

CONJUNCT CONSULTING

STRATEGY WITH A HEART

Non Profit Organisations – Challenges and Strategies

State of Buddhism Conference Singapore

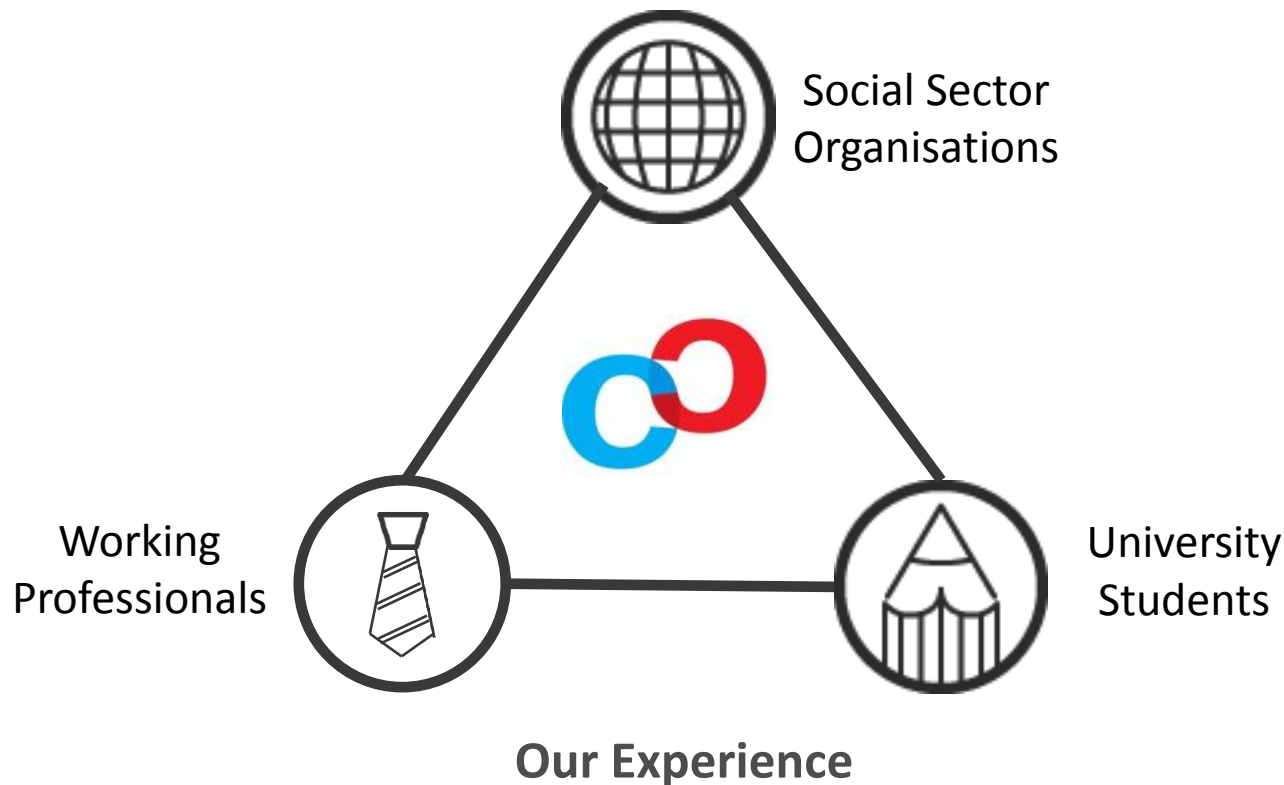
13 December 2015

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CONFIDENTIAL

Conjunct Consulting is Asia's first social sector consultancy



Since 2011, we have completed 100 consulting projects with over 70 non-profits and social enterprises in Singapore, delivering over \$3M in social impact.

In 2013, Conjunct Consulting won the President's Challenge Social Enterprise Commendation Award.



Agenda

4 areas

a) Strategic Planning –
Vision, Mission, Strategy

b) Financial
Sustainability – Different
Models of Income

c) Human
Capital Management –
Volunteer
Management to
Leadership Renewal

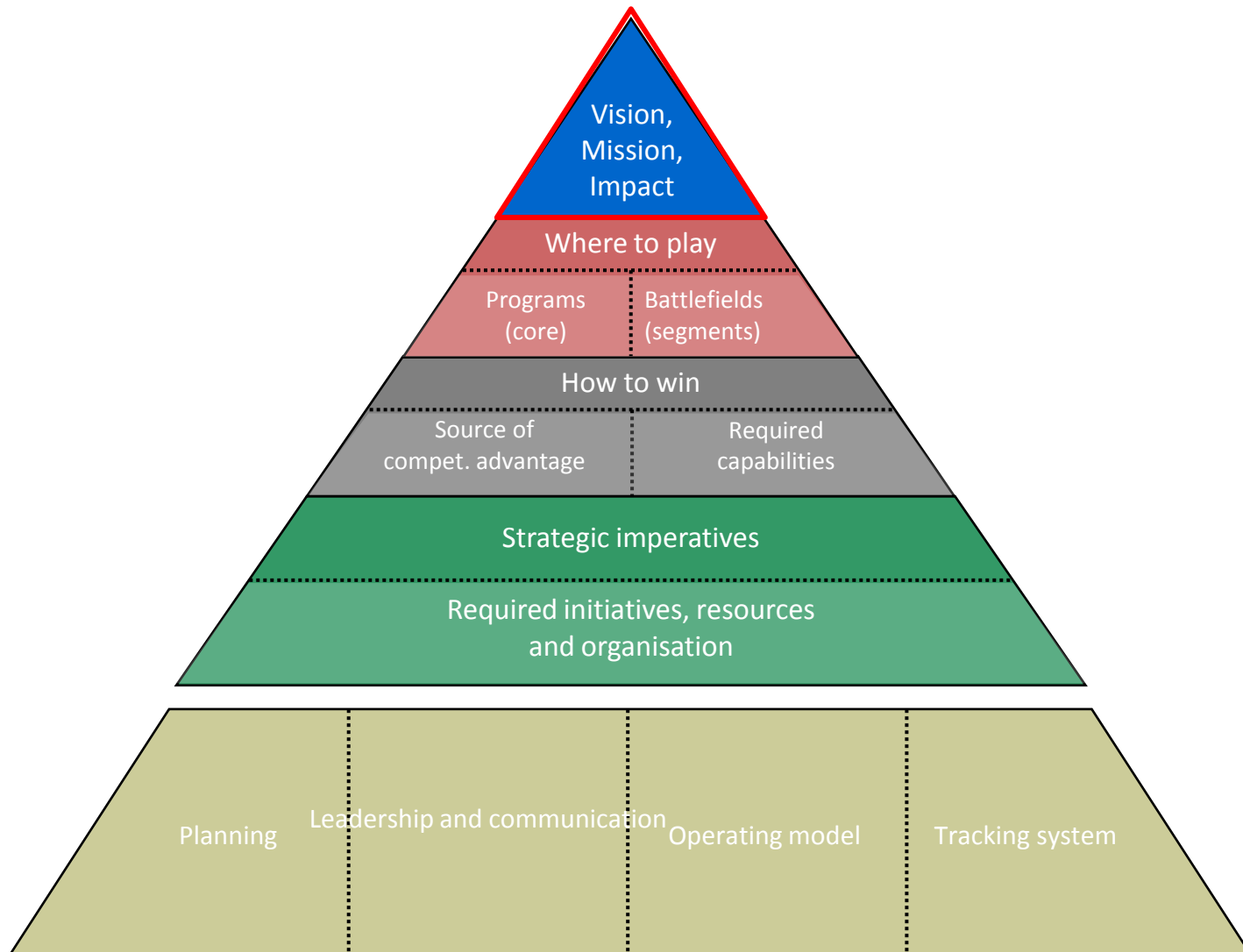
d) Creating an efficient
organisation –
knowledge
management



Strategic Planning – Vision, Mission, Strategy

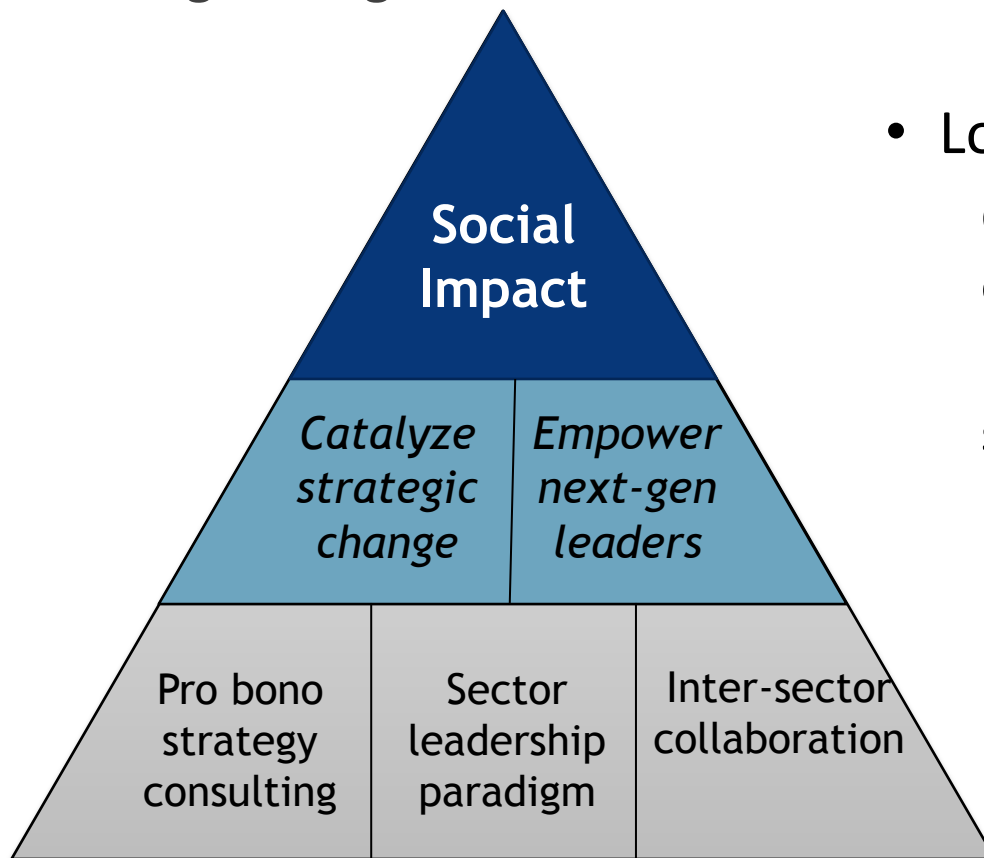


Strategy starts with the Mission and Vision



Long term impact & Mission

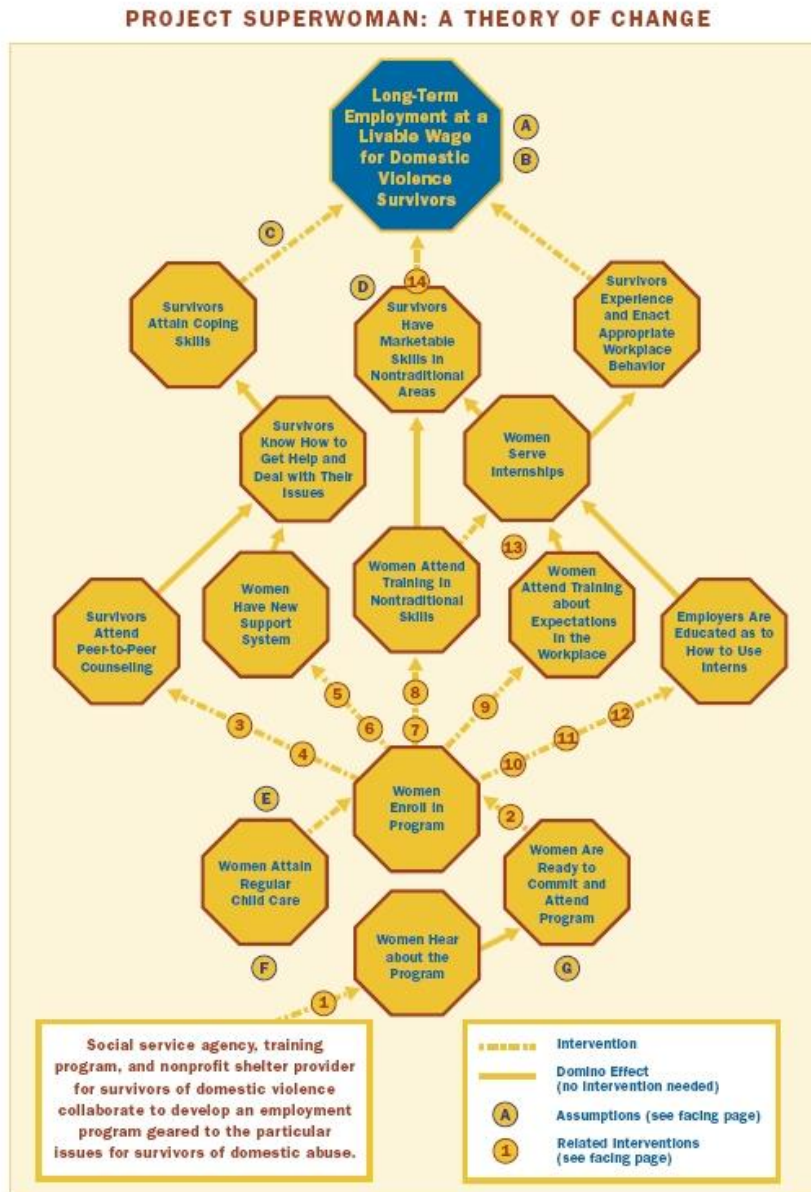
- Mission:
 - engage, mobilise and empower pro bono talent to strengthen social good organisations.



- Long term Impact:
 - Create more effective social good organisations
 - Develop more effective social sector leaders



Theory of Change Model



- Start with the vision
- Understand the existing situation and context
- Identify Levers and Drivers
- Create Interventions
- Map Casual Effect
- Be Mindful of Assumptions

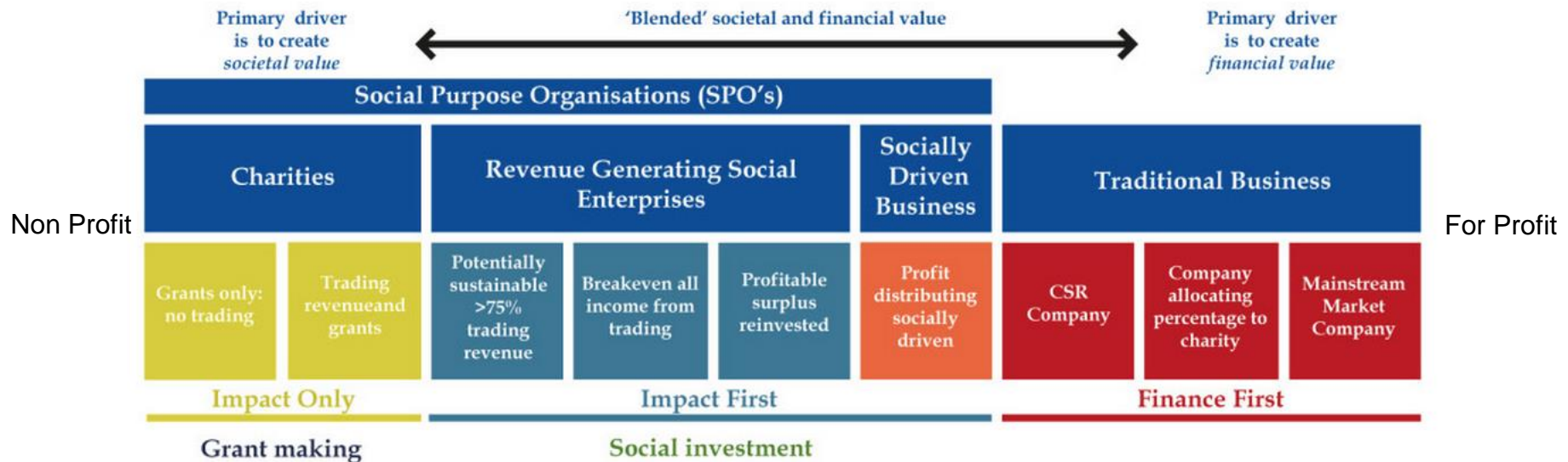


Financial Sustainability – Different Models of Income



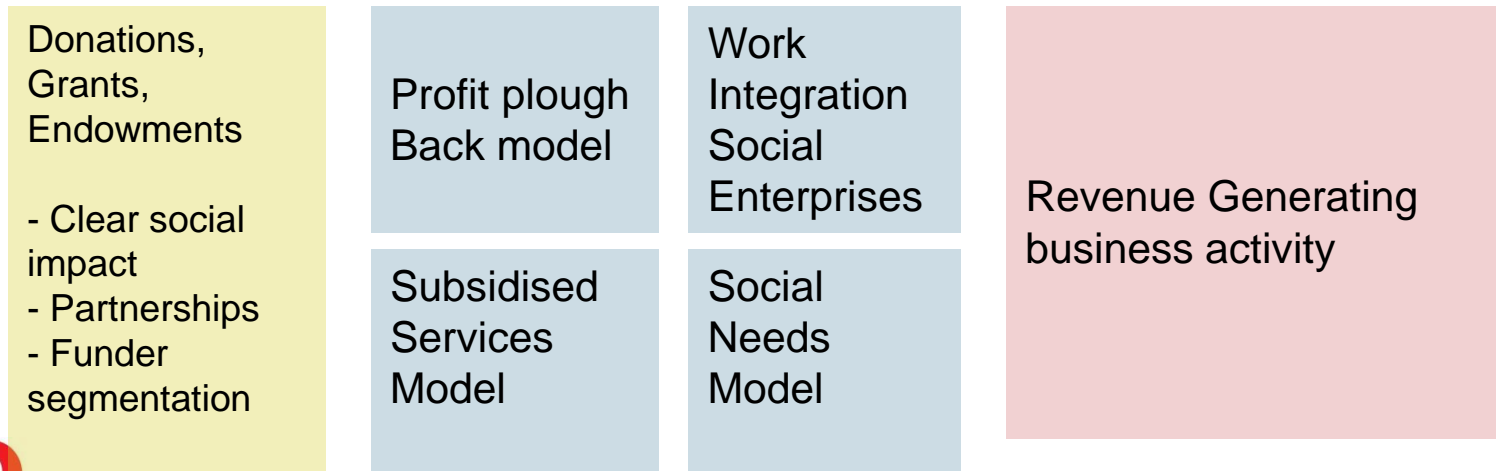
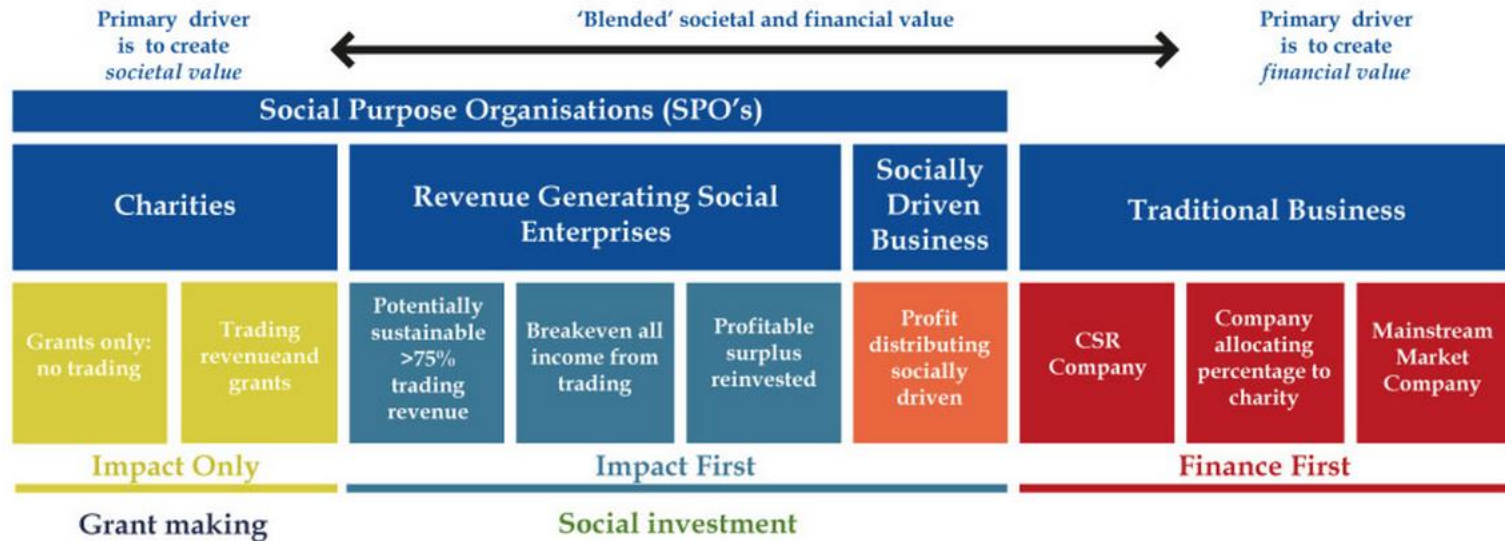
Financial Sustainability depends on chosen model

Financial Sustainability Strategy depends on emphasis on societal value vs financial value



Source: European Venture Philanthropy Association

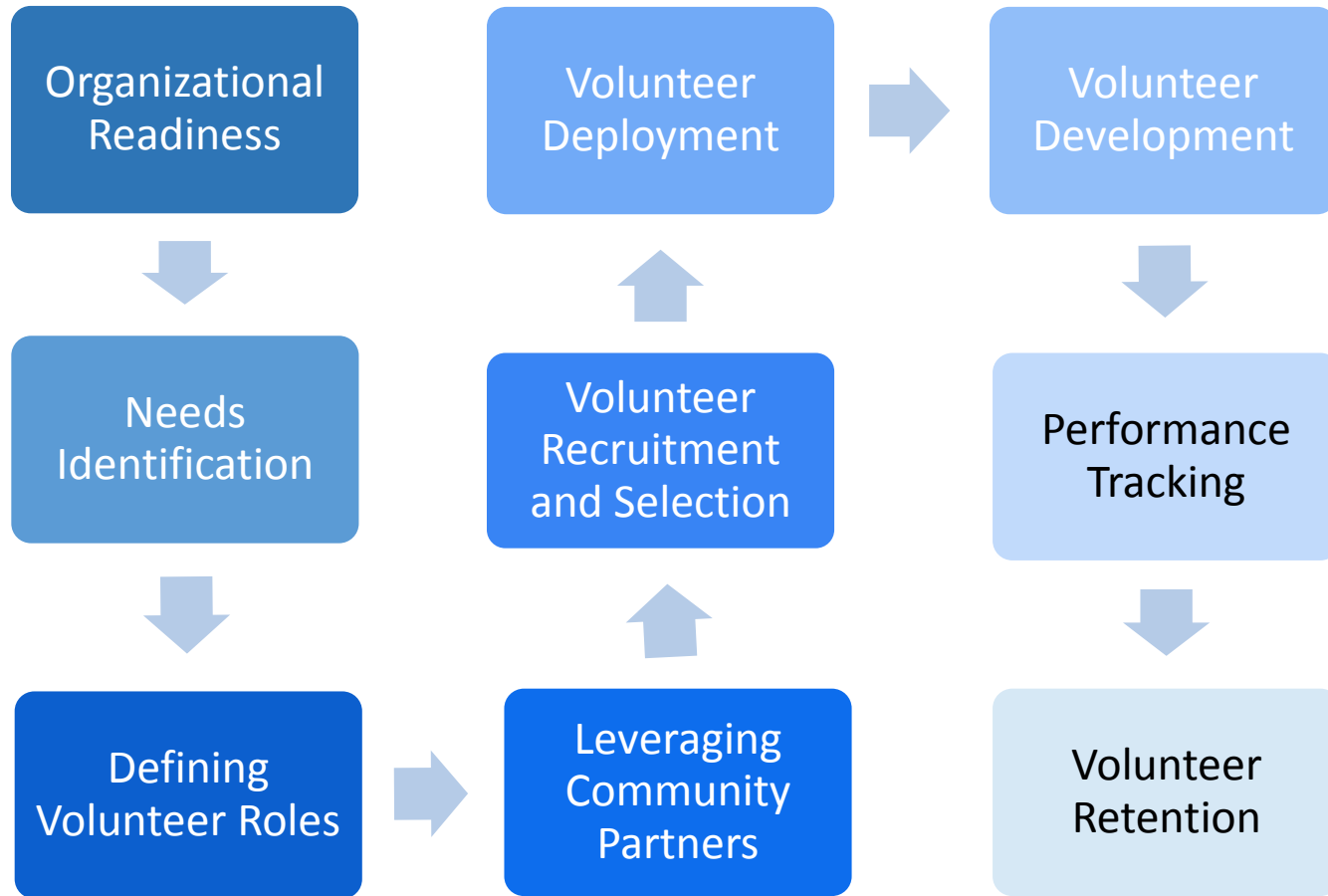
Funding Sources



Human Capital Management – Volunteer Management to Leadership Renewal



Volunteer Management



Leadership Renewal is dependent on building a strong organizational culture and a system of leadership development

- Best Practices in Organisational Culture
 - Trust and mutual respect between senior leaders and subordinates
 - Value-driven leadership – performance with purpose
 - Values that are lived and experienced at all levels of the organisation
 - Active communication among the entire organization
 - Perception of unique culture and identity
 - Well-articulated vision



Leadership Renewal is dependent on building a strong organizational culture and a system of leadership development

- Best Practices in leadership development
 - Formal learning
 - Leadership Development Programmes
 - Leadership Competency Frameworks
 - Informal learning
 - Mentorship culture
 - High ownership in successive generations
 - Structured leadership renewal process
 - Clear progression track
 - Identification of leaders based on tested performance
 - Defined leadership terms
 - Proper handover process



Creating an efficient organisation – knowledge management



What is Knowledge Management

Knowledge management is capturing, structuring, enhancing and disseminating the knowledge of an organization. Knowledge management involves:

- **Getting the right information, to the right person, at the right time and cost**
- **Organizing, distilling and presenting information in a timely, relevant, accurate and simple manner**
- **Leveraging both tacit and explicit knowledge in a systematic way**
- **Using the information delivered to enable informed decision making**



Best Practices

- **1. KM Strategy sets the direction**

- What are your objectives of KM?
- How are you using the knowledge?
- What knowledge/information do you need to capture?

- 2. Leadership and culture are critical success factors**

- Buy-in from all levels of the organization
- Common understanding of purpose of KM
- Active use of knowledge gathered

- 3. Good Process and technology are key enablers**

- Clarity on who is responsible and accountable for each step of KM process
- Technology can be useful in collection of information and as a repository of knowledge BUT technology is only as good as the process and the people



"I believe the real difference between success and failure in a corporation can be very often traced to the question of how well the organization brings out the great energies and talents of its people."

— Thomas J. Watson, Jr.

A Business and its Beliefs (1963)

Thank you

