

REAL-TIME CONSULTING

Objective

To assist grantmakers in addressing a critical challenge or opportunity at their institution and/or with a partner or grantee.

Description

Real-time consulting (RTC) is an opportunity for human rights funders to tap into the experience and expertise of peer funders and receive on-the-spot advice to solve a problem, start a process, address a dilemma, or tackle a challenge or opportunity. Examples of cases might include:

- How can I engage corporations as human rights funding partners?
- How do I get the buy-in of my trustees/board to engage in mission-related investing?
- How can my institution begin a strategic reorientation process?
- How do I apply a gender lens to my grantmaking?
- How can we send funds to a grantee in a conflict situation?

How it works

- A real-time consulting session involves two roles: case presenter and up to 10 peer consultants. (A note-taker is optional.)
- The case presenter identifies a real and/or pressing issue, challenge, or opportunity and frames it in a clear question or statement.
- Peer consultants choose from several cases on which case they would feel most qualified or interested in serving.
- Around a table, the presenter shares the case with the peer consultants, and provides relevant facts and sufficient background and conveys the needs, desired results, and expectations from the session.
- Peer consultants pose questions, share experiences, identify opportunities, and brainstorm ideas and solutions.
- The structure of the RTC session can take the following form:
 - Presentation of the case
 - Questions for clarification
 - Brainstorming ideas and solutions
 - Narrowing of options and actions
 - Identification of next steps

**REAL-TIME CONSULTING
TEMPLATE FOR CASE PRESENTER**

Case Title:

Case Presenter Name:

Organization Name:

Issue to Be Addressed / Question to Be Answered:

Example: To engage the Board of Directors beyond general meetings on matters including external relationship building, identifying growth opportunities, and strategic planning.

Current Situation and Background

Example:

- It's been three years since the Board last took stock of its context and direction.
- There has been quite a bit of turnover. In the last 12 months, four Directors have departed. Five remain.
- My organisation doesn't need a big Board but we do need an effective Board. We should make sure Directors understand their role and contribution.
- My organisation's internal operating environment is under pressure and demanding.
- My organisation's external environment is highly politicised and mainstream interactions are influenced by stereotypes surrounding local affairs.
- I've done the start-up and wish to step down from my organisation soon. I will be resigning as CEO in late August. I've expressed my wish to join the Board upon my return in six months.

Desired Results/Issues to Discuss

Example:

- What are some strategies for recruiting potential Board members?
- What are some strategies for keeping Board members committed?
- What are sample Board structures that have worked?
- The new CEO will have a clean slate for operations, programs and staff hire/fire.