



Running an NGO in a disrupted world

Lessons learned from leaders
who adapted

Do Good. Better!

TALKING POINTS

- ✓ How we adapt our organisation to...
- ✓ How we fund our work in...
- ✓ How we relate to each other in...
- ✓ How we get direction & purpose in...

...this new normal

Presentation with 10 slides followed by Q&A and discussion.

Content is free to share.

SPEAKER



Chloe Dickinson
Consultant
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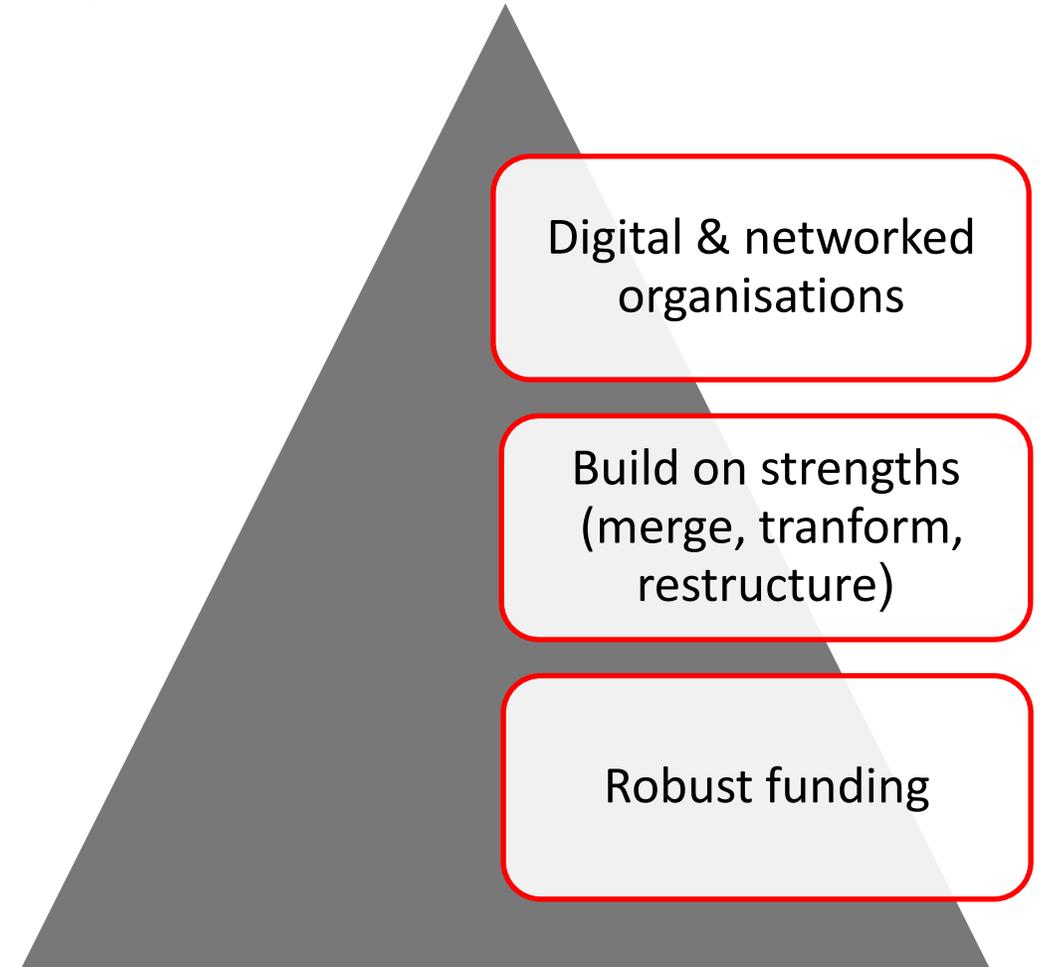
**Christian
Meyer zu Natrup**
Managing Director

How we adapt our organisation

- ✓ Some are doing well, many are not!
- ✓ The defining difference:
 - ✓ Ability to absorb shocks
 - ✓ And use them to build advantage (more impact)

**“We cannot save our way out –
we need to change and build on what we do well”**

Tjipke, CEO @ War Child Holland



How we fund our work

- ✓ Restricted funding has largely held up, whilst unrestricted was under pressure.
- ✓ Those organisations who fail (or fail to scale) are not adequately funded, typically due to:
 - Wrong mix of restricted / unrestricted funding
 - Income generation not robust to shock
- ✓ **SOON:** Restricted funding to be under pressure as governments begin to tackle rising debt.
- ✓ Janet Yellen (designated US Secretary of the Treasury) “the US debt path is completely unsustainable“
- ✓ Act now by diversifying your restricted funding base
- ✓ Keep dialogue open, and with unusual suspects



“We are shock-proofing our ability to generate income.”

How we relate to each other...

- ✓ The future of work arrived early!
 - ✓ Remote working
 - ✓ Staff wellbeing and safety
 - ✓ Changes to operations
 - ✓ New management styles and methods
 - ✓ Exposed as human!

“We cannot save our way out
– we need to change and build on what we do well”
Tjipke, CEO @ War Child Holland

Lessons we can build on

- ✓ Authenticity
- ✓ Openness
- ✓ Innovation through collaboration
- ✓ Revisit capabilities
- ✓ Invest in relationships
- ✓ Agile

How we relate to each other

“We have less meetings and more trial & error”

Programme manager, Synergos USA

“Our historically grown work processes are simply too over-engineered & too slow”

Ops Director, European NGO

“ I knew we were failing when we still talked about going back to normal in Summer 2020”

UK charity trustee

“Best thing we did in 2020: outsource what we can & concentrate on what we do best”

German/Austrian NGO CEO

What we already know about the next decade...

- ✓ **20% to 40% of people may stay largely remote.** Two key challenges relate to this transition:
 - Decide on the role of the office itself! (Do we need real estate? Space between desks? Training & Development? Is there such a thing like remote mentorship? Culture?)
 - Adapt the workforce to requirements of agile, automation, digitalisation and outsourced processes
- ✓ **Green recovery impacts grants and policy.** This means NGOs must decide on
 - How do we travel?
 - How do we report our new emissions? How do we get these to ZERO?
- ✓ **Shocks will come back frequently** (possibly once every 5-10 years). We should have answers for:
 - How do we simplify and shock prove our essential processes?
 - How autonomous can offices/ work clusters work?
 - What culture, skills and attitude must we have to keep working in the next crises?
- ✓ **Stakeholder capitalism is coming of age.** It's a chance to engage with Corporate, and a threat to be partially replaced by them.
- ✓ **Nine years until the SGGs are due.** We should have a public answer for how will we get there.

How we find purpose and direction

“The work process needs to automatically include measures of quality & compliance – as a manager I cannot control remote work processes. I need to have time to care about people, not compliance”

- US/UK NGO client

“Data & Analysis is everything. Data are the new steam engines. Know the data, and you know what to do”.

- Tjipke @ War Child Holland

THANK YOU!

ANY QUESTIONS?

Do Good. Better!



STAY IN TOUCH!

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