

Case Study

Not-for-Profit



WorkforceExplore & WorkforceImprove brought to you by **onirik**

The Overview

The Australian General Manager Sales and Marketing of a Not-for-Profit had a problem where revenue from supporter fundraising had declined for three years. His organisation, unlike most charities, wanted to generate more than 80% of its revenue from supporters rather than Government grants. So, this was a serious issue. In addition his organisation raised more than 80% of funds using in-house resources and was on a path to use only in-house resources for fundraising.

The Situation

Across six sales channels the General Manager said the reasons for his critical business issue included:

- A passive service culture in his customer service contact centre which handled 4,000 calls (or sales opportunities) per day. Seventy percent of up-sells generated from customer service were just “order taking”;
- A management vs. leadership culture that focussed on planning, budgeting, staffing jobs and mostly ignored motivating and developing people. This was reflected in average employee engagement survey score 57%. This led to high absenteeism, high turnover, low to average sales motivation, activity and effectiveness;
- Low psychological safety and ineffective team dynamics. For example, our assessment tools had scored psychological safety, in the low performing range. Leadership competencies for support, communication, encouragement, performance meetings, skills coaching, feedback and motivation scored well below satisfactory standards; and
- A wide range of sales performance (more than six standard deviations) among front-line sales and customer service staff indicated inconsistent employment of process and development of fundraising skills.

The Solution

The General Manager and his L&D Manager said that they wanted a sustainable leadership development system which would significantly increase leadership effectiveness. The capabilities they said they needed included the following:

- Whether in the customer service or the fundraising channels, his front-line staff and leaders would live and breathe a proactive supporter centric sales culture that doubled sales effectiveness and fundraising income;
- When working with their teams his managers would demonstrate a leadership culture and focus. They would invest more than half of their time and attention on their teams and individual direct reports in order to motivate and develop front-line fundraising skills and effectiveness. The result of these efforts would be reflected in World's Best Practice employee engagement scores;

The Solution

- His leaders would operate within a system that focussed on sustainable effective leadership measurement and development. Leaders would achieve best practice benchmarks in leadership assessment scores. The measurement system would provide a confidential on-line survey and reporting tool, frequent simple leadership surveys. The development system would provide survey reviews with immediate managers, follow up action after the surveys (e.g. training, coaching and action plans), sharing of survey results with direct reports and feed-forward systems with direct reports; and
- Front-line promoter performance would double in effectiveness and narrow in performance range to less than three standard deviations, as a result of effective leadership attention to front-line fundraiser and customer service performance measurement, performance accountability, motivation and skill development.

The Outcome

Onirik provided the GMS&M and L&D Manager with these capabilities.

The results were rapid and significant. Within four months employee engagement had increased by 18%, leadership survey results had increased by 26% and fundraising revenue from all channels in the pilot programme had doubled.

Over time all measures continued to improve before plateauing after 18 months. Leadership results improved by 74% to World Class, employee engagement improved to World's Best Practice benchmark, while sales productivity and revenue increases across the channels in the pilot exceeded 342%.

The General Manager said, "This project delivered both a step change in performance and a significant transformation in culture. This for me responds brilliantly to the age old issues of sustainability and developing capability."

The Outcome

The Contact Centre Manager (one of the sales channels) said, “I have been involved in many projects to improve ‘leadership,’ ‘service’ and the ‘bottom line.’ What you delivered left us all with the skill to achieve success and to continue to improve. And we had the supporter and organisation values in the heart of it all.” What was particularly salient for the senior management team was the correlation between your leader analytics survey scores and team results.”

The Results

The project exceeded expectations and delivered an ROI in excess 700% and a payback within 3 months.



For more information go to www.onirik.com.au

WorkforceExplore & WorkforceImprove brought to you by **onirik**