

JEAN ROBERTS UPDATE



April 2017

Founder and Director of Roberts Management Concepts Pty Ltd from 1985 to 2012.

As consultant, trainer, writer and mentor, I worked with a wide range of organisations in organisational reviews, committee/board development and assessment, succession planning, management reviews, strategic and business planning, marketing, amalgamation, strategic alliances, measurable consumer outcomes, needs-based planning, evaluation of service design and delivery, quoting and tendering, and grant-writing.

Now aged 82, my main activity and interest is continuing to provide resources for people working at any level in:

- **nonprofit organisations** – community groups, service-providers, service clubs, advocacy groups, social enterprises, peak bodies, funding sources – [see pages 2/3](#); and
- **small/medium business** – business intenders, start-ups, established, growing and surviving – [see pages 3/4](#).

Link to the 'JR Webpage':

<https://www.echobooks.com.au/business/jean-roberts-management-publications/>

Details of planned publications are listed, together with the *Jean Roberts Update*

Link to the Jean Roberts LinkedIn Profile:

<https://www.linkedin.com/in/jean-roberts-writer/>

You'll find many free articles there on current issues waiting for you.

Two themes have been prevalent in throughout my business:

- **Organisational effectiveness** – which begins with due attention to the formal and informal structures in any nonprofit organisation or commercial business, and
- **Empowerment and Entrepreneurship** – which begins with acknowledging that each person is unique: and when her/his uniqueness is acknowledged and fostered, is capable of contributing to the organisation's effectiveness and entrepreneurial initiatives.

Link to register interest in *One Person Show - the smallest of small business*, paperback or eBook ... setting out the first steps for aspiring entrepreneurs, and support for existing entrepreneurs.

<https://www.echobooks.com.au/business/one-person-show/>

Link to register interest in *The Left and Right Brain Business*, eBook ... if we can understand and anticipate human behaviours, we are much closer to increasing job satisfaction, efficiency and productivity – and confidently being able to capitalise on opportunities as they arise.

<https://www.echobooks.com.au/business/the-left-right-brain-business/>

Link to purchase *Submission/Grant Writing Training Manual*, PDF – \$AUD9.95

... the task of writing submissions and grant applications should be treated as a core business function: this Training Manual is structured for in-house training, with each section consisting of 'core material' followed by a number of discussion worksheets.

... the aim is for decision-makers in organisations, businesses, teams, etc., to collaboratively review their current efforts and plan improvements.

<https://www.echobooks.com.au/business/grant-application-training-manual/>

Currently being prepared for release by Echo Books Pty Ltd:

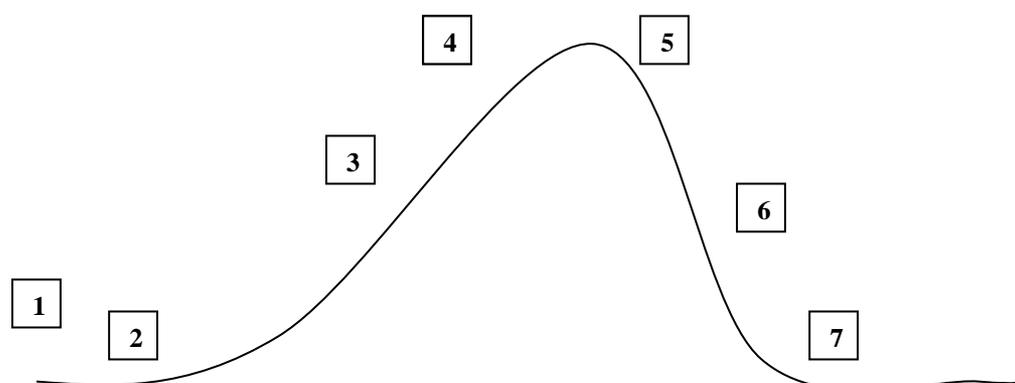
- *A Day in the Life of a Fly on the Wall*
- *My Spiritual Journey as an Independent Consultant and Trainer*
- *Riding the Waves of Community Development – from the 1970s (Second edition 2017)*

For Nonprofit Organisations:

Many nonprofit organisations have started out as independent and autonomous organisations, then have later been amalgamated or merged into larger structures, have folded or 'wound-up' due to completion of their purpose or lack of resources, or have just withered due to diminishing support or interest.

The life of an organisation is almost as precious as the life of a person. When created, life is breathed into it through the dreams, visions, effort, energy and commitment of a small or not-so-small group of people. No matter how many years a nonprofit organisation has been in existence, there will have been times of hope, promise, achievement, inspiration, tension and disillusionment: this is 'the norm' in the development of a community-based enterprise.

When recently re-reading *Voluntary Nonprofit Enterprise Management* (David E Mason (1984), Plenum Press, New York), I reflected on Arleon Kelley's *Organisation Life-Cycle Curve* on page 168. I've numbered the relevant points on Kelley's *Organisation Life-cycle Curve* below, and then introduced his definitions of the numbered stages:



- 1** when people get together because they have a common need:
- they begin to dream and fantasize the great things they might do together, and out of those common fantasies, they begin to share their energies
 - this ascendancy phase leads to the second stage

- 2** *the organisation undergoes slow growth:*
- *the public at large is standing back to see if the enterprise will succeed, whether it will meet some real public need*
 - *dreams are being translated into specific concrete saleable actions, and have an impact on the public, leading to the third stage*
- 3** *the organisation begins to demonstrate real life:*
- *the organisation begins to demonstrate real life, and can prove they can really affect the public*
 - *the public begins to accept it: dreams are being translated into specific and actualised goals, leading to the fourth stage*
- 4** *after a rapid period of growth, an organisation tends to enter into a golden mean or plateau:*
- *it is effective and mature, continuing to meet the needs of members and communities in the niche it has carved out for itself*
 - *its goals and the needs of the people are in line with each other: it is a time of a sense of well-being*
 - *eventually, however, an organisation will begin to move into a fifth stage*
- 5** *the tendency is to become comfortable:*
- *so comfortable that it tends not to make the adjustments required for continued viability*
 - *when this happens, it begins to decline, leading to the sixth stage*
- 6** *the decline becomes ever more intense:*
- *the enterprise is unable to reshape its goals and get back in touch with the needs of the people*
 - *when this occurs, deviation begins to become very evident*
 - *people begin to drift out of the organisation, and the organisation moves into a final stage*
- 7** *the organisation is increasingly preoccupied with its own internal life:*
- *when this happens, eventually it crystallizes and dies*
 - *if its supply of resources is replenished, its actual demise will be protracted*

Stages 4 and 5 are the critical stages at which the entrepreneurial skills of the Board and CEO are essential to design a future that protects and expands the purpose for which the organisation was initially established. This means identifying options, exploring implications of each option, and then working and negotiating the desired option in order to avoid a lingering death for the organisation's purpose. Possibilities include partnering, merging, specialising, organic growth (ie growing through their own efforts), inorganic growth (ie growing by acquiring or taking over other entities or one or more of their programs or services) – or choosing to wind-up.

For Small and Medium Enterprises:

Introduction to Section 1 of *One Person Show – the smallest of small business*. Entrepreneurs need to be both confident and competent in decision-making. As an example, traffic lights demand quick decisions:

- When approaching a green traffic light, you can be tempted to increase your speed to make sure you make the crossing before it turns yellow for a brief moment then the inevitable red,

- As green changes to yellow, you must decide whether to stop or continue to cross: this involves looking quickly at your rear-vision mirror in case there is a car close on your heels that could bump into you if you stop suddenly. Sometimes, it's safer to continue to cross than to stop suddenly. A yellow light may cause you to stop and think, or may cause you to speed up if it seems safer to do so.
- As yellow changes to red, there may be times when the red light looks more like a challenge to be overcome rather than a direct statement to stop.

When you are travelling on foot rather than in a car, pedestrian crossings with lights present the same options. And the main thought in your mind, whether as a driver or a pedestrian, is the safety of yourself and others. So it is with your *One Person Show*.

These lists present a series of:

- green traffic lights that are definite go signs – must do!
- yellow traffic lights that are definite cautions – beware!
- red traffic lights that are definite stop signs – do not do!

These lists are followed by a table setting out:

- the 14 **red** traffic lights – must not do's – run away from these!
- Six pages on how to turn each of these to a **green** traffic light – do these instead
- References to Section 5: Toolkit – with 13 'Tools' to assist turning red traffic lights to green

About Jean Roberts Update

My first free *Jean Roberts Update* began in 1998, circulated to a mailing list comprised of past and present clients, contacts and 'persons of influence'. It started life as ten pages of information, articles, news and ideas printed on five sheets of paper – able to be posted at the normal rate. Eventually, it moved from postage to email, but always available as a hand-out and always free.

My logo was the coffee cup below – with the invitation to recipients to read it '*whilst enjoying a cup of coffee or tea or a glass of their favourite red wine*'. And many told me they did just that!



I'll have more news of my writing, together with dates for releases through Print on Demand in my next Update.

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Please feel welcome to phone or email me with your thoughts.

Jeanr.