

Case Study — Volunteer-Heavy Program Reset

Clarity, cadence, and fewer handoffs across a volunteer-heavy program.

Client type: Nonprofit

Context: Volunteer-driven programs and mixed staff roles led to role ambiguity, meeting sprawl, and ad-hoc communications that caused rework and delays.



Before:

- Role ambiguity; unclear ownership of recurring work
- Meeting sprawl with few documented outcomes
- Handoffs breaking down and creating rework
- Informal, ad-hoc internal communications

Artifacts delivered:

Org Objectives (2–3) • Roles & Staffing Plan • Meeting System • Workload & Delivery Study (summary) • Metrics Framework • Alignment Cadence (seasonal check-in, 1:1s, and check-in practices, feedback guide)

What we did:

- Defined department mandates and team working agreements
- Installed a human-focused rhythm: weekly staff + manager 1:1s
- Standardized internal comms (where we talk; how we capture outcomes)
- Introduced a light OKR set to focus strategic effort and cut low-leverage work
- Tied each role to an end-of-day success statement (metric + target + source + cadence)

After (outcomes):

- Program team focus restored; fewer “hair-on-fire” days
- Stronger inter-department relationships and trust
- Clear duties, more gets done in the same time
- Noticeably healthier culture and calmer day-to-day execution

Proof:

- Clarity at the end of engagement = 100% of staff can answer, “How do you know you did a good job today?” with a metric, target, source, and cadence
- Org Health: Shifted from mostly Yellow/Red to predominantly Green across Delivery, Decision Speed, Rhythm, and Culture by the end of the engagement

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