



BUSINESS DEVELOPMENT GROUP (BDG)

CASE STUDY

NOT-FOR-PROFIT CHANGES ITS PATTERNS FOR ITSELF, ITS CLIENTS AND ITS STAKEHOLDERS

EXECUTIVE SUMMARY

THE CHALLENGES

BDG INVOLVEMENT WITH NOT-FOR-PROFIT SERVICES

This small not for profit organization was responsible for generating money for community development groups. It Provided

- ▲ Capital for projects
- ▲ Technical expertise
- ▲ Training and information to develop local leadership
- ▲ Assistance in creating affordable housing, spurring economic development, and supporting safe neighborhoods

This not-for-profit organization had a culture of high employee disengagement, leadership dissatisfaction, poor customer service, and a failure to expand customer base.

- ▲ Employees were exhibiting high levels of resistance to change.
- ▲ Employees were unwilling to improve business practices with clients and stakeholders. Leadership constantly monitoring employees due to their not meeting goals. Employees were skilled but operated autonomously in silos rather than in teams.
- ▲ The organization created a duplication of efforts.
- ▲ Poor relationships and communications between employees and leadership and poor follow-through
- ▲ Culture of blame

SOLUTIONS

- ▲ Worked with the group as a whole to define issues and conflicts
- ▲ Worked with the Executive Director to develop performance standards and expectations
- ▲ Involved employees in the creation of a new work culture
- ▲ Employee responsibilities directed to achieve the new direction
- ▲ Created and delivered, professional development workshops focused on working collaboratively and cooperatively (Assertiveness and Dialogue, Engagement and Accountability, Stewardship and Evaluating Business Opportunities, Fact Based Thinking, Teamwork, and Strategy and Tactical Planning)
- ▲ Coached employees on implementation of professional development workshop content used teams to solve organizational challenges

IMPACT ON CLIENT'S BUSINESS

Achieved the following improvements in the organization

- ▲ Improved employee engagement by 85%
- ▲ Improved employee accountability by 85%
- ▲ Improved external customer satisfaction by 56%
- ▲ Re-defined employee job description and duties increasing staff effectiveness by 73%
- ▲ Improved employee communication and performance skills by 45%