chanin Walsh of
Brown Dog Design for
our tag line:

Your growth is our mission

BROWNDOGDESIGN

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A Logo for Every Business

By Lenore Suhanec, Pink Sky Studios

Nike, FedEx, McDonalds, Starbucks...all very recognizable brand names. Each one of those names immediately conjures up an image and there is nothing more valuable to a company than its image.

From small non-profits to large corporations, a well-expressed visual symbol is a must for every business. Your company's image becomes unified and reinforced by consistently integrating this identity throughout all business materials such as brochures, advertising, signage and website.

The first step in communicating this image should be the creation of your logo -- a unique symbol or design that represents your company. It should reflect your business, be easy to identify and create a lasting impression.

So how do you get there? Invest in a professional and reap the rewards of high-quality work. A graphic designer will start by asking questions about your business. What do you do? What makes you different? What is your mission? Who are your competitors?

Along with an identifying symbol, much can be accomplished through the use of typography and color. What is the nature of your business: sharp and fast; soft and casual; sophisticated and elegant? What colors represent you: bright crimson red; natural olive green; serene midnight blue?

A good designer will propose 2 or 3 concepts based upon your answers. Take time to live with them and discover which one you gravitate towards. Keep in mind, this is your logo. The more people you ask, the more opinions you'll get. So, go with your gut.

Whether you are just starting out or need to refresh a tired identity, a new logo will help you create brand awareness, instill credibility and send you soaring above the competition.

www.PinkSkyStudios.com lenore@PinkSkyStudios.com

Looking for a Logo?

Pink Sky Studios is happy to meet with you to discuss your organization's needs. Mention the Bucks County Center for Nonprofit Management and receive a special discount on your Identity package.

Contact Lenore at [for more information.lenore@PinkSkyStudios.com](mailto:lenore@PinkSkyStudios.com) www.PinkSkyStudios.com



IRS Increases Mileage Rates through Dec. 31, 2008

WASHINGTON — The Internal Revenue Service today announced an increase in the optional standard mileage rates for the final six months of 2008. Taxpayers may use the optional standard rates to calculate the deductible costs of operating an automobile for business, charitable, medical or moving purposes.

The rate will increase to **58.5 cents a mile** for all business miles driven from July 1, 2008, through Dec. 31, 2008. This is an increase of eight (8) cents from the 50.5 cent rate in effect for the first 6 months of 2008, set forth in Rev. Proc. 2007-70. The Medical/Moving rate will increase from 19 cents to 27 cents a mile; the Charitable rate will remain at 14 cents a mile.

In recognition of recent gasoline price increases, the IRS made this special adjustment for the final months of 2008. The IRS normally updates the mileage rates once a year in the fall for the next calendar year. **IR-2008-82, June 23, 2008**

BBCo Community Bulletin Board

We are pleased to accept your submissions of jobs and special announcements. E-mail directly to: Liz Vibber, lvibber@bbco-cpa.com. For a more complete listing, visit our website at www.buckscountynonprofit.com

Development Assistant-HealthLink Medical Center, a free medical and dental clinic serving low-income, working, uninsured adults, seeks a Development Assistant to help raise funds and build, cultivate, and maintain strong relationships with donors and prospective donors. Please send cover letter and resume to: Barbara Latady, Director of Development, HealthLink Medical Center, 1775 Street Road, Southampton, PA 18966 or blatady1@healthlinkmedical.org

Finance Educator-Indian Valley Housing Corporation, a community-based nonprofit organization, is seeking to fill the position of Financial Educator to work one-on-one and in groups with participants in the homeless shelter and transitional housing programs of IVHC on all aspects of their financial goals, specifically, budgeting, overall financial management, credit repair, and financial planning. IVHC is an equal opportunity employer and welcomes resumes from all qualified candidates. Mail to PO Box 64183, Souderton, PA 18964, or fax 215-721-3357. Telephone inquiries to ED at 215-723-8750, ext. 102.

Finance Director, Bucks County Workforce Investment Board, Inc. Full range of responsibilities from staff accountant with bookkeeper duties to CFO projections and analysis. Responsibilities also include: budget preparation, fund management, cost allocation plans, financial reporting to BofD, compliance with Sarbanes-Oxley principles & standards. Experience with non-profit and/or federal/state funding and (minimum) bachelor's degree from accredited college or university with a concentration in Accounting/Business. Full-time position w/ benefits; work local Bristol, PA. Please send resume to Bucks County Workforce Investment Board, Inc., ewalsh@bc-wib.org or fax 215-874-2804.

2008 NONPROFIT MANAGEMENT TRAINING SEMINAR SERIES

The Bucks County Center for Nonprofit Management is pleased to bring you the following seminars. All programs will be held at the Pennsylvania Biotechnology Center of Bucks County, 3805 Old Easton Rd. Doylestown, PA. Registration begins at 8:30 and programs end at 12:00pm. Cost is \$35 per seminar. A limited number of scholarships are available. To register, visit our website at www.buckscountynonprofit.com or contact Liz Vibber, 215-343-2727 or lvibber@bbco-cpa.com.

FALL 2008

9/18/2008--Board Development

10/16/2008--Individual & Major Gifts

11/13/2008--Annual Giving

Looking for Board Members?

Have a job opening to post?

Want to share a special announcement?

The Community Bulletin Board is a free service. Simply e-mail your information to Liz Vibber at lvibber@bbco-cpa.com and we'll get it on our website ASAP. Please include a date so that we can keep information current. Remember, share the link with your friends and colleagues for maximum viewership! www.buckscountynonprofit.com

Summer, 2008