

## Capabilities Summary

Brett Ilie

Transformational Leadership

Master of Science in Organizational Leadership

School of Business and Leadership

Dr. Anita Underwood

Nyack College

July 2021

For a company to critique and address their capabilities, they become aware of where improvements need to be made. An organization and business must always be looking for ways to innovate, transform and evolve to the ever changing society in which they serve; without these adaptabilities, they are less likely to succeed. After completing the capabilities audit on my current place of work, the Rye YMCA, I have found three places in which we thrive well and two capabilities that need improvement. Our best rated capabilities is corporate social responsibility at 4.3 out of 5 and our second is a tie between leadership and customer connectivity at 3.8 out of 5. Our lowest capability is learning with 2.3 out of 5 and strategic unity at 2.6 out of 5.

The top three capabilities came of little surprise to me as corporate responsibility, leadership and customer connectivity have been proven areas of importance at my organization. Social responsibility is part of what the overall global YMCA organization stands for, making corporate social responsibility a high rating capability. A corporate social responsibility strives “to improve communities, the economy or the environment” (Schooley, 2021). In doing this the YMCA and other businesses, seek to provide a way to improve the communities by serving them in ways that make a difference. While capabilities “develop greater conscious awareness and mindfulness over time” (Anderson & Anderson, 2010, p. 86), social responsibility allows a company to be aware of the effects they have on their community. Next, there was a tie of leadership and customer connectivity. An organization that has a capability of leadership does a great job at strategically placing leaders in various roles throughout their organization (Smallwood & Ulrich, 2004). At my YMCA, we have a strong executive leadership time as well as an extended leadership team and then leadership team, creating three tiers of leaders making decisions and leading the vision of our organization. I have worked at a YMCA that had no

organization to their leadership, creating uncertainty and confusion amongst staff which inevitably lead to a failure of providing their mission. At my current YMCA, we are able to use our three levels of leaders to effectively lead our organization to create not only change, but meaningful change. Lastly, the tie for customer connectivity is another key aspect of my organization that we try to enforce as often as possible. At a national level, all leaders must take a “listen first” training teaching leaders the five ways to create relationships with our members and to listen. In doing this, we are able to truly connect with our members. In customer connectivity, employees should create a relationship full of trust with their customers (Smallwood & Ulrich, 2004). Each of our employees tries our best to greet members by their first name and to truly get to know one another. These three capabilities have lead to a successful organization.

The two lowest capabilities of the Rye YMCA are strategic unity and learning, the lowest being learning. An organization that is rated strongly with learning is one that “generating and generalizing ideas with impact” (Smallwood & Ulrich, 2004). At my YMCA, we tend to stick with tradition, in we do not always create new ways of doing things. This is a flaw within our organization as we often try something new and then resort back to old habits. I see this in simple things like setting up new programs and changing schedules around, it always goes back to the old way of doing things. Lastly, there is strategic unity, which is “articulating and sharing a strategic point of view” (Smallwood & Ulrich, 2004). I would say this is surprising as we all share a mission and follow through in different ways. I would say, because our YMCA is filled with so many different departments, that we often are unable to do the same view point. Each department does provide a service that ensures growing members minds, bodies and spirit

through youth development, healthy living and social responsibility, but goes about it in different ways; that is where the strategic unity falters.

Overall, the Rye YMCA provides quality service to their members and community through strong leadership, social responsibility and customer connectivity. These capabilities are lacking in other organizations near us and allows us to keep members happy and new members to join. We do fall short of a good rating in both learning and strategic unity, which can be seen as a new opportunity to grow. Without these consistent evaluations of our capabilities, the YMCA could ultimate fail to keep members happy and lead to an unsuccessful organization.

## References

Anderson, D., & Anderson, L. (2010). *Beyond change management: How to achieve breakthrough results through conscious change leadership*. John Wiley and Sons.

Schooley, S. (2021, March 18). *Corporate Social Responsibility*. Business News Daily.  
<https://www.businessnewsdaily.com/4679-corporate-social-responsibility.html>.

Smallwood, N., & Ulrich D. (2004). *Capitalizing on Capabilities*. Harvard Business Review.  
<https://hbr.org/2004/06/capitalizing-on-capabilities>