

## HR Framework Consultation – Charitable organization

### **Ability to integrate into the client company**

With a very short amount of time available for The Interim and his team to spend on the ground in the TAC offices in and around Cape town, he did an excellent job of preparing prior to the visit and managing the expectations of the staff lined up to work with him. It was particularly difficult in respect to the township offices where reluctance to participate and suspicion was high, however it is clear that The Interim and his team integrated well and succeeded in gaining traction within the two week window available.

### **Impact on the business / bottom line**

There is no doubt that as a charitable organization facing the prospect of a cessation of funding unless proper governance processes were quickly implemented, that the intervention was both timely and critical to the survival of the organizations future.

### **Overall contribution / achievement of objectives**

The objectives set for team were exceeded, The Interim's contribution was critical in buying the support of the branch offices and his experience of working in Africa and the healthcare industry was crucial in driving his team forward in a very difficult environment. The team left in place a robust process and framework for the preparation of an organizational and performance development proposal to the board, made a huge impact on unblocking and facilitating several departments.

### **Working style**

A completely professional approach, but very personable and imbued with an empathy which was crucial when working in the dangerous and volatile township offices where some staff were outwardly hostile to the change being proposed in an organization born through activism and positive action.

### **Leadership / people management skills**

The Interim took full accountability for his team's output and delivered the presentation to the board in a very professional manner, making no apologies for his contentious background working for some of the organizations largest competitors and detractors. It is a credit that The Interim used these credentials, and those of his team, to compliment their proposal rather than hiding it.

### **Any other comments about the interim manager**

Overall the impact was greater than the outcome of the report, the personal interaction of The Interim's team left its mark on many of the staff and changed the attitudes at all levels of the organization.

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