



Fundaments of a change approach for non-profit organizations, insights from church management in Germany

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NPOs face a high pressure to re-shape their organizational structures but do not see possible support by external consultants

High pressure

- Financial pressure and decreasing member structures
- Insufficient internal capacities with needed skills and experience
- Growing competition in many fields of activity
- Blurring boundaries to the profit sector

Sceptism towards consultants

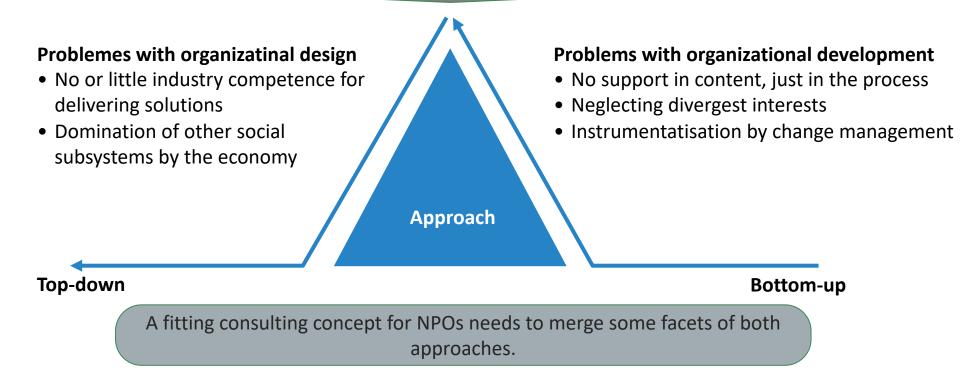
- No or disillusioning experiences with management consultants
- Fear that management consultants could overemphasis financial targets and negleget the organisation's raison d'être

How a consulting approach can be tailored to the needs of the non-profit sector?

Neither a top-down nor a bottom-up approach fits appropriately to the needs of a NPO

Potential conflicts in NPOs

- Importance of economical targets
- Role of external developments (internationalization, technology, legal forms)
- Competition with profit-companies
- Organization culture and raison d'être



The framework points out some tasks that are of higher importance when consulting NPOs

Special attention needed

- Sensibiltiy towards personalization
- Mesauring and controlling sucess
- Information of an dialog with stakeholders
- Knowledge-transfer with employees
- Prevention of latent functions (pressure relief, micro politics, demand creation)
- Post-heroic appearance

Engagement of external consultants

- Setting the stage by defining the problem
- Clear order formulation
- Selection of consultants

2 Developing the strategy and implementation plan

- Close cooperation with NPOs employees
- Professional project governance
- Focus on project communication

Implementation and project controlling

- Longterm collaboration
- Knowledge transfer
- Strengthering of Inhouse-Consulting

All duties are also important in the work with profit companies, the special challenges of NPOs underlines their importance in this context.