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*The Nonprofit Problem Solver: A Management Guide [Richard Lord] on calendrierdelascience.com *FREE* shipping on qualifying offers. A practical, hands-on manual for managers and executives of nonprofit organizations, The Nonprofit Problem Solver provides comprehensive coverage of every aspect of the nonprofit management function.*

Common barriers[edit] Common barriers to problem solving are mental constructs that impede our ability to correctly solve problems. These barriers prevent people from solving problems in the most efficient manner possible. Five of the most common processes and factors that researchers have identified as barriers to problem solving are confirmation bias , mental set , functional fixedness , unnecessary constraints, and irrelevant information. Confirmation bias Confirmation bias is an unintentional bias caused by the collection and use of data in a way that favors a preconceived notion. The beliefs affected by confirmation bias do not need to have motivation , the desire to defend or find substantiation for beliefs that are important to that person. Nickerson argued that those who killed people accused of witchcraft demonstrated confirmation bias with motivation. Researcher Michael Allen found evidence for confirmation bias with motivation in school children who worked to manipulate their science experiments in such a way that would produce favorable results. In , Peter Cathcart Wason conducted an experiment in which participants first viewed three numbers and then created a hypothesis that proposed a rule that could have been used to create that triplet of numbers. When testing their hypotheses, participants tended to only create additional triplets of numbers that would confirm their hypotheses, and tended not to create triplets that would negate or disprove their hypotheses. Thus research also shows that people can and do work to confirm theories or ideas that do not support or engage personally significant beliefs. Mental set Mental set was first articulated by Abraham Luchins in the s and demonstrated in his well-known water jug experiments. After Luchins gave his participants a set of water jug problems that could all be solved by employing a single technique, he would then give them a problem that could either be solved using that same technique or a novel and simpler method. Luchins discovered that his participants tended to use the same technique that they had become accustomed to despite the possibility of using a simpler alternative. Therefore, it is often necessary for people to move beyond their mental sets in order to find solutions. Maier observed that participants were often unable to view the object in a way that strayed from its typical use, a phenomenon regarded as a particular form of mental set more specifically known as functional fixedness, which is the topic of the following section. When people cling rigidly to their mental sets, they are said to be experiencing fixation, a seeming obsession or preoccupation with attempted strategies that are repeatedly unsuccessful. Functional fixedness Functional fixedness is a specific form of mental set and fixation, which was alluded to earlier in the Maier experiment, and furthermore it is another way in which cognitive bias can be seen throughout daily life. In research that highlighted the primary reasons that young children are immune to functional fixedness, it was stated that "functional fixedness For instance, imagine the following situation: If the man starts looking around for something in the house to kill the bug with instead of realizing that the can of air freshener could in fact be used not only as having its main function as to freshen the air, he is said to be experiencing functional fixedness. Functional fixedness can happen on multiple occasions and can cause us to have certain cognitive biases. If people only see an object as serving one primary focus than they fail to realize that the object can be used in various ways other than its intended purpose. This can in turn cause many issues with regards to problem solving. Common sense seems to be a plausible answer to functional fixedness. One could make this argument because it seems rather simple to consider possible alternative uses for an object. Perhaps using common sense to solve this issue could be the most accurate answer within this context. With the previous stated example, it seems as if it would make perfect sense to use the can of air freshener to kill the bug rather than to search for something else to serve that function but, as research shows, this is often not the case. Functional fixedness limits the ability for people to solve problems accurately by causing one to have a very narrow way of thinking. Functional fixedness can be seen in other types of learning behaviors as well. For instance, research has discovered the presence of functional fixedness in many educational instances. Researchers Furio, Calatayud, Baracenas, and Padilla

stated that " There are several hypotheses in regards to how functional fixedness relates to problem solving. If there is one way in which a person usually thinks of something rather than multiple ways then this can lead to a constraint in how the person thinks of that particular object. This can be seen as narrow minded thinking, which is defined as a way in which one is not able to see or accept certain ideas in a particular context. Functional fixedness is very closely related to this as previously mentioned. This can be done intentionally and or unintentionally, but for the most part it seems as if this process to problem solving is done in an unintentional way. Functional fixedness can affect problem solvers in at least two particular ways. The first is with regards to time, as functional fixedness causes people to use more time than necessary to solve any given problem. Secondly, functional fixedness often causes solvers to make more attempts to solve a problem than they would have made if they were not experiencing this cognitive barrier. In the worst case, functional fixedness can completely prevent a person from realizing a solution to a problem. Functional fixedness is a commonplace occurrence, which affects the lives of many people. Unnecessary constraints[edit] Unnecessary constraints are another very common barrier that people face while attempting to problem-solve. This particular phenomenon occurs when the subject, trying to solve the problem subconsciously, places boundaries on the task at hand, which in turn forces him or her to strain to be more innovative in their thinking. The solver hits a barrier when they become fixated on only one way to solve their problem, and it becomes increasingly difficult to see anything but the method they have chosen. Typically, the solver experiences this when attempting to use a method they have already experienced success from, and they can not help but try to make it work in the present circumstances as well, even if they see that it is counterproductive. This is very common, but the most well-known example of this barrier making itself present is in the famous example of the dot problem. In this example, there are nine dots lying on a grid three dots across and three dots running up and down. The solver is then asked to draw no more than four lines, without lifting their pen or pencil from the paper. This series of lines should connect all of the dots on the paper. Then, what typically happens is the subject creates an assumption in their mind that they must connect the dots without letting his or her pen or pencil go outside of the square of dots. It is from this phenomenon that the expression "think outside the box" is derived. A few minutes of struggling over a problem can bring these sudden insights, where the solver quickly sees the solution clearly. Problems such as this are most typically solved via insight and can be very difficult for the subject depending on either how they have structured the problem in their minds, how they draw on their past experiences, and how much they juggle this information in their working memories [41] In the case of the nine-dot example, the solver has already been structured incorrectly in their minds because of the constraint that they have placed upon the solution. In addition to this, people experience struggles when they try to compare the problem to their prior knowledge, and they think they must keep their lines within the dots and not go beyond. They do this because trying to envision the dots connected outside of the basic square puts a strain on their working memory. These tiny movements happen without the solver knowing. Then when the insight is realized fully, the "aha" moment happens for the subject. Irrelevant information[edit] Irrelevant information is information presented within a problem that is unrelated or unimportant to the specific problem. Often irrelevant information is detrimental to the problem solving process. It is a common barrier that many people have trouble getting through, especially if they are not aware of it. Irrelevant information makes solving otherwise relatively simple problems much harder. You select names at random from the Topeka phone book. How many of these people have unlisted phone numbers? They see that there is information present and they immediately think that it needs to be used. This of course is not true. These kinds of questions are often used to test students taking aptitude tests or cognitive evaluations. Irrelevant Information is commonly represented in math problems, word problems specifically, where numerical information is put for the purpose of challenging the individual. One reason irrelevant information is so effective at keeping a person off topic and away from the relevant information, is in how it is represented. The Buddhist monk problem is a classic example of irrelevant information and how it can be represented in different ways: A Buddhist monk begins at dawn one day walking up a mountain, reaches the top at sunset, meditates at the top for several days until one dawn when he begins to walk back to the foot of the mountain, which he reaches at sunset. Making no assumptions about his starting or stopping or

about his pace during the trips, prove that there is a place on the path which he occupies at the same hour of the day on the two separate journeys. This problem is near impossible to solve because of how the information is represented. Because it is written out in a way that represents the information verbally, it causes us to try and create a mental image of the paragraph. This is often very difficult to do especially with all the irrelevant information involved in the question. This example is made much easier to understand when the paragraph is represented visually. Now if the same problem was asked, but it was also accompanied by a corresponding graph, it would be far easier to answer this question; irrelevant information no longer serves as a road block. By representing the problem visually, there are no difficult words to understand or scenarios to imagine. The visual representation of this problem has removed the difficulty of solving it. These types of representations are often used to make difficult problems easier. Being aware of irrelevant information is the first step in overcoming this common barrier. There are many reports of scientists and engineers who solved problems in their dreams. Elias Howe, inventor of the sewing machine, figured out the structure of the bobbin from a dream. Thinking about the problem, he dozed off, and dreamt of dancing atoms that fell into a snakelike pattern, which led him to discover the benzene ring. As if by a flash of lightning I awoke; and this time also I spent the rest of the night in working out the consequences of the hypothesis. Dream researcher William C. Dement told his undergraduate class of students that he wanted them to think about an infinite series, whose first elements were OTTFF, to see if they could deduce the principle behind it and to say what the next elements of the series would be. They were instructed to think about the problem again for 15 minutes when they awakened in the morning. Some of the students solved the puzzle by reflecting on their dreams. One example was a student who reported the following dream: As I walked down the hall, I began to count the paintings: As I came to the sixth and seventh, the paintings had been ripped from their frames. I stared at the empty frames with a peculiar feeling that some mystery was about to be solved. Suddenly I realized that the sixth and seventh spaces were the solution to the problem! With more than undergraduate students, 87 dreams were judged to be related to the problems students were assigned 53 directly related and 34 indirectly related. Yet of the people who had dreams that apparently solved the problem, only seven were actually able to consciously know the solution. The rest 46 out of 53 thought they did not know the solution. Coaxing or hints did not get them to realize it, although once they heard the solution, they recognized how their dream had solved it. For example, one person dreamed: You can see the movement.

Chapter 2 : Panorama - We are a non-profit action tank working to solve global problems

The Nonprofit Problem Solver. Recently, I attended a networking event where, as part of the getting-to-know-you process, we went around the room and everyone spoke briefly about themselves and their work.

It allows people who have built up wealth to give back and make a difference. The federal government even subsidizes charitable giving by allowing donations to be deducted from income reported for taxes effectively kicking in up to At least that is how it should be. A charity that operates efficiently is one that turns the majority of their donations into public good. But charities tend to fall on a wide spectrum for efficiency. A poorly run charity might pay their executives exorbitant salaries, have fancy offices, and perhaps pay a marketing company a large amount to generate donations, all of which results in a smaller percentage of funds actually going to help people. So how do you figure out if the organization you are giving to is using your money wisely? Like everything else on this website, the answer is looking at the raw data and using a spreadsheet to analyze it. Alternatively, an easier way is to get guidance from the groups that are doing the very important work of vetting charities, such as Charity Navigator , GiveWell and Charity Watch. However, we feel that there is a certain satisfaction of seeing the raw data and doing it ourselvesâ€ Spreadsheet Inputs Every nonprofit is required to file an annual Form with the IRS. There are a few sites that allow you to search for the filings â€ our favorite is foundationcenter. The Form looks complicated on the surface, but we can just focus on just a handful of key data points: Revenues, Expenses, and Key Employee Salaries. We will build a spreadsheet that stores this key information and calculates some basic ratios to help us get a better sense of how the charities operate. After filling this information in, our spreadsheet looks like this: Spreadsheet Outputs Now that we have taken the raw data from the Form , we can calculate some ratios to gain some insights into the numbers. While for-profit companies would like this ratio to be as high as possible, a charity should probably be operating near breakeven. CEO salaries should be benchmarked against other salaries in the industry to see if they are fairly compensated. How large is the cash buffer relative to total expenses? While a charity should have a cash buffer to guard against potential leaner future donations, an excessive amount of spare cash is somewhat of a red flag. It could mean that the charity has run out of charitable things to spend it on, meaning your future donations to the charity might sit idly doing nothing. Kids Wish Network was the 1 worst offender in the Tampa Bay times article earlier in this post, and by comparing it to the other two charities we can easily see why. Here is the final spreadsheet:

Chapter 3 : Problem-Solving Education May Curtail Parental Stress Post-ASD Diagnosis

Note: Citations are based on reference standards. However, formatting rules can vary widely between applications and fields of interest or study. The specific requirements or preferences of your reviewing publisher, classroom teacher, institution or organization should be applied.

Often, they are "under the gun", stressed and very short for time. Consequently, when they encounter a new problem or decision they must make, they react with a decision that seemed to work before. Not all problems can be solved and decisions made by the following, rather rational approach. However, the following basic guidelines will get you started. Note that it might be more your nature to view a "problem" as an "opportunity". Therefore, you might substitute "problem" for "opportunity" in the following guidelines. Define the problem This is often where people struggle. They react to what they think the problem is. Ask yourself and others, the following questions: Where is it happening? How is it happening? When is it happening? With whom is it happening? To be an effective manager, you need to address issues more than people. Why is it happening? It may be helpful at this point to use a variety of research methods. If the problem still seems overwhelming, break it down by repeating steps until you have descriptions of several related problems. Verifying your understanding of the problems: It helps a great deal to verify your problem analysis for conferring with a peer or someone else. If you discover that you are looking at several related problems, then prioritize which ones you should address first. Note the difference between "important" and "urgent" problems. Often, what we consider to be important problems to consider are really just urgent problems. Important problems deserve more attention. Understand your role in the problem: Your role in the problem can greatly influence how you perceive the role of others. Or, you are feel very guilty about your role in the problem, you may ignore the accountabilities of others. Otherwise, people tend to be inhibited about offering their impressions of the real causes of problems. Write down a description of the cause of the problem and in terms of what is happening, where, when, how, with whom and why. Brainstorm for solutions to the problem. Very simply put, brainstorming is collecting as many ideas as possible, then screening them to find the best idea. A wonderful set of skills used to identify the underlying cause of issues is Systems Thinking. Select an approach to resolve the problem When selecting the best approach, consider: Which approach is the most likely to solve the problem for the long term? Which approach is the most realistic to accomplish for now? Do you have the resources? Do you have enough time to implement the approach? What is the extent of risk associated with each alternative? The nature of this step, in particular, in the problem solving process is why problem solving and decision making are highly integrated. Plan the implementation of the best alternative this is your action plan Carefully consider "What will the situation look like when the problem is solved? What systems or processes should be changed in your organization, for example, a new policy or procedure? How will you know if the steps are being followed or not? How much time will you need to implement the solution? Write a schedule that includes the start and stop times, and when you expect to see certain indicators of success. Who will primarily be responsible for ensuring implementation of the plan? Write down the answers to the above questions and consider this as your action plan. Communicate the plan to those who will involved in implementing it and, at least, to your immediate supervisor. An important aspect of this step in the problem-solving process is continually observation and feedback. Monitor implementation of the plan Monitor the indicators of success: Are you seeing what you would expect from the indicators? Will the plan be done according to schedule? If the plan is not being followed as expected, then consider: Was the plan realistic? Are there sufficient resources to accomplish the plan on schedule? Should more priority be placed on various aspects of the plan? Should the plan be changed? Verify if the problem has been resolved or not One of the best ways to verify if a problem has been solved or not is to resume normal operations in the organization. Still, you should consider: What changes should be made to avoid this type of problem in the future? Consider changes to policies and procedures, training, etc. Lastly, consider "What did you learn from this problem solving? Consider writing a brief memo that highlights the success of the problem solving effort, and what you learned as a result. Share it with your supervisor, peers and subordinates. Rational Versus Organic Approach

to Problem Solving Rational A person with this preference often prefers using a comprehensive and logical approach similar to the guidelines in the above section. For example, the rational approach, described below, is often used when addressing large, complex matters in strategic planning. Examine all potential causes for the problem. Identify all alternatives to resolve the problem. Carefully select an alternative. Develop an orderly implementation plan to implement that best alternative. Carefully monitor implementation of the plan. Verify if the problem has been resolved or not. A major advantage of this approach is that it gives a strong sense of order in an otherwise chaotic situation and provides a common frame of reference from which people can communicate in the situation. A major disadvantage of this approach is that it can take a long time to finish. Some people might argue, too, that the world is much too chaotic for the rational approach to be useful.

Organic Some people assert that the dynamics of organizations and people are not nearly so mechanistic as to be improved by solving one problem after another. For many people it is an approach to organizational consulting. The following quote is often used when explaining the organic or holistic approach to problem solving. Some higher or wider interest appeared on the horizon and through this broadening of outlook, the insoluble lost its urgency. It was not solved logically in its own terms, but faded when confronted with a new and stronger life urge. It also suits the nature of people who shun linear and mechanistic approaches to projects. The major disadvantage is that the approach often provides no clear frame of reference around which people can communicate, feel comfortable and measure progress toward solutions to problems.

Chapter 4 : The Nonprofit Problem Solver : A Management Guide by Richard Lord (, Hardcover) | eBay

"by Richard Lord | HC | Good - The Nonprofit Problem Solver: A Management Guide by Richard Lord A copy that has been read, but remains in clean condition. All pages are intact, and the cover is intact.

Director of Corporate Partnerships Posted: November 6, Location: Red Bank, NJ Summary: Move For Hunger is looking for someone who is creative, driven, and passionate about development and fundraising. Our ideal candidate is someone who has a proven track record in building effective partnerships, and will come with new ideas as well as an ambitious attitude. We are looking for someone to grow with our organization, and help us continue to build a new, sustainable solution to food waste and hunger. View complete job description and apply online or send a detailed cover letter and resume to careers moveforhunger. Region Manager - Northeast U. November 6, Summary: We are led by several family members whose loved ones were killed in the tragic mass shooting at Sandy Hook Elementary School on December 14, that claimed the lives of 20 first-graders and six educators. SHP is focused on preventing gun violence and other forms of violence and victimization before they happen by educating and mobilizing youth and adults on mental health and wellness programs that identify, intervene and help at-risk individuals. SHP is a moderate, above-the-politics organization that supports sensible non-policy and policy solutions that protect children and prevent gun violence. Our intent is to honor all victims of gun violence by turning our tragedy into a moment of transformation. Our organization has experienced tremendous growth since its inception five years ago. Within the last three years, we have trained over 3. We are looking for a highly organized, tenacious, progress-oriented leader that is excited to grow with us by managing our program expansion efforts in three to six states throughout the Region to start: Massachusetts, Connecticut, and New Jersey. The ideal candidate for this position can think big-picture and long-term, while also bringing the operational skills and experience to ensure the job gets done. The RM reports into the Region Director. SHP offers a competitive salary based on experience, as well as a full suite of benefits, including medical, dental and vision insurance as well as paid holidays and vacation. Home location for this role is flexible, but must be in the Northeast U. View complete job description and apply online. November 2, Location: Requirements of this position will focus heavily on: This role will report directly to the Director of Wish Granting and will require someone who can manage and prioritize tasks effectively and in a timely manner. Bi-lingual Spanish speaking preferred; Candidate must have strong customer service skills with the ability to work with people from different backgrounds and children with life-threatening medical conditions. Excellent verbal and written communication skills necessary; Possess critical thinking skills with the ability to problem solve, independently, and as part of a team. Membership and Communication Coordinator - part-time Posted: October 30, Location: Assist in the development and implementation of a comprehensive communications and marketing strategy. Increase member engagement and promote the New Jersey Library Association. Play a pivotal role in supporting the Annual Conference, vendor relationships, and fundraising efforts. Primary contact for membership and office inquiries Assist with the development of strategies for membership recruitment and retention, including promotional and marketing campaigns and outreach Formal and informal correspondence with potential and current membership, including institutional and commercial member representatives Oversee association management software and membership records, and assume primary responsibility for maintaining CRM database integrity and consistency Requirements: Physical exertion may be required to lift office supplies and library materials up to 25 pounds. Specific vision abilities include close vision and the ability to adjust focus. Send resume to njlajobs njlamembers. Digital Marketing Manager Posted: October 25, Location: December 3, Salary Range: In addition, the Digital Marketing Specialist will be responsible for managing our digital marketing systems and tools. The Digital Marketing Specialist will report directly to the Communications Director, and work closely with the Executive Director as well as the Communications and Development staff. The ideal candidate is passionate about civil rights and social justice, a team player, and excited to work in a fast-paced and young organization. We welcome people of all cultures, backgrounds, and experiences into our team. We encourage people of color, women, members of the LGBTQ community, as well as people with

disabilities to apply! How to apply To Apply: Please e-mail a cover letter, resume, writing sample, and three references to justyna. References will not be contacted unless the candidate is seriously being considered for the position and gives us permission to do so. October 23, Location: The CBCR Project Coordinator is responsible for oversight of the program including all planning, coordination, and monitoring. The Coordinator will report to the Chief Program Officer and work closely with key stakeholders on the project including law enforcement and research partners. View complete job description and send cover letter and resume to Chris Kirk, Chief Program Officer at kirkc@norwescap.org. Trenton Area Soup Kitchen: This position is responsible for producing compelling and accurate content for donor communications, corporate and foundation grants, and other fundraising initiatives as directed. This position requires exceptional writing skills, great attention to detail, and the ability to successfully handle multiple projects and meet deadlines. With Executive Director and Manager, assist with coordination and execution of donor communications, annual fundraising calendar, and marketing pieces, including creation of content, copy-editing. Conduct the full range of activities required to prepare, submit, and manage grant proposals to foundation and corporate sources. Perform research on foundations and corporations to evaluate prospects for corporate and foundation grants. Write content and assist with management of TASK website, newsletters, press releases, and communications for annual fundraising calendar. Develop understanding of institutional history and programs. Attend staff meetings and organizational events as needed. Aid in guaranteeing the consistent use of brand identity and messaging across the organization by ensuring digital campaigns stay on message. Necessary Skills and Abilities: Detail-oriented, strong time management skills, the ability to be self-motivated. Ability to research, analyze information and draw conclusions. Ability to learn new program details and concepts quickly. Ability to work as member of a team. Comfort in showing initiative, making recommendations and hearing constructive feedback. Experience with grant writing and a knowledge of basic fundraising strategies is ideal, but not necessary To Apply: Please include a writing sample if possible along with resume.

Chapter 5 : Problem Solving and Decision Making (Solving Problems and Making Decisions)

Synopsis. A practical, hands-on manual for managers and executives of nonprofit organizations, "The Nonprofit Problem Solver" provides comprehensive coverage of every aspect of the nonprofit management function.

For the last three years, the Social Impact Exchange has been convening leaders in the field to address this issue. Seven different types of support were touched on at the conference. A business plan makes the case for scaling a nonprofit by defining and sizing the problem and describing the approach the organization will take to solve the problem. A business plan is an opportunity to think things through on paper, which is a whole lot less risky than thinking on the fly as you try to run a project. The business plan is also a sales document that more and more funders expect to see. Richard Brown, American Express Philanthropy, emphasized the importance of supporting leadership training especially when a leader is first starting out. Many of the nonprofit leaders Brown has sponsored report that the feedback they received from an executive coach was transformational. Other foundations provide coaching in a different way. Theresa Regnante, United Way of Long Island, talked about the benefit of being part of a group of executive directors who meet regularly with a facilitator to problem-solve. Your peers understand your situation. Brown also sees the value in peer advisory groups. DRF brings grantees together to learn. DRF specializes in funding early-stage nonprofits so these learning opportunities are particularly important to their grantees. Every year they meet in person for three days. They meet monthly by phone. For issues that all their grantees face, such as board development, DRF has created a library of tools and templates. DRF also brings in an expert to address grantees about a particular, common problem. These meetings also are an opportunity for nonprofit executives to problem-solve in the same way peer advisory groups do, but in a less structured way. Foundations can be connectors. Nonprofit executives need access to people who can help them. That may be to an additional funder, a potential partner or an alumni who has solved a similar challenge, says Burgoyne. Donors, whether a foundation or an individual, who fund scaling nonprofits expect measurement to be integrated into the overall business plan. Some politicians see the light, but for others they need the heat of public opinion to focus on an issue, according to John Govea, Robert Wood Johnson Foundation. If funders want to scale nonprofits, they need to weigh the type of money the nonprofit needs to be successful. As with any business, organizations need to balance both, and this balance shifts as they scale. Funders need to know whether their grantees need build money or buy money and how to be effective buyers and builders," said Antony Bugg-Levine, Nonprofit Finance Fund.

Chapter 6 : 7 Must-Haves for Nonprofits Planning to Scale | HuffPost

The Nonprofit Problem Solver takes a potentially intimidating field and brings it into direct relevance to the daily life of nonprofit managers. Written in an easy to read how-to style, the book begins with a chapter designed to help managers identify their own organizations' needs.

Chapter 7 : The Problem Solverz - Wikipedia

Nonprofit organizations Management A practical, hands-on manual for managers and executives of nonprofit organizations, The Nonprofit Problem Solver provides comprehensive coverage of every aspect of the nonprofit management function.

Chapter 8 : Center for Nonprofits - Job Listings

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Tim Hicks provides communication, problem-solving, and decision-making assistance to individuals, groups, and organizations in the public, private, and nonprofit sectors. He has 25 years of experience mediating, facilitating, teaching, training, and consulting.