



Effective Management

Above all, what separates strong from weak organizations is management. This is never more apparent than in situations of growth, decline, or other change. True North's holistic and complete approach to management can help your organization fully navigate the challenges it faces.

1) Management Systems. These are the tools that management uses to guide actions and outcomes throughout the organization. These include plans (strategic and otherwise), budgets, org structures, processes, policies, and procedures, and general rules or guidelines.

When looking at systems, managers tend to take a piece-meal approach, addressing one component at a time. True North takes a holistic approach. For example, we examine how the budget or spending plan supports the strategic plan and how these align with performance goals.

True North has experience creating management systems. But even in cases when we do not design the system for you, we can guide you to develop systems that reinforce and strengthen your overall management infrastructure.

*Build a whole
that is greater
than the sum
of the parts*

The following are usually symptoms of under-developed Culture, Values and Norms:

- "Silos"
- Lots of "fire-fighting"
- Managerial bottle-necks
- Difficulty in making decisions quickly
- Inadequate communication
- Morale issues or high staff turn-over

2) Reporting and Analytics. Few managers are able to truly monitor all facets of their organization on their own, especially in times of rapid change. Understanding how to get the data you need in an easily digestible form is critical for managers who hope to identify and resolve challenges and opportunities quickly and early. True North helps our clients access, and make sense of, their critical financial and operational data.

3) Culture, Values and Norms. These items are the fundamental building blocks that shape behaviors in your organization. It is critical to have good people, an important mission and

excellent programming, but it is not enough. Staff morale and retention, decision making and priority setting at all levels in the organization will be determined by your organization's culture, values and norms.

In spite of the importance of culture, values and norms, many management teams give them only lip service; management will spend weeks and months evaluating IT systems, program operations, and other "hard" parts of the organization but will largely let culture, values and norms develop on their own. True North helps our clients make consideration of culture, values and norms part of their daily routine.

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