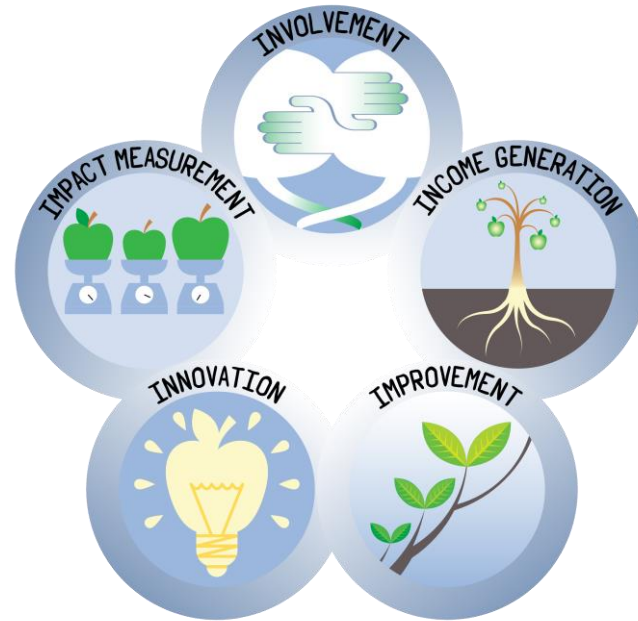


Organisational Sustainability:



Paradoxes, Principles and Practices

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www.TheLastingDifference.com



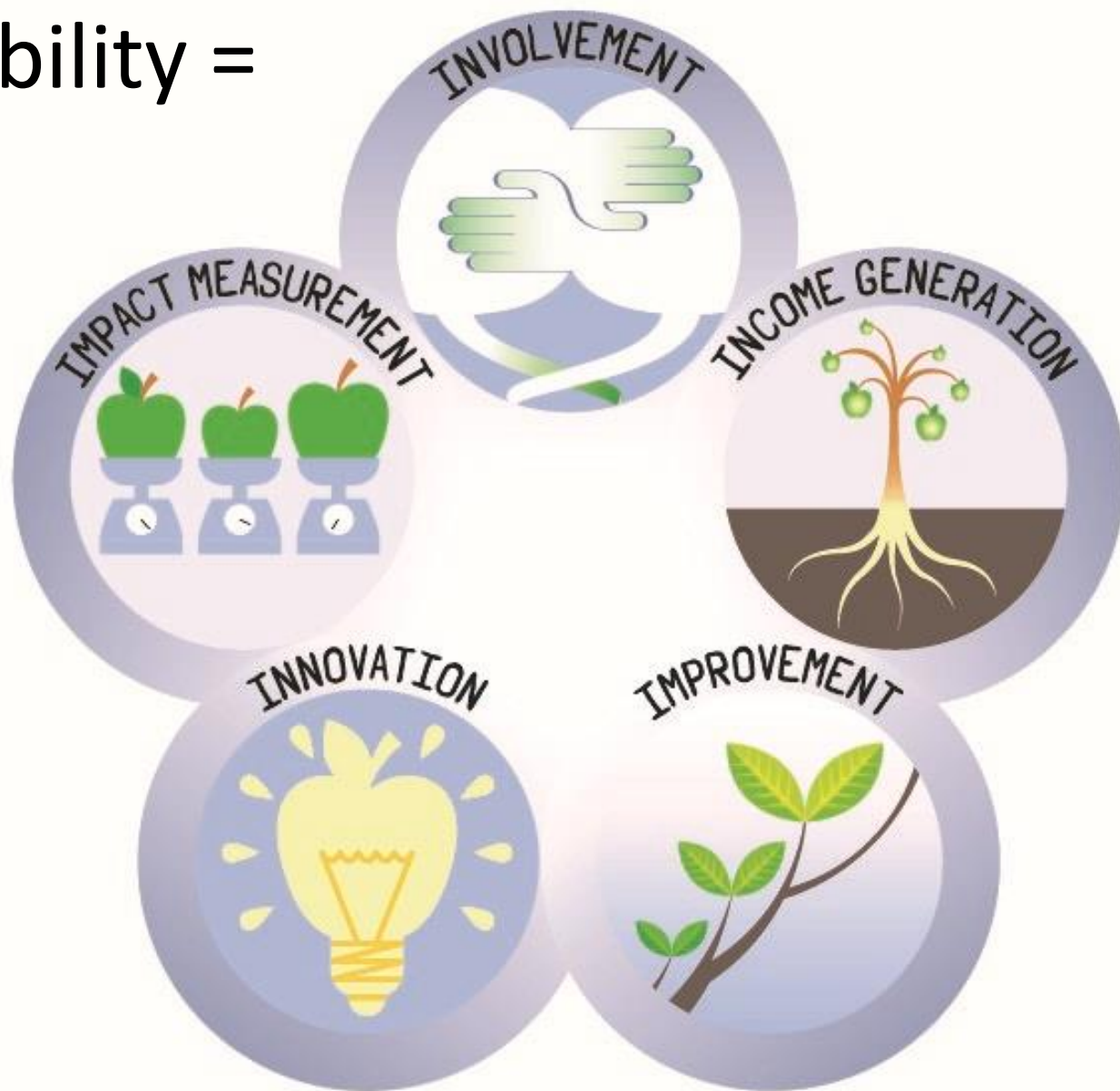
Challenge/paradox	⇒	Principles
The paradox of change		Sustainability ≠ sustained
The yes/no paradox		Sustainability > money
The octopus paradox		Diverse income ≠ reduced risk
The efficiency paradox		Sustainability needs capacity
The myth of perpetual motion		Sustainability ≠
Deep pockets, short arms		self-sustaining

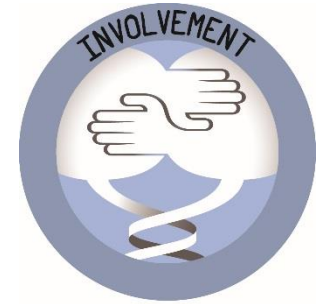


**The capacity
of an organisation, service or system
to make a lasting difference**

Paradox	Principle	Organisational practices
The paradox of change	Sustainability \neq sustained	Adapt and evolve purposefully. Test, pilot, prototype.
The yes/no paradox	Sustainability $>$ money	Understand when, how and what to say 'no' to.
The octopus paradox	Diverse income \neq reduced risk	Focus on the core - purpose and structure
Efficiency paradox	Sustainability needs capacity	Balance scrutiny and strategy. Invest in capacity.
Perpetual motion	Sustainability \neq self-sustaining	Build capacity to make a lasting difference. Inform and influence funders and policy makers.

Sustainability =





Involvement p16

WHO DOES YOUR WORK BELONG TO?

- Involving others generates buy-in – and ideas.
- Meaningful involvement requires time and resources.
- Be clear on your *parameters* for involvement.
- Make it easy for people to get involved.
- *Partnerships* can be challenging. Remember that you share the same aims and have similar goals.
- *'It is a privilege to be involved in people's lives'*.



Income Generation p20

MONEY FOLLOWS GOOD WORK, NOT THE OTHER WAY AROUND.

- Holistic approach to all sources of revenue: grants, contracts, donations, events and trading.
- Funders and donors are customers and partners. They give you something in exchange for something else.
- Income comes from relationships. Relationships take time.

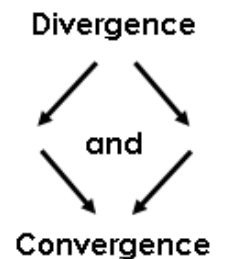


Innovation p24

WE ARE ALL CREATIVE.

BUT WE NEED TIME, TRUST AND PERMISSION TO PLAY. AND, AT TIMES, TO FAIL!

- Radical new ideas and breakthroughs are rare.
- Most innovation is about incremental improvement in what is already there.
- Good ideas are everywhere.
- There's a time for 'going wide' and a time for converging

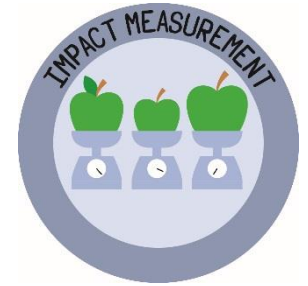




Improvement p28

BUSYNESS IS NOT THE SAME AS FORWARD MOTION.

- Improvement = getting better all the time
- Do the organisation's structures and systems encourage improvement initiatives – or inhibit them?
- Improvement cannot happen without spare capacity



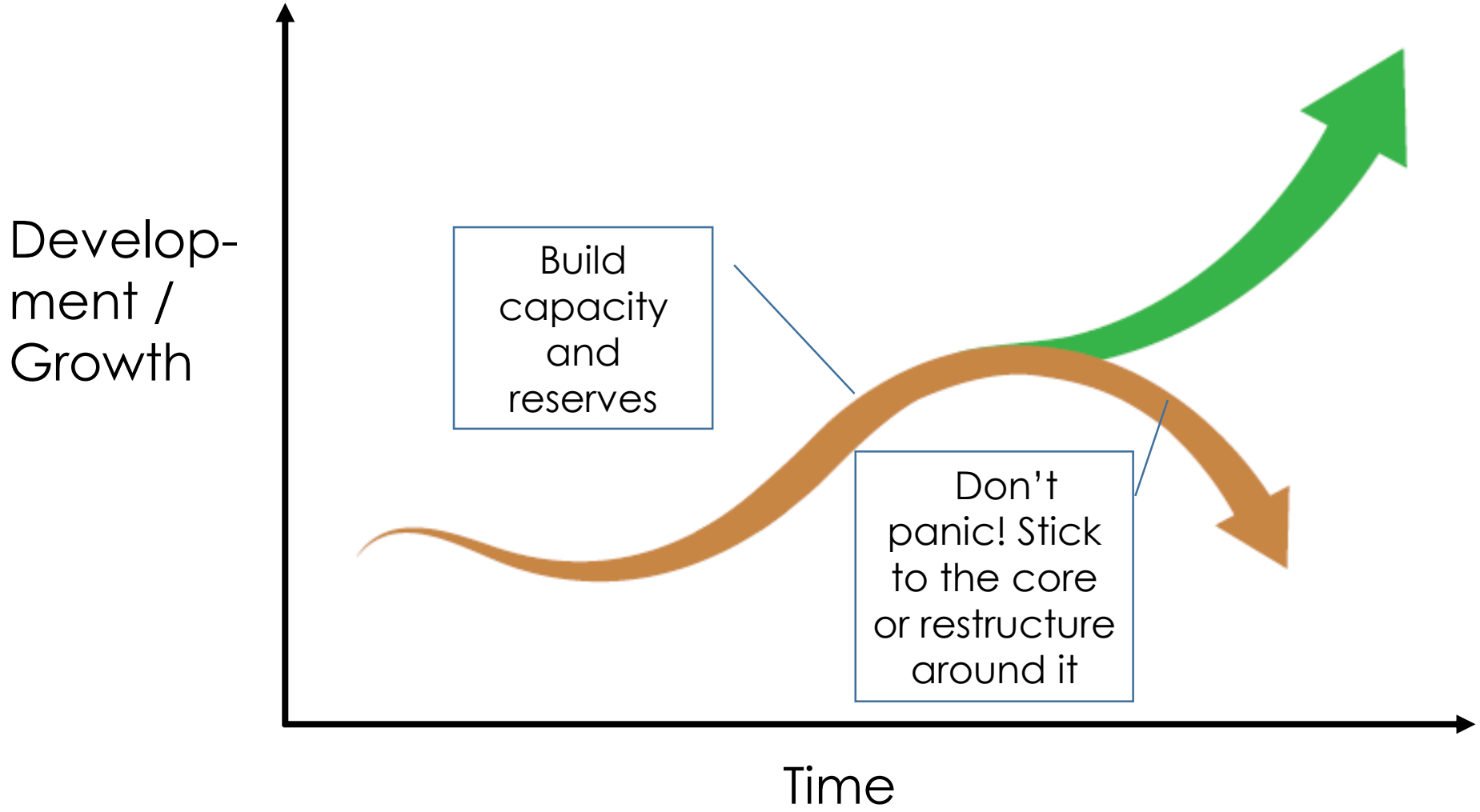
Impact Measurement p32

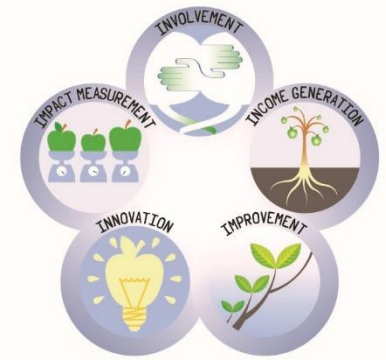
WHAT'S YOUR STORY?

WHAT MESSAGES ARE YOU SENDING? AND RECEIVING?

- Be clear on what you are trying to achieve – and measure.
- Long-term change takes time, but you can evidence smaller changes along the way.
- One size does not fit all.

Lifecycles





Activity - timeline

- Work in small groups on one of the Sustainability Capabilities
- What actions do organisations need to take at different stages on the timeline?
- What sorts of policies and strategies might they need?

Do it now!

