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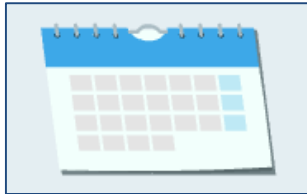# COACH:
Organizational structure & partners

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Innovation for
Dementia in the Danube Region

Project co-funded by the European Union

A stream of cooperation

Organizational structure & partners:
Internal partners

> **Internal partners** or **stakeholders** are often referred to as **employees** and **volunteers**.

When you set up a project, consider which internal resources you require:

→ Develop a list of the roles, responsibilities and skills of your current core team.

→ Compare this list with the demands on time and set of skills needed to implement your project.

→ Evaluate whether there are any job positions that need to filled.

→ Determine how to fill these positions (e.g. contract new employees, recruit volunteers, offer skill trainings,…).

Employees:
- … are a major expense factor in labour-intensive industries (e.g. in the health and social sector).
- Instead of contracting new & costly employees, you could organize trainings for existing staff members to provide them with the skills needed.
- Set incentives to retain well-trained staff members (e.g. by granting a fair compensation, by fostering teamwork), as a high employee turnover is very costly.
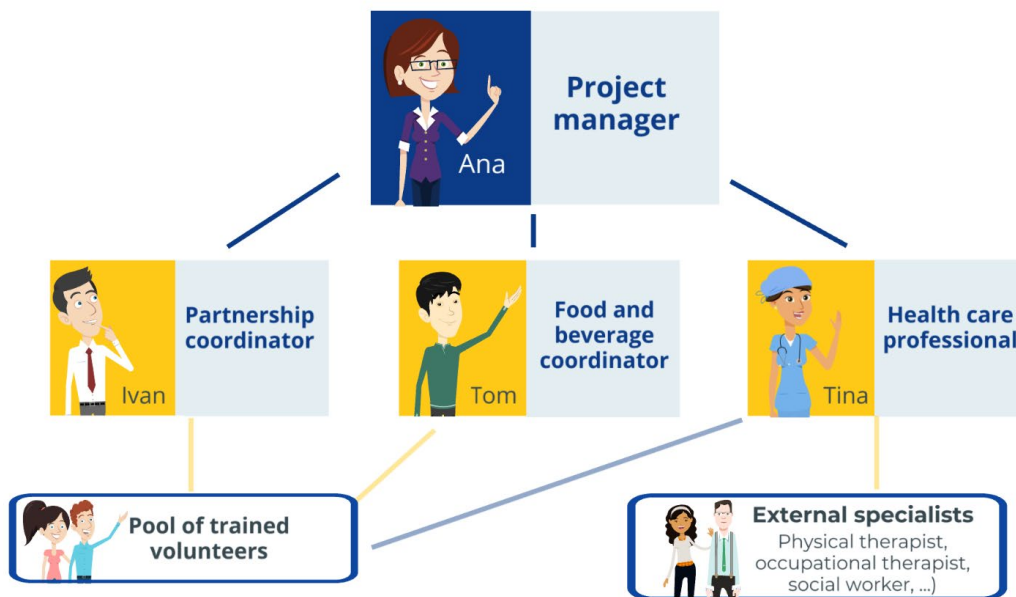
Volunteers:
- … contribute their work and knowledge for free, so they help you to save money and resources.
- Volunteers have no contractual obligation to support your project, so you have to keep up their motivation (e.g. by offering trainings or by hosting volunteer appreciation events).

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> The **organizational structure** is a system used to define a hierarchy in which an organization is divided into several task areas with specified units that are to process these tasks.

You can illustrate the organizational structure or – in other words – the roles needed for the implementation of your project in an **organizational chart**.

This chart illustrates the internal structure of your organization, including specific task areas as well as the reporting or relationship hierarchy and structure.

Project manager
Ana

Partnership coordinator
Ivan

Food and beverage coordinator
Tom

Health care professional
Tina

Pool of trained volunteers

External specialists
Physical therapist, occupational therapist, social worker, …)

> In order to maintain a good overview, it is helpful to draft a **job description** for each member of your team and for your volunteers. This description includes the requirements, duties and responsibilities of a job and the skills required to perform it.

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All other organizations and individuals that are affected by or that can affect your organization are referred to as **external partners** or **stakeholders**.

Why is it advisable to engage with external partners or stakeholders?

→ People from outside your organization can help in developing your project idea, in attracting financial capital or in finding qualified personnel.

→ They may bring in intangible resources such as specific know-how or good relations to other stakeholder groups.

What do you need to consider when engaging with external partners or stakeholders?

→ Collaboration requires staffing and financial resources.

→ Engaging with external partners must be done carefully. If it is managed badly, this may throw an unfavourable light on the entire project.

Organizational structure & partners:
Stakeholder engagement

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> **Stakeholder engagement** is the process of identifying relevant internal and external stakeholders and – based on the extent of their influence – informing and involving them.

There are typically four steps of stakeholder engagement:

1. **Identification:** Identify all relevant internal & external stakeholders.
2. **Analysis:** Assess the interest and influence of each stakeholder.
3. **Mapping:** Construct a matrix of your stakeholders highlighting the magnitude of their interest and influence in your project.
4. **Implementation:** Specify how to engage and communicate with the partners. Some common tools are personal meetings, public events, feedback surveys, newsletters and social media.

Level of interest

Level of influence		Low	High
	High	Jana — *Keep satisfied*	David — *Manage closely*
	Low	Peter — *Monitor with minimal effort*	Maria — *Keep informed*

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