



CASE STUDY: REFINING THE STRATEGY AND ORGANIZATIONAL DESIGN AT THE BIPARTISAN POLICY CENTER

PROBLEM

With an emphasis on principled, pragmatic, and bipartisan solutions, the Bipartisan Policy Center (BPC) is crafting fresh approaches to some of the nation's most complex and consequential policy challenges, including energy and climate change; healthcare; national security; transportation; and science policy. A unique hybrid think tank founded by former US Senate Majority Leaders Tom Daschle, Bob Dole, George Mitchell and Howard Baker, this relatively new policy center has attracted the participation of leading political, military, business, and academic figures from across the political spectrum. Having evolved from the acclaimed National Commission on Energy Policy, BPC's first year as a stand-alone organization was characterized by rapid organizational growth, rising prominence and a willingness to experiment. In this context, GivingWorks was called upon by BPC to help more sharply define its strategic positioning and value proposition, issue portfolio considerations, engagement and advocacy approaches, and the requisite governance and organizational architecture.

APPROACH

Working with BPC's various stakeholders, our consultants quickly developed a nuanced understanding of BPC's evolution, competitive positioning, approach, and structure. According to the BPC Vice President for Programs, "Their team was able to dive right in, rapidly understanding the external landscape and the substance of the Center's projects." From this effort, GivingWorks helped BPC develop a clear articulation of its distinctiveness in an already-crowded field and a suite of frameworks to guide more deliberate and strategic thinking on *where and how* the organization should engage going forward while preserving BPC's unique entrepreneurial spirit. Working closely with BPC's senior management team, GivingWorks helped clarify key management roles and responsibilities and refine the structure and expectations for the Board of Directors. We were subsequently tasked to develop the organization's management succession process.

GivingWorks gathered and shared its insights in multiple forums. In addition to designing and facilitating a participatory all staff retreat, we presented and facilitated a discussion at a meeting of the Board of Directors around the role of the Board, and offered key organizational observations, insights, and challenges for the Board's consideration.

RESULTS

According to the BPC Vice President for Programs, "GivingWorks' very dedicated and resourceful staff helped the Bipartisan Policy Center address the challenges of a young and growing organization. They guided us in identifying our individual strengths and helped us to establish an organizational structure that leveraged those skill sets most effectively."