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# CASE | STUDY

**NUESTROS PEQUEÑOS HERMANOS INTERNATIONAL (NPHI)**

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NPHI wanted to stay ahead of the curve.

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## BACKGROUND

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## THE NEED

Nuestros Pequeños Hermanos International (NPHI), a Mexico-based NGO, operating in nine different locations across South America and the Caribbean, with a thousand plus employees, faced similar challenges. The changing environment increased NPHI's need to more closely monitor the flow of funds, to better orchestrate fundraising activities across various geographies, and to track its organizational data for reporting and for key marketing activities.

Driven by the passing of its founder, more and more feedback from regulatory bodies and key fundraising offices as well as added pressure from other external factors, this committed organization of 60 years found itself in need of an organizational transformation.

## THE SOLUTION

In 2014, NPHI tasked adaQuest's Vision Realization™ consultants with helping them develop a transformation strategy and implementation plan, using their proprietary Think. Act. Deliver.™ methodology and TAD™ software to:

- Drive the strategic planning process with a diverse, fifteen-member Board of Directors
- Co-develop a transformational strategy and a three-year implementation roadmap for the organization
- Focus and align resource investments to the most impactful strategic initiatives and imperatives
- Drive communication and data reporting transparency
- Lead re-alignment and role clarity within the organizational structure to achieve a scalable governance structure
- Refine growth strategies, supporting process re-design and performance improvement activities
- Provide leadership coaching as well as specific learning programs for management (i.e. time management and effectively conducting development conversations)
- Provide support and development for program management and business management functions

## THE RESULTS

Over the course of 20 months, adaQuest's helped NPHI transform their organization by:

- Developing a clear strategy, including prioritized strategic themes
- Creating a board-approved three-year initiative roadmap/plan aligned with the strategy to facilitate the organizational transition and sustain the new strategies (Including a reduction from 20 initiatives down to 12 for the 3-year roadmap)
- Establishing a new set of organizational goals with dashboard status tracking
- Build a new organizational structure with clearly defined roles, responsibilities, and operating principles
- Refining of key internal people processes
- Building processes and skills for initiative execution
- Developing a detailed communication plan and business rhythm calendar

The level of change required for an organization of this size would typically entail three or more years of change management planning, coordination, and operationalization.

As a result of the Think. Act. Deliver methodology and software, the process was streamlined to produce an actionable program in less than two years. Benefits already realized include:

- Increased understanding of the organization's vision, mission, values and principles
- New capability to set and track goals and execute on strategic initiatives
- Increased transparency across the organization
- Increased clarity concerning roles, responsibilities, decision making, escalation paths, and accountability
- Improved internal collaboration and alignment with the organization's business rhythm to ensure a more effective meeting schedule and improved information flow
- Implementation of user-friendly software used to monitor and track ongoing progress

## THE IMPACT

The client credits adaQuest's transformational implementation with providing "…a model that helped us organize our strategic thinking and actions into manageable units. Without TAD, we wouldn't have achieved the results and current progress on our strategic plan. With adaQuest's consulting services support, everyone was able to focus on the change process while never losing heart that the change was the right thing to do. Without their help, there would have been more resistance to the change process."

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