



Capacity Building & Capability Building in Not-For-Profit organisations

Contents

What's In It For Your Organisation? 3

About John Coxon 4

A specialist, boutique consultancy 5

Over the years John has worked with 5

Examples of John's work..... 6

How Am I Different? 8

Frameworks and process 9

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Capacity Building & Capability Building in Not-For-Profit organisations

What's In It For You?

Proven Experience

Hi I'm John Coxon. Since 2002 I have worked with boards and management teams of not-for-profit healthcare and community organisations, guiding strategic thinking, facilitating planning and assisting in a wide variety of consulting projects. Every day I am tapping into the collective wisdom of people engaged in the not-for-profit sector, creating a repository of experiences and ideas and sharing those ideas with others.

Understanding of the unique environment and issues of the sector

Everyone says the not-for-profit sector environment is unique, and it is true. Not only have I provided consulting services to this sector for more than 12 years, I have also served on a variety of community boards and has been a past executive officer for an alliance of non-profit organisations. My advice and guidance is based upon practical experiences.

I'm not a 'guru'

I don't present myself as an all-knowing guru. I prefer to tap into the collective wisdom of the people in your organisation. My strength lies in being able to bring together the right people, help build open and sharing relationships and guide them through a process of discovery, as they –

- Identify the desired direction for your organisation
- Set out a strategy that is appropriate
- Identify operational factors that impact upon implementation
- Work through resource allocation
- Prioritise activities
- Make effective decisions
- Manage capacity
- Break down barriers to effectiveness
- Oversee financial management
- Monitor and evaluate effectiveness

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About John Coxon



I began consulting with healthcare providers and community organisations in 2002 in Victoria, Australia. I choose to work exclusively with governance groups and management teams on operational issues, rather than with Government agencies on policy issues.

Originally I specialized in management coaching in the healthcare sector, working with management teams in hospitals and aged care providers.

Between 2006-09 I was Executive Officer for Community Southwest Limited, an alliance of NGO, nfp's in south west Victoria. During this period I was engaged in a variety of consulting projects on behalf of the alliance, in addition to maintaining my own consulting practice.

Following this experience my consulting practice expanded to include working with both healthcare providers and community sector organisations and the demand increased for me to engage in a variety of consulting projects.

In the recent years, my consulting practice has evolved to focus primarily on working with boards and management groups to -

- Help build capabilities
- Help develop capacity
- Facilitate strategic thinking and planning

Over the years I have developed many long-term relationships with management teams that I have worked with, which has enabled me to develop an in-depth understanding of those organisations.

In 2013, I returned to New Zealand, along with Liz, his Australian wife. They now live in Hokitika, on the West Coast.

John is also the founder and publisher of [CommunityInfo NZ](#), an online portal devoted to bringing resources to not-for-profit managers that help them grow their business.

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A specialist, boutique consultancy

It is only natural for someone to be wary of a single individual's capabilities. I counter this through my process of tapping into collective wisdom. In this way you are not reliant upon me. You may be surprised at the wide span of consulting projects I have engaged in over the years. It is this breadth of experience that ensure I have the knowledge and understanding to guide you through developing capabilities and building capacity.

When I work with your people I recognize that the decisions they make impact upon every part of your organisation. I am committed to ensuring your people make informed decisions with goals and outcomes that are achievable within the resources that are available.

I work with -

- Public and Private, non-profit hospitals
- Primary Healthcare Organisations
- Aged Care Providers
- National Charities
- Community Organisations
- Funded Service Providers

My mission is to help you keep moving forward. I am a registered capability mentor with the Ministry of Social Development.

Over the years John has worked with . . .

A wide variety of Australian and New Zealand nonprofit organisations, some of these are listed below -

- Lyndoch Living Aged Care
- Moyne Health Service
- Koroit Health Services
- Warrnambool Base Hospital
- Terang & Mortlake Health Service
- Abbeyfield Mortlake
- Abbeyfield Australia

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- Bays Hospital
- South West TAFE
- Community Southwest Limited
- Community Connections Ltd
- Aspire South West Victoria
- Cooina Disability Services
- Learning Links
- Mpower Disability Services
- Cancer Society, Canterbury Westland
- HepC Trust
- Alcohol Drug Helpline
- Alzheimers Otago
- NZ Jade Artist Society
- Ozchild
- Tararar Indigenous Music Festival
- Fale Pasifika o Aoraki
- Father & Child
- Drug Arm
- Connecting Communities
- Wai Counselling
- Nelson Budget Services
- Odyssey House
- NZ Jade Artist Society

I am the creator and presenter of *Joining the Dots* a presentation on strategies for the emerging environment.

Examples of John's work

Terang & Mortlake Health Service, Victoria. *Mr Mark Johnson, CEO.* Between 2003 and 2012 I was engaged by the Health Service in a variety of roles including mentoring of senior executives, coaching frontline managers, delivery of Frontline Management development program.

Abbeyfield Mortlake, Victoria. *Mr Doug Parker, (recently retired Executive Officer).* Between 2002 and 2012 I was engaged by Abbeyfield Mortlake in a variety of roles including;

- Mentoring for the Executive Officer
- Management Coaching

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- Supervisor training and development
- Strategic Planning (twice)
- Community Consultation
- Management of a fundraising project
- Recruitment of nurse managers

During that time I also worked with Abbeyfield Timboon which is auspiced by Abbeyfield Mortlake, where I;

- Facilitated strategic planning
- Prepared business plans
- Managed a fundraising project

Community Connections Ltd, Victoria. *Mr Bruce du Vergier, (recently retired CEO).* Between 2006 and 2012 I was engaged by Community Connections to;

- Brief the Board on emerging events and facilitate strategic thinking
- Conduct a review of social enterprise activities
- Prepare review into capacity and capabilities as part of tender for new services
- Provide support to employees during process of termination

Community Southwest Ltd, Victoria. *Ms Kerry Nelson, CEO of Mpower.* Between 2006 and 2009 I was firstly a project manager and then Executive Officer for Community Southwest Limited, an alliance of NGO, nfp organisations in south west Victoria. During that time I engaged in a variety of projects for the alliance, including;

- Creating a environment that enabled competitive agencies to act in a collaborative manner, without threat to their own independence
- Developing a group purchasing program
- Organising and facilitating a variety of forums and professional development opportunities
- Guiding the group towards incorporation and establishing effective governance
- Overseeing development of the alliance website

In addition, as an external consultant, I was engaged by the alliance in the following roles;

- Organise a two-day regional conference for the nonprofit sector

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- Develop a framework and rules of engagement between members of the alliance
- Conduct a review into a potential social enterprise activity

Alcohol & Drug Association of New Zealand. *Mr Paul Rout, CEO.* Since 2011 I have worked with the Alcohol and Drug Helpline in a variety of roles, including;

- Facilitation of strategic planning for ADANZ
- Mentoring for CEO and senior executives
- Assisting with recruitment of senior employees
- Preparation of strategic planning for Helpline
- Assistance with funding proposals
- Review into use of online space and redevelopment of websites

The above examples represent only a small selection of the consulting projects I have been involved in over the past twelve years. They have been selected for a specific reason. There is often a perception that consultants cannot build long term relationships with not-for-profit organisations, as the consultant doesn't share the passion and ethos that drives such organisations. I have demonstrated through my passion and involvement with the nonprofit sector that this doesn't need to be true.

MSD Capability Mentor – for the past two years I have worked with a number of MSD funded providers as a capability mentor, helping assess organizational capabilities, including governance and guiding development of future sustainability.

How Am I Different?

I am unique in that I specialize in working with not-for-profit organisations and have done so since 2002. Unlike other consultants I don't 'tack on' my nonprofit clients to more profitable corporate clients, or run to the nonprofit sector when corporate work becomes scarce.

Even though I am immersed daily in the culture and environment of the not-for-profit sector, I don't pretend have all the answers. My belief is that the best people to identify and implement a solution are those impacted upon by the issue.

I differ in that I tap into the collective wisdom of your team of people. They already know the solution, my role is to guide them along a process of discovery and keep them on track through implementation. I work in the background and enable your people to develop capacity and capabilities.

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The real benefit here is that your people set out their strategic direction or plan for something in a manner that is relevant to them - rather than having someone from outside the organisation saying 'do it this way'.

Other consultancies will point to their people and say, 'there's our point of difference' and if you're looking for a guru then they may be right. I look to help your people create and implement good strategy. I point to your people and say 'there is the difference'.

I do back up this practical approach with access to a library of research and case studies. This information is used to provide your people with supporting evidence.

Frameworks and process

I am guided by a capability building model developed by the Ministry of Social Development in New Zealand, a Capacity Building framework for nonprofits developed by McKinsey, and a decision making process developed by Roger Martin from Rotman Business School.



Capabilities are the bricks and mortar that provide you organization with a strong foundation and the ability to withstand changes to the environment. You would not build you home without strong foundations; similarly you cannot build a viable and sustainable nonprofit organization without having in place the capabilities to do what it is you want to do.

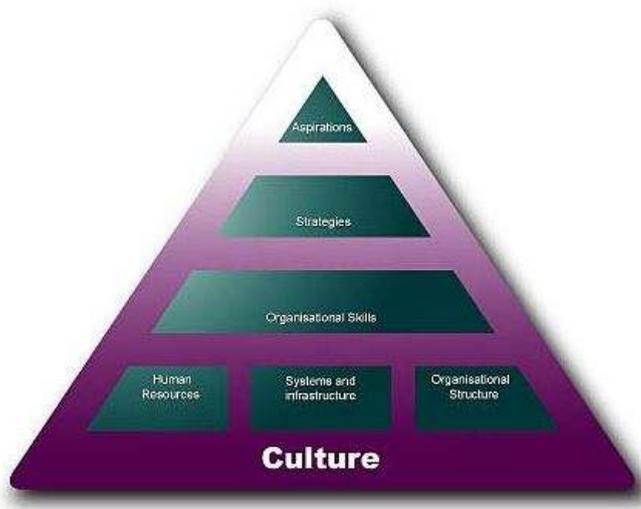
Guided by a capability framework and assessment process I help you determine and prioritise those capabilities that need to be

strengthened.

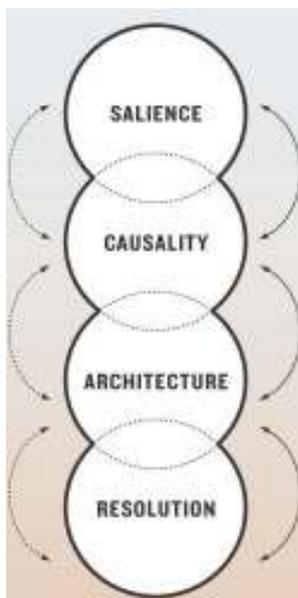
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The McKinsey Capacity Framework has been developed from the actual experiences of successful nonprofit organizations. The framework builds upon the capability framework and takes development a step further by bringing together capabilities in a holistic manner to drive sustainability, service delivery and outcomes.



Roger Martin, past Dean of Rotman Business School provides models for framing strategic questions and making decisions.

I use this model to guide decision making, whether it be for strategic planning, change management, deciding what is important or making decisions on where to allocate resources. This process helps you make more informed and robust decisions.

These frameworks and this decision making process serve to guide people as they come together to share collective wisdom and ideas.