## Breakout Room Activity

Kaiser Thrive Local Capacity Development Grants

Session 1: Nonprofit Management Essentials

**Scenario:**

Your small but mighty organization is receiving a lot of feedback from community. Front line staff has raised the following at all staff meetings:

**Community Voices:**

* Clients are increasingly vocalizing how day-to-day life is tougher and tougher: rent is too high, health wellness is a challenge, and that they wish resources were more abundant.
* Some community members have shared courageous feedback on the quality of support they receive from the organization. They are frustrated that the services are “not enough” even though they understand that the organization can’t solve all of their problems.

You are a senior leader tasked to improve the client experience. When you start gathering feedback from staff you hear:

* **Colleague A:** “I can’t imagine adding another program. Data collection is cumbersome. I wish leadership would finally invest in technology that will help us serve more, efficiently.”
* **Colleague B**: “We can be in a better situation if we hired more staff – and retained them. The pressure to scale up without a real strategy to do this sustainably is frustrating.
* **Colleague C:** “What community is saying is real but I don’t think our organization is ready for an honest conversation of root causes and real change. We do not talk about diversity, equity, and inclusion issues head on.”
* **Colleague D:** “The board is more focused on securing more money than the state of our programs and services. We’ve raised this issue for years.”

**TASK – 20 minutes**

**Diagnose the Issue, Pitch a Solution**

1. Dissect the situation. Name at least three dynamics at hand.
2. As a group, name one core problem that the organization will respond to.
3. As a team:
   1. Pitch one solution.
   2. What actions do you think will be easy and which ones hard?
   3. What resources will you need?

**Reference Slide:**

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