



OVERVIEW APPLGATE CONSULTING GROUP

Applegate Consulting Group (ACG) is an organization development (OD) practice that assists national and international nonprofit organizations, government agencies and socially responsible for-profit corporations with developing human and organizational capacity and building a more just and equitable society. Utilizing systems theory and a well-established action research model, ACG helps diverse organizations adapt to changing environments, identify priorities, strengthen leadership and facilitate continuous learning. Working collaboratively with each client, ACG employs a series of planned change processes that strengthen organizational effectiveness and increase capabilities. Our work is inextricably linked to advancing democratic processes and humanistic values.

Through shared responsibility and effort with each client, Applegate Consulting Group:

- Develops leaders that are intentional, proactive and clear about their visions.
- Supports the development of diverse workplace cultures where all employees feel invested and valued.
- Helps individuals understand the significance, power and importance of their contributions.
- Clarifies strategic direction and facilitates effective collaboration.
- Supports the development of sustainable organizations that are socially responsible.

MISSION

ACG believes a strong consultant-client partnership is essential in order to solve complex organizational problems and facilitate the realization of individual and system-wide potential. This involves utilizing a variety of well-established applied behavioral science approaches to the management of positive change. The overarching goal of ACG is to optimize results, while focusing on the client's *own* objectives and aspirations for its organization. ACG ultimately strives to facilitate continuous learning and self-empowerment to enable the entire client system to acquire the confidence and competence it will need to manage — on its own — similar and even greater challenges in the future.

ACG is mission-driven. We work with organizations that share our core principles and commitment to social responsibility and justice. With each client, our commitment is not to an individual person or group within an organization, but rather to the organization as a whole and to enabling the fulfillment of its mission. This means that both ACG and the organization must be clear about the mission and prepared to embrace the fullness of this two-way commitment based on a strong and ever-growing foundation of respect and trust.

SERVICES

Applegate Consulting Groups offers a full spectrum of organization development services to assist organizations including:

BOARD DEVELOPMENT:

ACG provides ongoing support through:

- Administration of board assessments;
- Coaching of board members; and
- Practical and proven techniques for developing board infrastructure.

BUILDING STRATEGIC ALLIANCES:

ACG works with cross-sector strategic alliances to:

- Identify the issues that are important and timely, and leverage the core cross-sector competencies;
- Clarify the added value that each sector brings to solving significant social problems;
- Establish a concrete plan to support the cross-sector collaboration with clear benchmarks and a realistic time frame; and

- Help the stakeholders to identify their goals and establish the collaborative relationships they need to succeed in providing solutions, services and products that contribute to a more just, equitable and sustainable society.

BUILDING MULTICULTURAL / MULTIRACIAL ORGANIZATIONS:

ACG assists organizations in creating and sustaining an organizational culture that leverages diversity for higher performance by providing facilitation in the following areas:

- Embarking upon a comprehensive, institutional, long-term commitment to addressing race, power and privilege and how these differences manifest themselves and influence day-to-day operations;
- Providing culturally based guidance, models, policies and practices which support organizations that seek to include people from diverse cultural backgrounds and social groups as stakeholders in the institution;



SERVICES (CONTINUED)

BUILDING MULTICULTURAL / MULTIRACIAL ORGANIZATIONS: (CONTINUED)

- Partnering across difference, creating greater safety for difference and constructively engaging in conflict; and
- Creating and sustaining an organizational culture that enables them to recruit, retain, train and better leverage a diverse staff, board and membership base that supports and enhances their mission.

LEADERSHIP COACHING:

ACG provides:

- Ongoing, highly individualized support that focuses on the people and the organizational processes, utilizing practical and proven techniques to address conflict management, team building and leadership skills development;
- Individualized coaching, which offers a mechanism for helping executives and organizational leaders to manage challenges, while benefiting from the feedback and perspective of a non-biased organization development practitioner; and
- Proven strategies to develop leaders who are intentional, proactive and clear about the vision they hold for their organizations.

LEADERSHIP TRANSITION PLANNING:

ACG provides:

- Ongoing, highly individualized, facilitated processes to support executives and organizational leaders in addressing and managing the challenges associated with this generational shift;
- Feedback and perspectives of a non-biased organization development practitioner to assist leaders in the transition; and
- Proven tools to support the development of common ground, facilitate effective partnerships, and create space for new models of leadership and future leaders.

MEETING AND RETREAT FACILITATION:

Today's organizations require skilled leaders, confident staff and dynamic teams. Process facilitation provides an effective way to engage board and staff members in actively mastering the principles and skills they need to advance the mission of their organization.

As a meeting and retreat facilitator, ACG:

- Combines cutting-edge techniques and proven theory with carefully selected small group work;
- Facilitates dialogues and role-play activities, and
- Creates an engaging learning experience, resulting in more cohesive teams and true workplace success.

ORGANIZATION ASSESSMENT AND CHANGE:

ACG utilizes a well-established action research model and diagnostic tools to support the facilitation of change processes through:

- Detailed planning with key leaders and members regarding the focus and processes of the assessment, including: who will be surveyed, what questions will be asked; and which formats will be used to gather information;
- Data gathering utilizing interviews, informal focus groups, and questionnaires to elicit members' input regarding the strengths and limitations of current organization procedures and practices;
- Analysis of findings by the internal team with the guidance of the consultant to identify common themes, major inconsistencies and opportunities to build upon;
- Action planning by the internal team to propose changes in policies, procedures and systems, based on the data, to assess the risk of making changes, and to determine who will be instrumental in implementing the chosen action plan to ensure the long-term impact of the change initiative; and
- Evaluation by the internal team and consultants to assess the effectiveness of the change process.

STRATEGIC THINKING AND PLANNING:

ACG designs and facilitates strategic processes that:

- Formulate processes for strategic thinking about the future, so that even in the midst of change there is a perpetual focus on direction;
- Clearly define core values, mission and vision statements, and ambitious but realistic strategic objectives and organizational goals; and
- Offer follow-through and coaching services that provide ongoing planning and evaluation mechanisms to ensure timely and effective implementation by staff and Boards of Directors.

TEAM BUILDING:

ACG works in-depth with teams to identify specific needs and to help integrate new insights back into the workplace through:

- Facilitating the development of high-performance work teams through mutual goal-setting, role negotiation, group problem solving, and mutual accountability;
- Facilitating conflict resolution; and
- Building team commitment by valuing differences, developing trust and creating win/win collaborative agreements.