

# Not-for-profit performance improvement

## How much does organisational structure and operations contribute to NFP (not-for-profit) performance?

The answer is, a great deal. Technology enhancements may provide incremental benefits but without proper organisational structure in place and streamlined, the full benefits will not be realised.

### The challenge

Grant Thornton has assisted many NFP clients to address challenges such as:

- lack of clarity of roles and responsibilities and/or clear lines of communication;
- fragmented and divisionalised functions working to disparate goals;
- inadequate delegation of responsibility and empowerment of staff;
- work overload – key managers working excessive hours, for long periods of time and with perhaps too many direct reports, replication of work and overlap of duties;
- bottlenecks in key business processes; and
- inadequate control frameworks.

### The solution

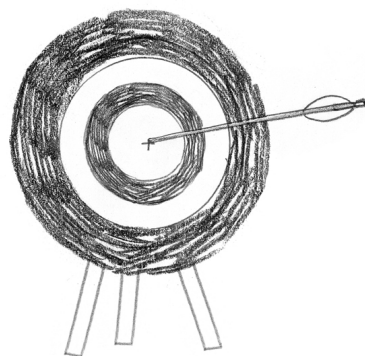
Recognising the complexity of change, Grant Thornton adopts a holistic approach to organisation and process re-design. Addressing the full array of factors that make up an effective and efficient organisation, our three phased approach ensures that client's immediate issues as well as longer term goals are addressed.

### Phase 1: As-is assessment

We commence by conducting an assessment of the current environment, external and internal, and identifying/validating key strengths and any potential issues arising. Our approach involves extensive consultation with key stakeholders, and includes 'as-is' process mapping and a change readiness assessment.

### Phase 2: Analysis and option development

During this phase, we work with you to develop options for organisation structure and process change which will build on your existing strengths and address any issues identified. Option design and analysis incorporates cost-benefit analysis, enabling you to select options which can be phased into both immediate and longer term implementation plans, in line with your strategic operational goals.



### **Phase 3: Implementation of selected options**

Implementation of any selected options commences immediately, ensuring your organisation sees and feels the difference from any changes required within a short timeframe, creating buy-in and gathering momentum for longer term change.

Our clients' experience has shown that significant results can be achieved within a relatively short time.

### **Costs**

At Grant Thornton we are aware that there is huge diversity within the not-for-profit sector in terms of size, structure, income, staff numbers and cost base. We have worked in the past with many small local community organisations, with as few as two staff, as well as large NGOs employing more than 100 staff in multiple locations and countries. Our solutions are completely bespoke, designed specifically according to your needs and our costs are tailored to suit your needs.

Contact us if you would like to discuss how we can help you re-align your organisation to meet its strategic goals and enhance and streamline your processes.

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