



Strengthening Individual and Group Capacity to Lead Change

Consultation, Workshop, & Training Engagements and Services

Building Your Engagement

Tenacious Change has a set of **Core Offerings** that can be *adapted and tailored* to the specific needs of your audience.

After selecting a **Core Offering** that seems to fit for you, we talk through several questions with you in our **Tailoring Process** and co-design the engagement to your needs. These questions include, but are not limited to:

- A. **What need are you trying to address with this engagement?**
What is the issue, challenge, topic, or action that should be the focus of the content?
- B. **What is the context in which the need has been emerging?**
What has been happening that is making this event a priority?
What factors in your community, organization, or system are bringing the need to the forefront?
- C. **What is the audience for the engagement?** Is it an individual who wishes one-on-one (or small group) capacity strengthening consultation? Is it a group that needs a capacity strengthening workshop or training?
- D. **What do you want to be different for the audience as a result of the engagement?** Know something new? Adopt a different attitude? Possess new skills? Create a plan or action steps? Be motivated to do something specific? This helps us develop a set of engagement objectives that fit for you and your audience.
- E. **What is your optimal time format for the engagement?** The type of engagement informs your answer to this question. Please read "Consultation, Workshop, or Training?" in the sidebar, noting that each has unique time parameters.
- F. **What is your preferred mode of delivery?** Do you wish your engagement to be **virtual in-person** or **on-site in-person**? Due to the COVID-19 pandemic, all of our work can now be done virtually via Zoom or Google Meet. However, you may prefer an on-site, in-person event. Be aware that on-site, in-person

CONSULTATION, WORKSHOP OR TRAINING?

Consultations are ongoing one-on-one or small group capacity building conversations on issues of importance to you or organization. "Ongoing" means that they take place regularly for as long as needed or desired.

We differentiate between "workshop" and "training" on the basis of time and content.

Workshops are typically 90-minutes to half-day (three hours) in length and address a single topic. They are useful for introducing and informing groups on specific issues, topics, content, and issuing a "call to action" when appropriate. Some workshops can include lite skill and/or strategy development.

Training engagements are typically more than half-day (three hours), up to a full day (six hours), and can even be multiple days. A training event will usually present the same or similar content as a workshop but with the addition of skill and/or strategy building activities. These activities are designed to create greater comfort, confidence, and overall capacity to act, as needed, in relationship to the event topic. Different workshops can be linked to form a training engagement.

engagements are more expensive because of travel costs unless these workshops and training engagements are already “bundled” into an existing contract we have with your organization which is inclusive of transportation.

- G. **What is your preferred timeline for the engagement?** We need some time to tailor an engagement for you so we can make sure it meets your needs and expectations. Of course, some engagements can be more quickly and easily tailored than others. We will tailor and adapt an engagement for you as quickly as we can, just know we will need some time.
- H. **What is your budget for the engagement?** Unless your organization already has a consulting contract with us in place which includes these engagements, there will be a cost associated with them. Cost considerations include personnel time for preparation and delivery, materials, delivery related expenses (e.g., equipment and software for virtual in-person), and travel (if on-site, in-person, including personnel travel time). For all on-site, in-person engagements, your organization will also be responsible for logistical and meeting room expenses (e.g., meeting room, equipment, food, handouts, etc.). Knowing your budget in advance helps us design an engagement that is affordable and fair to both of us. Please be prepared to discuss budget with us.

Once we have worked through the **Tailoring Process**, we can give you an estimate of cost. The list of **Core Offerings** is below. Each is named and sub-titled to provide a general description. Specifics and details are defined through the **Tailoring Process**.

Core Offerings

Capacity Building

- Appreciative Capacity Building: Helping People and Groups Achieve High Performance and Success
- Appreciative Technical Assistance: Building on Individual or Group Best Effort
- SOARing Without SWOTing: An Appreciative Assessment Approach

Virtual In-Person or On-Site In-Person Engagement?

We offer all Core Offerings as *virtual in-person* and *on-site in-person* engagements by mutual agreement. What's the difference between them?

Virtual In-Person

- Virtual in-person means conducted **live** and **in real time** via Zoom or Google Meet video conferencing
- Each participant needs their own **computer, camera, headset, and personal space/room** to improve the quality of interaction for everyone.
- Tenacious Change will provide professional level conferencing software and other add-ons to enhance the learning experience.

On-site In-Person

- On-site in-person means we bring the workshop or training to you, and you host it at a location of your choice.
- As the host, you provide and cover the cost of on-site meeting expenses (detailed in an engagement agreement).
- In addition to presenter fees for preparation and delivery, host also covers travel time and expenses for facilitators/trainers.

Please Note

- Recording of any workshop or training event (virtual or on-site) is **not allowed** by anyone for any purpose to ensure open, transparent engagement with and among participants.
- Travel costs can add significantly to the cost of these engagements. Choose virtual when you can.

Leadership and Followership

- An Introduction to Impactful Leadership Styles: The Full Range of Leadership and Transformational Leadership Models
- Courageous Followers: Standing With, and Standing Up, to Our Leaders
- Courageous Leaders, Courageous Followers: How Leaders and Followers Complement, Support, and Sustain One Another
- Courageous Leaders: Opening a Way for Followers to Act Courageously

Organizational Resilience and Development

- Beyond the Needs Assessment Survey: Developing a Deeper Understanding of Community Needs, Wants, and Will
- Building Your Best Board of Directors: Animating Community Leadership for Your Organization
- Welcome to the Culture Wars: How Did We Get Here and What Does It Mean for Community-based and Nonprofit Organizations?
- Surviving the Culture Wars: Working for the Greater Good When No One Can Agree on What It Is
- Getting Your Game On: Connecting Organizational Capacity, Culture, and Joy for Program Effectiveness
- How to Create and Maintain a Community of Practice: Learning to Learn Together
- Introduction to Resilience Thinking: Getting Ready for the Next Disruption
- Leading in Disruption: Strengthening Leadership Capacity in Support of Organizational Resilience

Professional Development

- Creating Powerful Presentations: Fast, Focused, and Unforgettable
- Even When You Can...Should You? The Leadership of Everyday Ethics in Professional Work
- Reading and Understanding Research: Getting the Most Out of the Relevant Research for Your Field
- Self-Care for Sustaining Personal and Organizational Effectiveness
- Technical Assistance Basics: The Art and Practice of Helping People Become Better at What They Already Do Well

Sustaining Programs

- A Mindset of Sustainability: Strategic Moves to Ensure Program Continuation
- The Faces of Philanthropy: Why People Give to Charities and Nonprofits
- Becoming Indispensable: Achieving Sustainability through Community Engagement and Mobilization

- Strategic Controversy Management: Managing Controversy and Transforming Conflict in Organizational and Community Change

Working Together in Teams and Other Collaborative Work Groups

- Lessons of Failed Leadership and Followership: The Story of Mann Gulch
- Strengthening Team Communication: A Group Exercise in Using Dialogue
- Teaming for Optimal Performance: Moving through the Stages of Team Development to Become a High Performing Team
- Working Better Together: First Steps in Building Effective Collaborative Partnerships

Something Missing?

Don't see what you want or need? Let us know. These engagements have all been created within the last few years, but we have others that are older and "dustier." We can brush them off and offer them as well – if we know what you are looking for. The **Tailoring Process** described above means we can co-create what you need if you don't see it here.

We Also Offer the Following Services for Nonprofit Organizations

Creating Movements for Change: The Tenacious Change Approach

The **Tenacious Change Approach (TCA)** is about creating ownership-based movements for change. It is designed to help you make lasting change in communities, organizations, communities, and systems through ownership-based change and collective change leadership. It is a set of operating principles for inclusive, broad-based collective change leadership. It offers a way to organize and catalyze the work of leading change for long-lasting impact in communities, organizations, and whole systems. The TCA was created through research, testing, and the practical experience of its developer, Tom Klaus, PhD. It also draws on the insights of FSG's collective impact and extends Tamarack Institutes' *Collective Impact 3.0* yet stands apart in its contribution to the field of community, organization, and system change for its focus on the practical values and mechanisms of change. The Tenacious Change Approach is used to create a movement for change that brings the whole community (organization or system) together to participate, own, and lead the change.

Implementation of the Tenacious Change Approach requires two levels of training.

1. [Getting Started with the Tenacious Change Approach](#), an interactive streaming video series of 10 videos, each no longer than 20-minutes in length. The 10 videos focus on each of the essential operating principles and its core task. Each video will close with an idea for how to use the principle in your current personal practice. The *Getting Started with the Tenacious Change Approach Journal* is provided to keep track of reflections, insights, and ideas. After each video there is a (brief) quiz to help you grasp and retain the most important ideas from the video. Throughout the

series you will also have an opportunity to interact in real time with the developer, trainers, and other participants. On average, it takes six hours to complete the series, but that number could fluctuate depending on how much you engage with the material. This first level, a pre-requisite to the second, is designed to help you improve your personal practice in change work and provide common language and shared foundation for participating in the second level if you choose to go on.

2. ***Learning the Tenacious Change Approach*** utilizes the TCA Cohort Learning Experience in which you meet in a group of 10 to 20 others who have also been through the video series. The typical cohort learning experience is 11 weeks in length and includes virtual cohort meetings for two hours each of those weeks. Cohort members will also complete online course work which includes some reading, reflection, learning activities, online discussion, and praxis exercises to become familiar with some of the tools. In addition, participants will be given the opportunity make connections and build relationships with the developer, trainers, and other cohort members in real time. There are three types of cohorts: Individual, Small Team, and Organizations. Individual cohorts are for people learning more about the Tenacious Change Approach for their own professional development. Small Team cohorts are for 3 to 5 people from the same organization who work together in the same or similar change projects. Organization cohorts are specialized cohorts tailored to single organizations that are leading change in their communities. The content and process of learning is the same as for Small Teams. However, the dedicated focus on a single organization or group allows the TCA Cohort Learning Experience to be tailored to its specific needs and circumstances.

Adaptive Strategy Planning

Adaptive Strategy Planning is designed to take nonprofit organizations beyond the usual strategic plan to create a strategy they will really use.

Nonprofit organizations trying to affect complex social issues need a strategy planning approach that considers the continuously changing context in which organizations function. Therefore, strategy planning needs to ***align an organization's vision, mission, and strategic goals***, yet pro-actively include a ***process by which the strategy plan can be adapted*** as the context changes. We help organizations create an ***adaptive strategy plan*** that allows them to chart a clear course and yet, when needed, to nimbly and thoughtfully adapt the plan to remain competitive, relevant, and effective. Our strategy planning process utilizes several **Appreciative Inquiry** techniques.

The Adaptive Strategy Planning process is designed to take as little as 120 days. It can be faster in some cases and in other cases it might take a little longer. It all depends – on the commitment and effort your organization makes.

To learn more, [click here](#) or visit <https://tenaciouschange.us/engagements/> to download the “Adaptive Strategy Planning” guide.

Developmental Evaluation

Our **developmental evaluation** services are for the purpose of improvement. Cameron Norman's definition of developmental evaluation resonates with us.

We add to it, though, by expanding on Norman's term "activities of a program" to include more than just programs. For us, developmental evaluation is about helping people, groups, programs, services, projects, initiatives, organizations, and movements improve their overall efforts for the greater good. When groups and organizations improve how they do their work, they are more likely to achieve their mission and goals.

Developmental Evaluation

"An approach to understanding the activities of a program operating in dynamic, novel environments with complex interaction...**it focuses on innovation and strategic learning rather than standard outcomes** and is as much a way of thinking about programs-in-context and the feedback they produce."

[Cameron Norman, Censemaking.com](http://CameronNorman.Censemaking.com)

Our developmental evaluation services include:

- Performance measurement (people, programs, services, and projects)
- Staff and employee engagement assessment
- Movement-building assessment and monitoring (using the proprietary Tenacious Change Assessment and Monitoring tool, aka TCAM)

All evaluation tools are tailored and have the purpose of informing client's efforts to improve their efforts.

Organizational Study and Analysis

You don't know what you have until you look, right? An **organizational study** is intended to provide a closer look at the various components that mesh to make the whole organization work well. There are five stages in our organizational study and analysis. These include:

1. **Environmental Scan:** The environmental scan identifies and analyzes the external context in which the organization functions.
2. **Internal Analysis:** Assessment of the key assets, resources, and capabilities of the organization upon which to build successful strategies.
3. **Strategies Analysis:** Identification of strategies the organization can use to create or maintain a sustainable competitive advantage, which for nonprofits often means consistently delivering high quality services over the long-term.

Five Stages: Organizational Analysis Study

1. Environmental Scan
2. Internal Analysis
3. Strategies Analysis
4. Implementation Identification and Recommendations
5. Leadership, Structure, and Culture Review and Recommendations

4. **Implementation Identification and Recommendations:** Identification and recommendation of objectives to set and actions to take for the organization to align with its vision and mission and to achieve its strategic goals.
5. **Leadership, Structure, and Culture Review and Recommendations:** Identification and recommendation of an optimal role for the organization's leadership, structure, and culture for supporting implementation of the recommendations emerging from the analysis.

Talent Management Planning

Organizations are only as good as their people, right? Outstanding organizations are those that get the **best** prepared people and place them in the **best** position to use their **best** talents. Then outstanding organizations do their best to continue developing the talent of their people and provide the best opportunities and benefits for them they can. When an organization does talent management well, it builds a healthy culture, retains staff, and excels in its work. It strives to do its **best** work!

Talent Management Planning helps an organization align its organizational leadership and staffing processes and structure with its strategic priorities and goals, and supports its growth, sustainability, and strategic advantage. When a talent management plan is successful, organizational leadership will be able to:

- **Confidently operationalize and empower a leadership structure** that is informed by and reflects best (and emerging) practices in nonprofit leadership and is a best fit for the vision, mission, brand, and strategic goals of the organization.
- **Confidently enact a talent management strategy** that recruits, develops, evaluates, supports, and retains a high-quality cadre of staff members at all levels who are committed to the vision, mission, brand, and strategic goals of the organization.

We can help you create a talent management plan if you do not have one or assess and help you strengthen your existing plan through four phases:

1. **Conducting Needs and Assets Assessment and Analysis** of current leadership and staffing structure and talent management approach.
2. **Researching and Recommending** leadership structures and talent management approaches to address the needs and leverage the assets identified in the first phase.
3. **Co-Designing and Planning for Implementation**, with the organization, the talent management strategy to be deployed.

Four Phases: Talent Management Planning

1. **Conducting Talent Management Needs and Assets Assessment and Analysis**
2. **Researching and Recommending**
3. **Co-Designing and Planning for Implementation**
4. **Strategy Implementation: Tool and Plan Deployment**

4. **Strategy Implementation: Tool and Plan Deployment**, which includes identifying and tailoring talent management protocols, tactics, and tools as well assisting and supporting the organization in deployment and implementation.

Need More Information?

For more information on any of the engagements or services listed here, please contact us:

- Email: info@tenaciouschange.us
- Phone or Text: 240-583-1754
- Set up a time to talk using this [Calendly](#) link.

Meet The Tenacious Change Team

Tom Klaus, PhD is a Maryland-based nonprofit consultant, speaker, trainer, writer, and president of the consultancy, Tenacious Change, LLC. He is the developer of the Tenacious Change Approach and the original creator of most of workshop and training events and engagements. The mission of his consultancy is to animate and equip people, organizations, and communities to lead ownership-based change for the greater good. In addition to his consulting practice, he is a Thought Leader with Tamarack Institute, a Canadian social change organization, and an adjunct professor at Eastern University (Philadelphia) in the College of Business and Leadership's PhD in Organizational Leadership program. In September 2016 Tom's work on the Tenacious Change Approach resulted in an invitation to the Obama White House to meet with Promise Zone leaders from across the United States. Tom has earned degrees from William Penn University and Drake University in Iowa, and his Doctor of Philosophy in organizational leadership, from Eastern University in Philadelphia.

Jakob Klaus, MSW is the president & founder of Plaid Hound Analysis & Advising, LLC, a consultancy based in Columbia, Maryland committed to pursuing community change through systems-based research, strategy, and advocacy. As a consultant to Tenacious Change, Jakob works closely with the founder to teach and train others in the use of the Tenacious Change Approach. He also works on research and data analysis for various clients. For more than a decade Jakob has been working in social service and social change organizations in the DC/Baltimore area. He started Plaid Hound Analysis & Advising after concluding his role as a Union Field Representative and Organizer for the American Federation of State County and Municipal Employees (AFSCME). At AFSCME he gained a reputation as a highly effective negotiator, litigator, adviser, and recruiter. Previously he served as a Regional VP and Shop Steward in the Maryland Social Services Employees Union. As a social worker his practice area focused on the disability community, as a therapeutic foster care social worker and Adult Protective Services Investigator. Jakob is a strong advocate for community inclusion for people with disabilities.

Eric Bourgeois is the owner of BRX Research, a full survey market research company based in Rochester, New York. BRX Research works with Tenacious Change to develop survey instruments for evaluation research, including performance and impact evaluations, employee engagement studies, and the Tenacious Change Assessment and Monitoring tool. Eric and BRX provides statistical data analysis

and assists with interpretation of the data. BRX Research assists businesses in every industry to get answers and information to make smarter decisions. Eric and BRX Research specialize in survey design and customization, survey execution, data analysis, and satisfaction studies for clients in technology, healthcare, education, advertising, and finance.

Carla White, MPH is a communication specialist and founder of Serenity Communications, providing communications and graphics services to nonprofits and individuals working to make the world a better place. She consults with Tenacious Change on publication and general website design. Carla created the reflective learning journal for the ***Getting Started with Tenacious Change*** video course and other tools and materials for the Tenacious Change Approach. After earning her MPH in 2000 at Columbia University's School of Public Health, Carla worked with the Centers for Disease Control and Prevention (CDC) in Atlanta, Georgia. During her tenure at CDC, Carla worked on several national adolescent health initiatives, especially focusing on translating complex scientific information to plain language and helping communities address health disparities. She lives in MidCoast Maine.

Tiffany Willyerd is the owner of House 6 Designs in Silver Spring, Maryland, a company specializing in designing online learning platforms, site and course management, learner support services, custom automations, and website design. Tiffany and House 6 Designs provides design assistance, coaching, and support services for the Tenacious Change Academy. Tiffany's is an expert consultant for the Thinkific online learning platform which hosts the Tenacious Change Approach courses. Tiffany and House 6 Designs ensure that our courses are ready to receive learners and work seamlessly for us and them.

Clemencia Vargas, PhD, DDS is a "retired" dentist, medical sociologist, researcher, and teacher who has fallen in love with teaching Spanish to adult learners. She is a native Spanish speaker from Colombia, South America and shares her love of the language through her virtual language courses at [Charlemos.com](https://www.charlemos.com). For Tenacious Change she helps write and polish Spanish translations of surveys and materials. She also keeps her data analysis and research skills sharp by assisting with quantitative data analysis. She originally relocated to the Washington, DC area from Phoenix, Arizona to work with the Centers for Disease Control and Prevention's (CDC) Epidemic Intelligence Service. She has also been a researcher for the National Center for Health Statistics and, in 1999, joined the faculty of the University of Maryland School of Dentistry. Clemencia was widely recognized for her work in dental public health and research in oral health disparities among children. In addition to consulting for Tenacious Change, Clemencia teaches conversational Spanish to adult learners through Prince George's Community College (PGCC) in Maryland. Through her classes at PGCC and her own private group classes, she teaches about one hundred students each week. Clemencia makes her home in Laurel, Maryland with her spouse and their rescue miniature schnauzer.