



## CASE STUDY

### Organizational Design and Effectiveness

Non-Profit (10 employees)

#### Situation

Our client had recently experienced turnover of key long-tenured employees. They had also received several large multi-year grants that would lead to significant growth. Agilitas was engaged by the Executive Director with the following deliverables:

1. Assess roles and responsibilities and organizational effectiveness with regard to mission delivery.
2. Facilitate design workshops of new organizational structure in anticipation of future growth.
3. Develop new job descriptions for newly created positions.
4. Revise job descriptions for existing roles to reflect new organizational structure.
5. Conduct compensation benchmarking for new and existing roles and make recommendations in order to ensure market competitiveness.

#### Approach

- Extensive analysis of data related to mission delivery, execution of work, and strategic planning.
- Conducted in-depth staff interviews to identify gaps, redundancies, and opportunities for improving organizational effectiveness.
- Facilitated design sessions with Executive Director and key leaders to develop “to be” organizational structure.
- Authored and edited job descriptions to accurately reflect new organizational structure and business processes.
- Procured multiple sources of market compensation data to establish target compensation ranges for all roles.

#### Outcomes



**Board unanimously approved new organizational structure which expanded staff by 25%.**



**Several key staff members received increases in compensation to ensure retention.**