

Change for Good

Coaching and Consulting



Lyn Freundlich, Principal & Founder

About Hartford Foundation HR office hours

The challenge

For many nonprofits, the person responsible for human resources wears multiple hats as Executive Director, Deputy Director, Operations Director, or any number of other roles. Rarely do they have a background in HR or employee relations. And most often in these situations, the HR function is largely administrative and transactional in nature.

As a result, supervisors and employees are often left to their own devices when it comes to addressing routine or extraordinary challenges. No one wants to go to the ED or other senior staff member for help thinking through minor issues. This isn't about a lack of trust in leadership. It is about not wanting to "bother" already overburdened leaders with something seemingly trivial. There is also a perception that elevating an issue to that level inherently elevates the issue itself. And when the rare but significant issue arises, organizational and small business leaders often feel out of their element and uncertain about how to proceed.

How I can help

I provide employee relations and human resources coaching, consulting, and support for organizational leaders during regularly scheduled time blocks that you can book through Calendly. I also provide on-call support for time-sensitive issues that cannot wait for the next scheduled office hours. You can schedule these blocks of time with me through my Calendly link (<https://calendly.com/lyn-cfg/hartford-foundation-hroh>) or by email at lyn@change4goodconsulting.org.

I can help leverage learning from our training sessions and trouble shoot other issues to:

- Strengthen situational supervisory skills and address performance issues
- Develop values-based hiring, compensation, and benefits practices
- Integrate equity into your internal organizational practices
- Practice excellent communication and provide meaningful feedback
- Craft clear job descriptions and goals
- Deliver useful performance evaluations

I also provide human resources consultation to organizational leaders around sensitive personnel issues, policy development and implementation, and other matters.

Basic Philosophy

In the nonprofit sector, we often shy away from hierarchical terminology -- words like supervisor and boss makes us cringe. Yet in most organizations, managers must act like bosses; they must hire, orient, and train staff. They need to set goals, monitor performance and address personnel issues. Everyone is more successful when:

- Communication is clear and consistent
- We recognize and actively address implicit bias and racism, sexism, homophobia, transphobia and other discriminatory beliefs and behaviors at the individual, interpersonal and systemic level
- Supervisors adapt their approach to meet the unique needs of each staff member
- We trust one another's good intentions but take responsibility for the impact our words or actions have
- We intentionally build mutually respectful, supportive relationships between supervisors and staff, and also among peers
- We find meaning in our work

Other services:

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- Leadership coaching
 - Building values-based HR systems & practices
 - Training and support for supervisors

About *Change for Good*

Change for Good is a consulting practice founded by Lyn Freundlich, a leader in values-based human resources and organizational development consulting. Change for Good works with nonprofits, small businesses, their leaders and staff to support their effectiveness. We believe in you, your organization, and your mission.

Our approach

Partnership: We each bring something to the table. No one knows your organization better than you. That deep familiarity combined with our experience working with organizations around purposeful change as well as our extensive HR knowledge, enable us to accomplish significantly more together than if we operate in isolation. We know that one size does not fit all and work with clients to customize our approach to meet each organization's unique needs in a manner that honors and respects their culture and values.

Working in service to the mission: Change for Good consultants stand for the mission of your organization rather than any individual leader or the board. We do this work because we believe in your organization's mission and want it to be successful.

Values alignment: We design systems and practices that enable you to bring your values to life. Effective organizations align their internal practices with their mission, vision, and values. Mission driven organizations have a clear vision of the world they are working toward. When you treat our own people in the same manner you want clients, constituents, and the population at large to be treated, you have more credibility and employee satisfaction, and are therefore more impactful.

Organizations are complex systems: Our work typically includes seeking and integrating perspectives from different parts of the

organizational system which may include staff, managers and organizational leadership, as well as board members.

Supporting employee success: In nonprofits and small businesses, employees make the difference. We understand that the HR function ensures compliance with wide-ranging employment regulations. But we also believe the real value of a thoughtful and intentional approach to HR is about supporting employee success. When your employees are successful your organization is successful.

Racial and identity-based equity are at the center: We know that in order to create a more just world, we all must consciously and intentionally grapple with the historic racial oppression on which our institutions were founded.

Our values

We take values seriously. Yours define who you are and how you intend to show up in the world. Ours do the same. Our work is guided by the following values:

Collaborative, mutually respectful relationships are the key to leveraging meaningful and lasting change.

We have deep compassion for people wherever they are.

The wisdom is in the room. You already have everything you need to unlock answers to individual and organizational challenges and opportunities.

More is possible. We are capable of so much more than we imagine. Big dreams are the key to big change.

We are responsible for leveraging our privilege, in its many forms, in service of racial equity and social justice.