



BAIN & COMPANY

Charity Council

Talent & Leadership Development

11th March 2010

Who are we?

BAIN & COMPANY

- Leading management consulting firm with 40 offices worldwide
- In Singapore since 1993



The Bridgespan Group

- Founded in 2000, by Bain & Co
- Nonprofit consulting organization
- Provides strategic support and tools for nonprofits

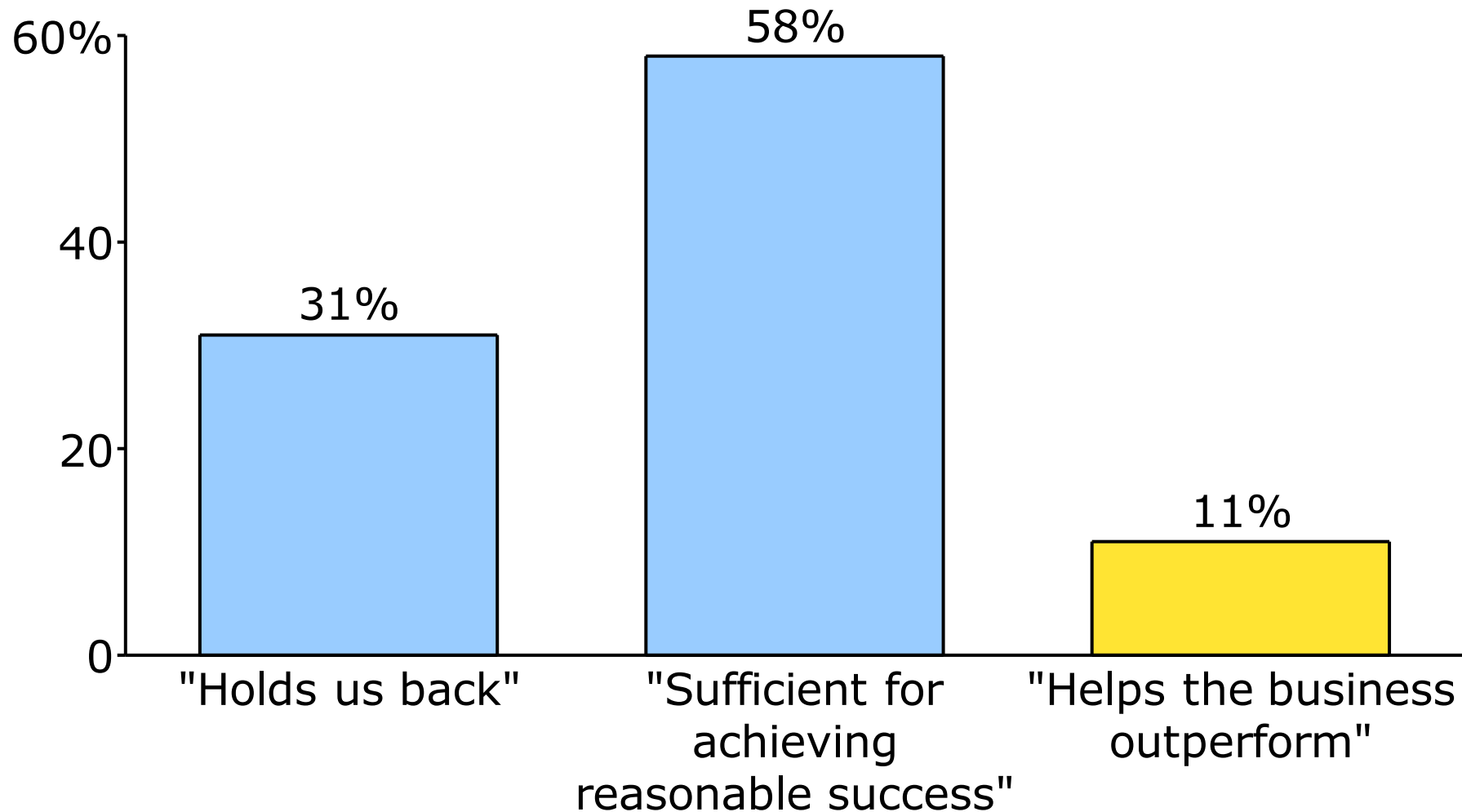


Bain Cares

- Program initiated by the Singapore Office in 2008
- Provides pro bono consulting services to Non Profit Organisations, and training sessions through NVPC and CNPL/MPI

Bain and Bridgespan have studied "High Performance Organisations"

How would you describe your organisation?

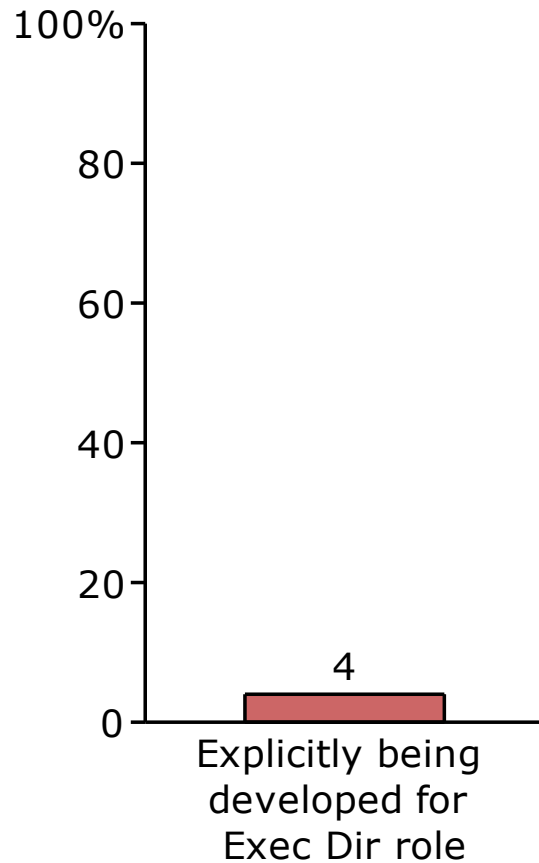


Source: Survey of Business Leaders (N = 301)

These organisation issues are amplified in the non-profit world

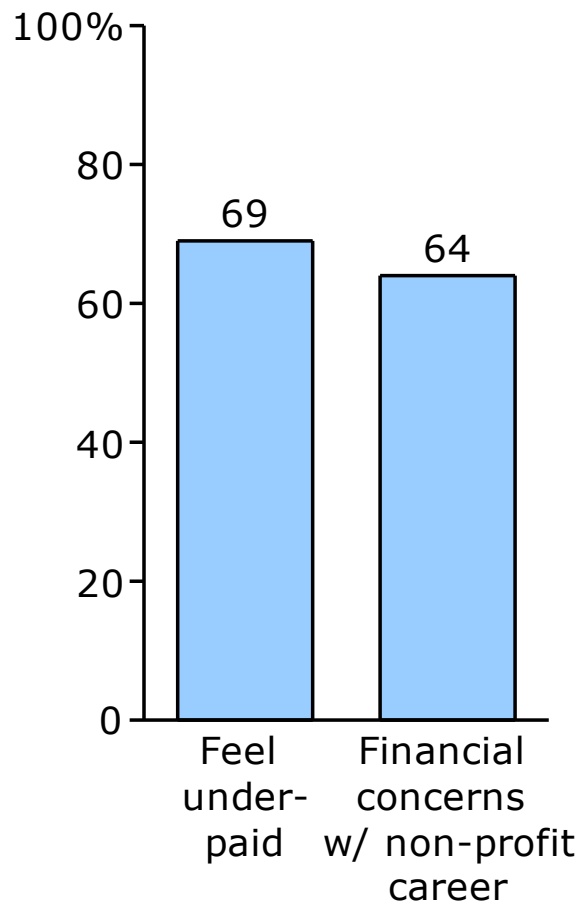
Development

Percent of respondents



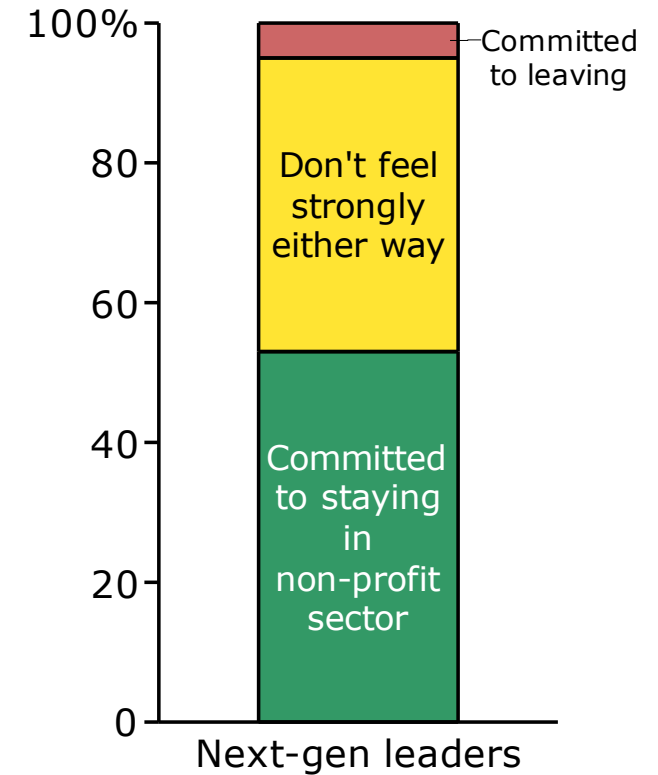
Compensation

Percent of respondents



Retention

Percent of respondents



“High Performance Organisations” do 5 things well

1. Provide clear vision and leadership



2. Make good decisions



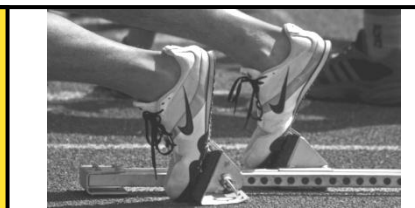
3. Develop and deploy talented people



4. Excel at front line execution

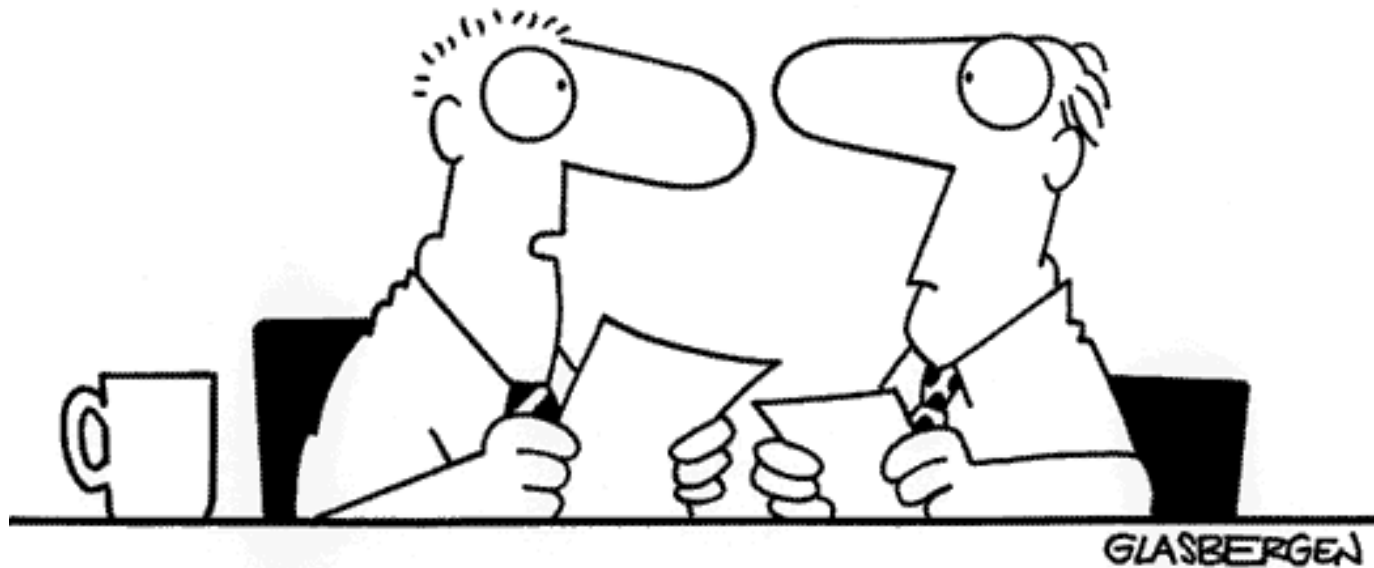


5. Instil a high-performance culture



People are always looking for creative solutions to the challenges of Talent Development

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“My new approach to effective team development will take a bit longer. In my plan, we raise them from birth.”

Talent has many facets in Non Profit Organisations

Board



Leadership



Employees



Volunteers



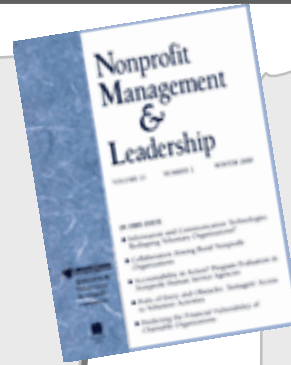
- Attract
- Develop
- Retain

Studies have shown that board effectiveness drives performance in the non-profit sector

- A **significant relationship** between **board performance** and **organizational effectiveness**

- Strongest correlation lies in: policy formation & strategic planning; program monitoring & financial effectiveness; board development & dispute resolution

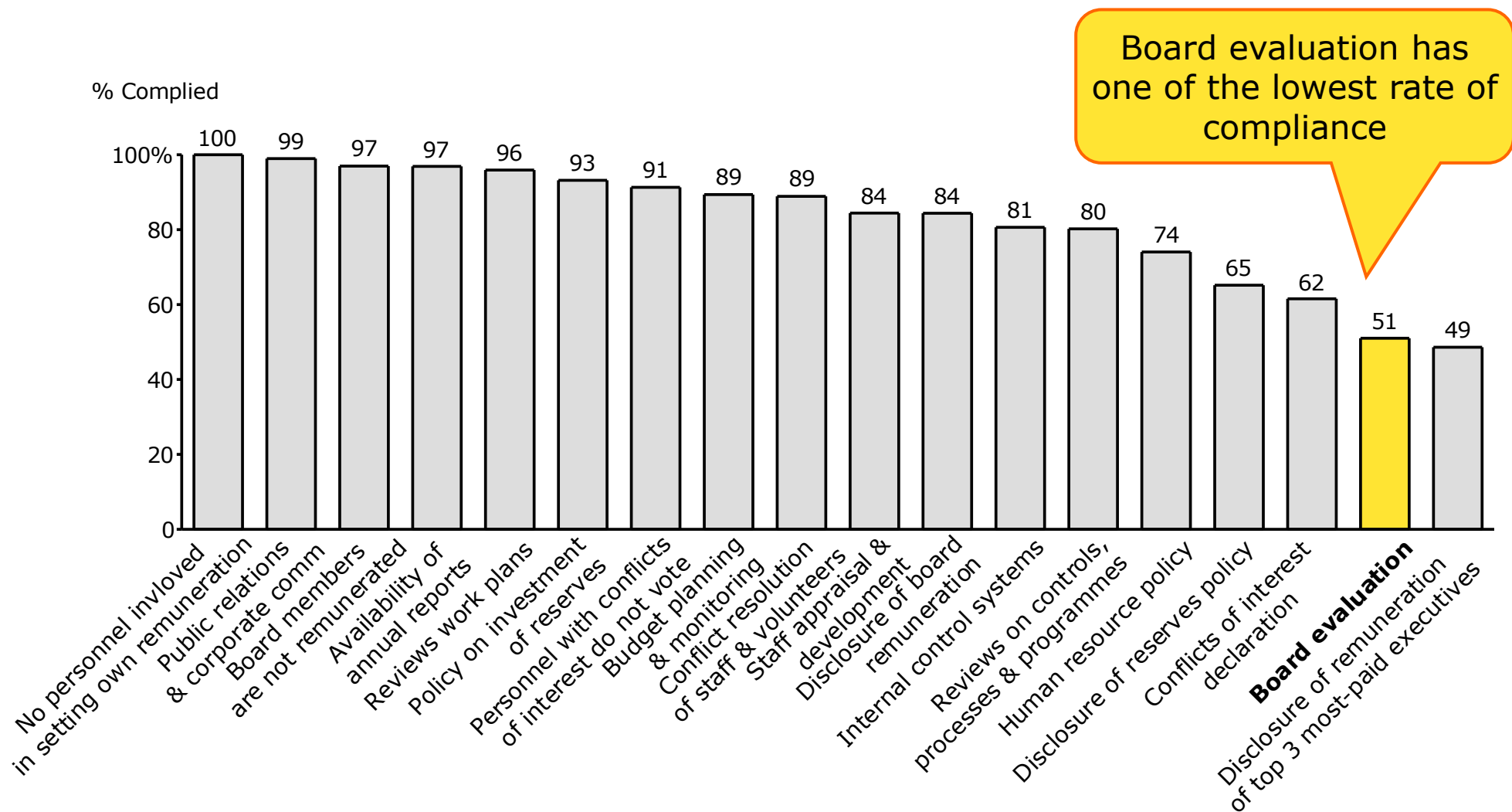
Source: *Board Performance and Organizational Effectiveness in Nonprofit Social Services Organizations*
Jack C. Green, Donald W. Griesinger



- **High-performing organizations** (by metrics) report having **high-performing boards** across all dimensions, especially the interpersonal dimension

Source: *Exploring the Association between Board and Organizational Performance in Non-profit Organizations*
William A. Brown

However, many IPCs do not appear to meet requirements for board evaluation



Note: Results based on self-evaluation forms submitted by 81% (1,500) charities & IPCs ; % Complied calculated as number of respondents complied over total number of respondents (excluding those selected Not Applicable)

Source: Charity Council Charity Governance Report 23rd Feb 2009

The board has a key role to play in governance and leadership



Governance is about the stewardship of assets, the overseeing of operations, ensuring appropriate use of resources and ensuring legal compliance and fiscal accountability

Leadership is about setting priorities and strategies, providing fundraising support and opening up personal networks to the organisation

Board effectiveness – Who, What, How



WHO

- Right people with the right mix of profiles, skills and attitudes



WHAT

- Governance model that works:
 - Effective debate and decision-making
 - Right committees
 - Appropriate meeting schedule
- Clear roles and expectations for all Board members
- Explicit and rigorous process to review Board effectiveness



HOW

- Chairman who:
 - Sets the tone from the top
 - Builds and develops an effective Board team
 - Ensures Board processes support effective decision-making
- Strong CEO-Board working relationship

Down Syndrome Association has benefitted from proactively planning board renewal



- To be the Centre of Excellence for individuals with Down syndrome, their families and the community
- Plans Board renewal & succession proactively



Recruitment

- Recruits committee members with integrity and right values
- Looks beyond their private network – uses the **Board Match Program**

Succession planning

- Conducts orientation for committee members
- Systematic development of committee member



Quality board members able to perform and adhere to mission

PPIS & Singapore Heart Foundation have led the way in enhancing board assessment processes



- The **Singapore Muslim Women's Association** (PPIS) is an organisation dedicated to **empowering Muslim women** with the capabilities to better themselves, their families and community
- The **Singapore Heart Foundation** aims to promote **heart health** and reduce disability and death due to cardiovascular diseases



Enhanced board assessment practices

- Both organisations used a **VWOs-Charities Capability Fund (VCF) grant** to conduct an **Online Board Assessment Survey**
- **Professional, independent assessment** brought **greater transparency** to evaluation process, making it easier to recruit and retain board members



Greater public confidence in board capabilities and governance led to increasing donations & volunteers

Talent has many facets in Non Profit Organisations

Board



Leadership



Employees

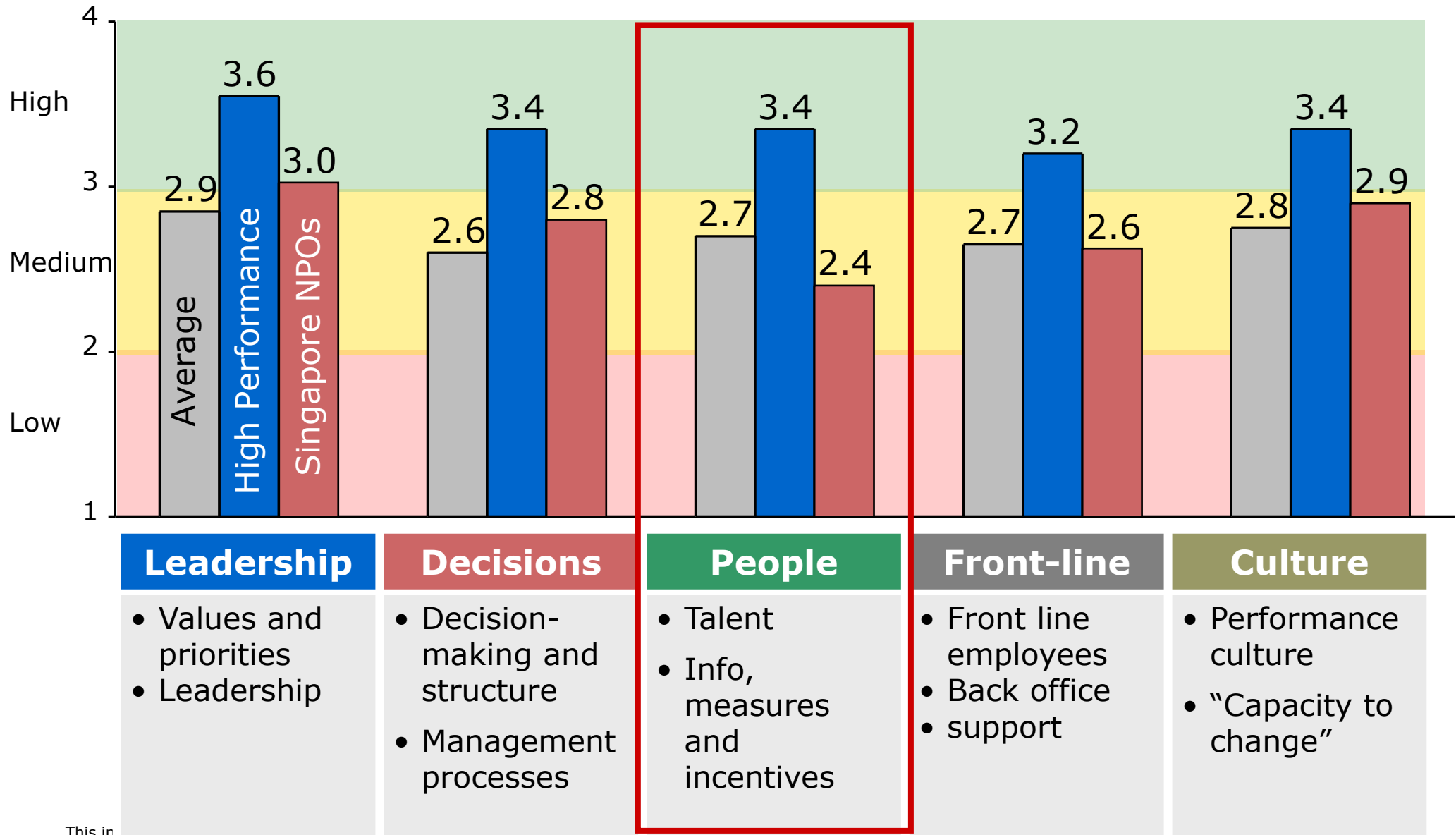


Volunteers



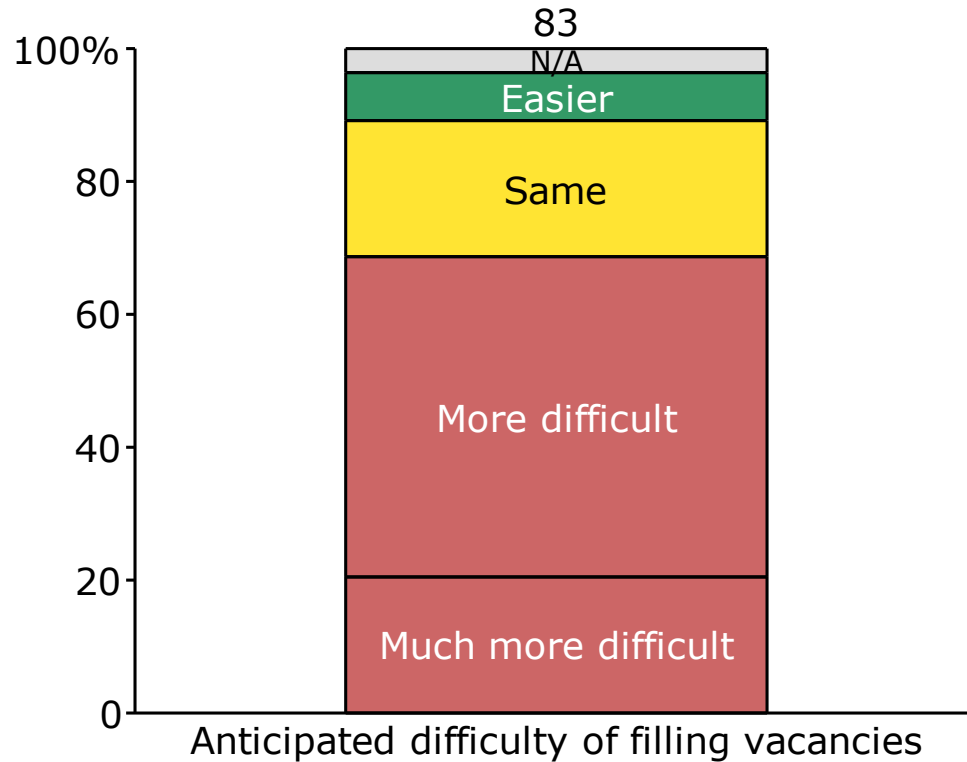
- Attract
- Develop
- Retain

In Singapore, key development area for Non Profit Organisations is Talent Development



Finding talent is all the more important in an economic upturn

Number of non-profit Executive Directors (EDs)*



"Compared to today, how difficult do you think filling board and management vacancies will be?"



* Based on a 2009 survey of EDs from U.S. non-profit organisations with revenues >\$1M
Source: Bridgespan Group; Centre for Voluntary Sector R&D

When recruiting new leaders, non-profits must consider strategic, functional and cultural fit



Strategic fit

Example strategic need

Increased funding

- Socially influential
- Persuasive
- An excellent presenter

More efficient service delivery

- An expert on organisational effectiveness
- Change-oriented
- Familiar with best practice processes



Functional fit

- **73%*** of non-profits value **for-profit skills**
- **Personal knowledge** of service area
- Experience of **doing more with fewer resources**



Cultural fit

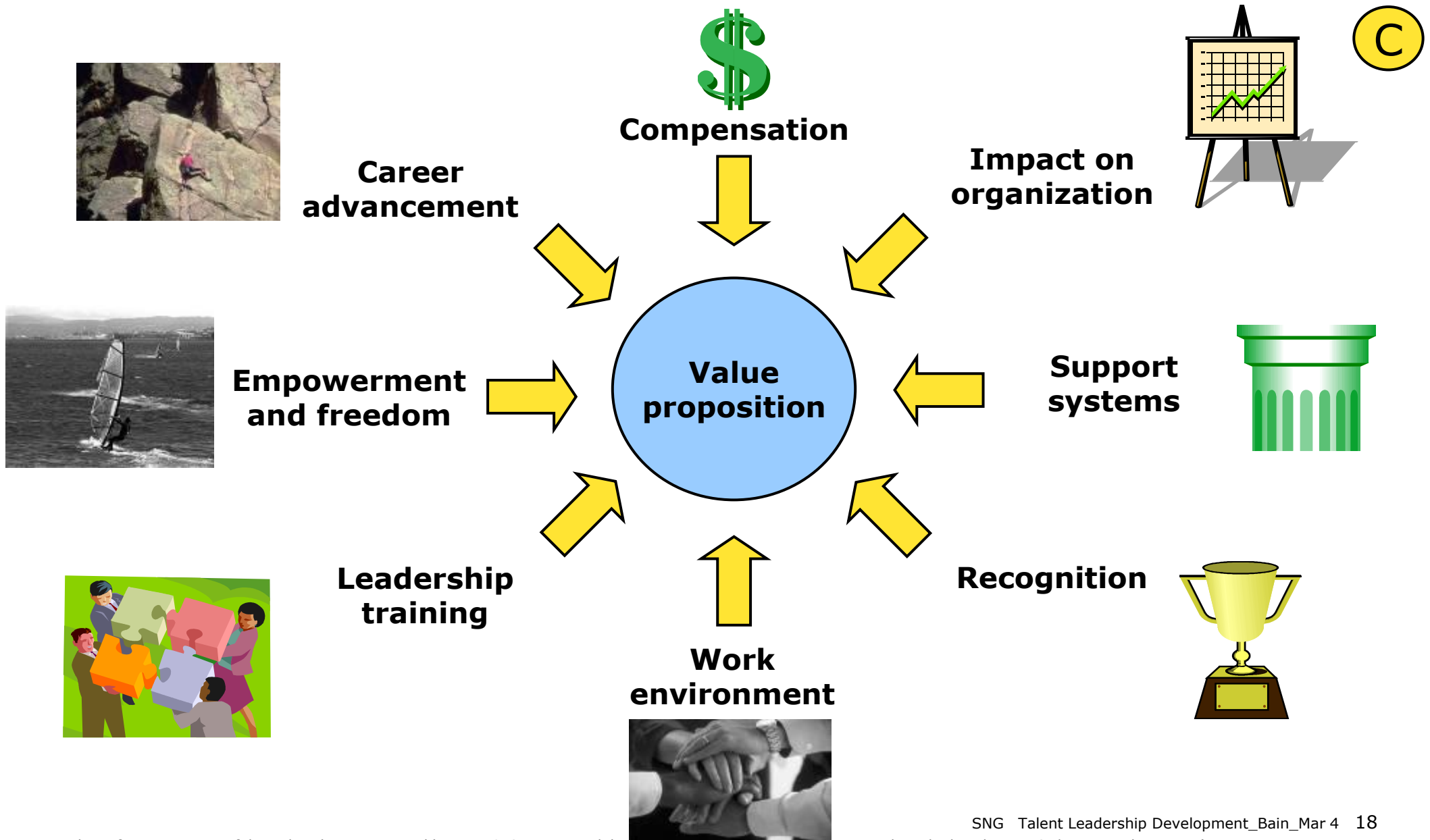
- **Multiple levels of screening** for **people fit** saw attrition rate of new volunteers fall sharply



Example: Lion Befrienders

* Based on a 2009 survey of EDs from U.S. non-profit organisations with revenues >\$1M
Source: Bridgespan Group; International NGO Training and Research Centre; lit searches

Value proposition to leaders comprises more than just compensation



Example of non formal training programme

The Annie E. Casey Foundation

- Private non-profit dedicated to more effectively meet the needs of today's vulnerable children and families
- Wanted to cultivate leaders with the vision and ability for reform and for community capacity building initiatives



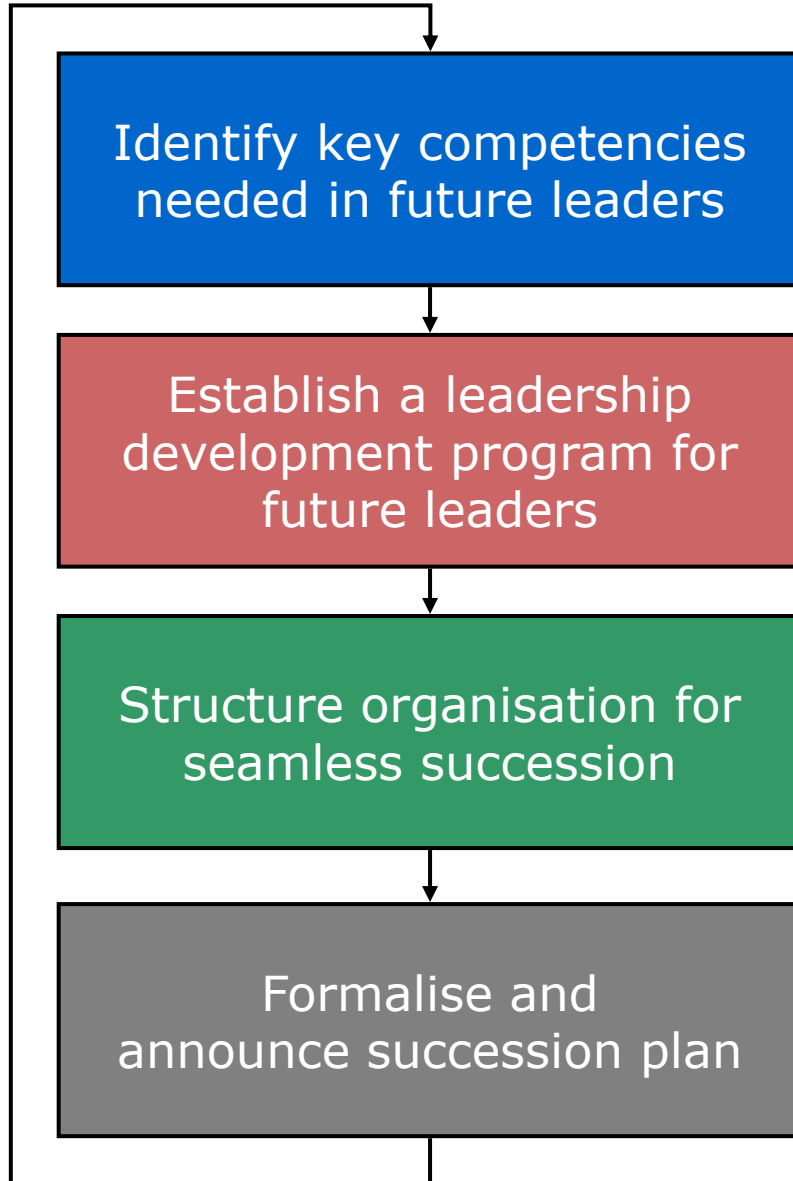
Offers an 18-month fellowship scheme specifically for non profit leaders

- Designed to broaden visions, expand knowledge, and enhance capabilities and confidence
- Fellows participate in a series of activity-based leadership opportunities:
 - Executive seminars
 - Site visits to observe innovations in the field
 - Custom-crafted projects



Increased pool of leaders able to frame and sustain major system reforms

Talent Renewal is key to Non Profits

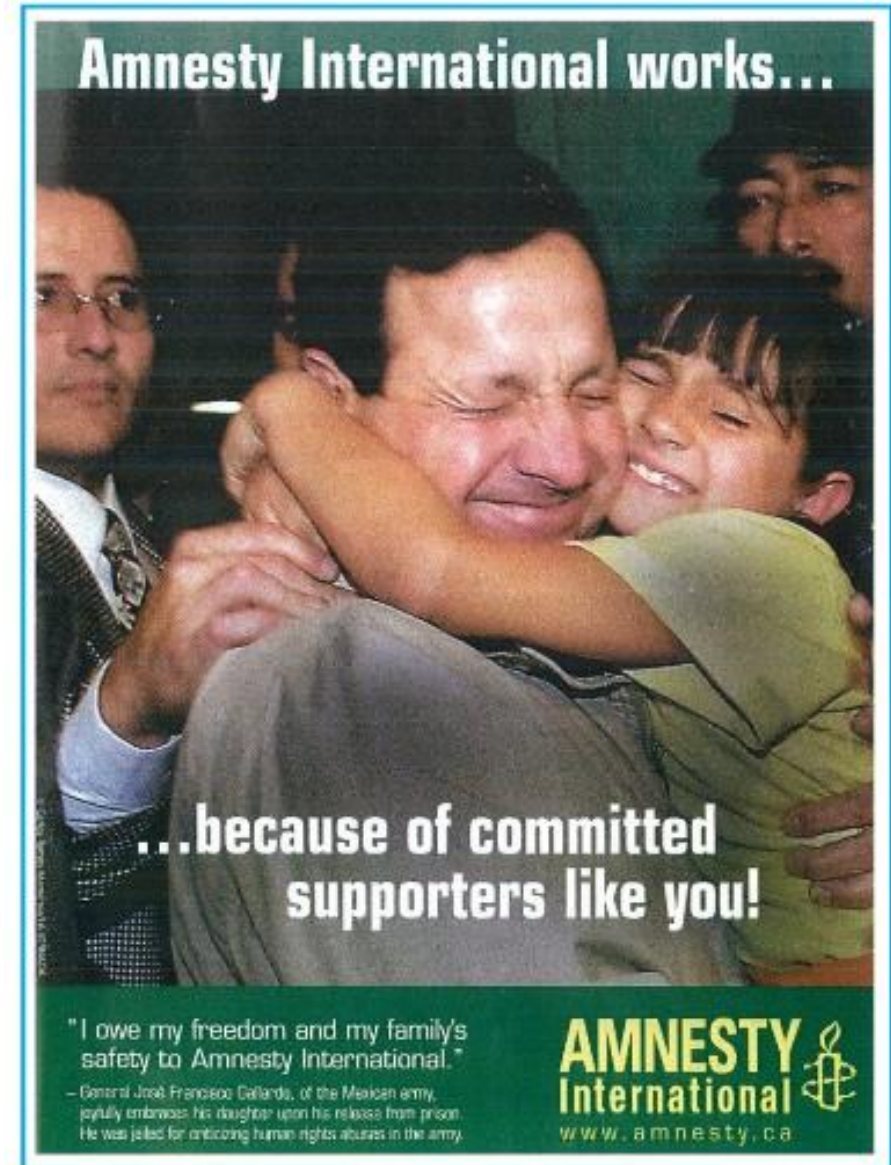


- Clear strategic vision, effective decision-making and people skills are 3 key sets of competencies found in top leaders
- Leadership development can be in the form of a standard, formal programme or tailored experiential activities
- **72%** of non-profit leaders have an identified "**second in command**"
- Studies show high-impact organisations follow a "**two at the top**" structure
- Today 62% of board members and 66% of top mgmt succession plans are **informal**
- Formalising and announcing succession plans are **key to retain top talent**

Volunteer effectiveness and loyalty is key for NPOs



"Retaining your volunteers (and funders) is the key to success. There is no point in being good at recruiting and appealing if you cannot keep volunteers coming back. Recruitment is a solution to the problem of not having enough resources; retention is a way to avoid the problem altogether."



Key elements for becoming a “non-profit of choice” for volunteers

Appealing promise

- Mission and goals that are compelling enough to attract ongoing support
- Measure and demonstrate how NPO is achieving intended social impact

Toolkits, handbooks

- Role descriptions, training materials to help volunteers work effectively

Volunteer roles

- List of specific volunteer roles, streamline roles to create new opportunities
- Clear statement of role expectations



Volunteer recognition

- Recognition awards for volunteer contribution

Volunteer management

- Attract committed volunteers, quality over quantity
- Management structure and appropriate staff:volunteer ratio to support and actively engage with volunteer base

Contact details



Chew Seow-Chien
Seow-Chien.Chew@bain.com



Sebastien Lamy
Sebastien.Lamy@bain.com



Thank you...

