

# Not-for-Profit People Management & Analytics

## Understanding and Building Thriving, Healthy, and Engaging Community Legal Centres

Ramon Wenzel, PhD | [learningforpurpose.org](http://learningforpurpose.org)

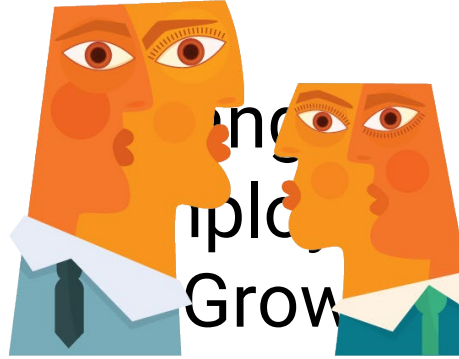
Legal Services

Education

Counselling

Advocacy





Legal Services

Education

Counselling

Advocacy

**Capacity Building**

**Research Findings**

**People Analytics**

**Where to next?**

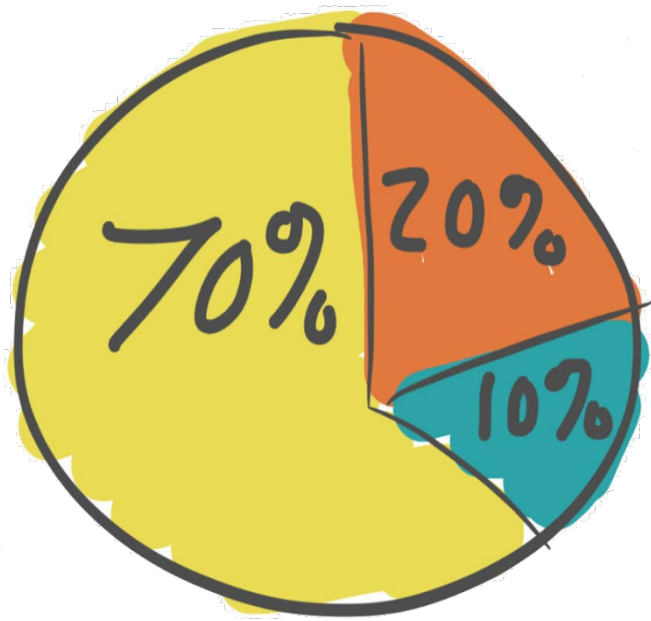




# **Capacity Building by Evidence-based Organisational Leadership**



Intuitive and appealing? Yes. Popular? Oh yes.



<b>ISTJ</b> Responsible, sincere, analytical, reserved, realistic, systematic. Hardworking and trustworthy with sound practical judgment.	<b>ISFJ</b> Warm, considerate, gentle, responsible, pragmatic, thorough. Devoted caretakers who enjoy being helpful to others.	<b>INFJ</b> Idealistic, organized, insightful, dependable, compassionate, gentle. Seek harmony and cooperation, enjoy intellectual stimulation.	<b>INTJ</b> Innovative, independent, strategic, logical, reserved, insightful. Driven by their own original ideas to achieve improvements.
<b>ISTP</b> Action-oriented, logical, analytical, spontaneous, reserved, independent. Enjoy adventure, skilled at understanding how mechanical things work.	<b>ISFP</b> Gentle, sensitive, nurturing, helpful, flexible, realistic. Seek to create a personal environment that is both beautiful and practical.	<b>INFP</b> Sensitive, creative, idealistic, perceptive, caring, loyal. Value inner harmony and personal growth, focus on dreams and possibilities.	<b>INTP</b> Intellectual, logical, precise, reserved, flexible, imaginative. Original thinkers who enjoy speculation and creative problem solving.
<b>ESTP</b> Outgoing, realistic, action-oriented, curious, versatile, spontaneous. Pragmatic problem solvers and skillful negotiators.	<b>ESFP</b> Playful, enthusiastic, friendly, spontaneous, tactful, flexible. Have strong common sense, enjoy helping people in tangible ways.	<b>ENFP</b> Enthusiastic, creative, spontaneous, optimistic, supportive, playful. Value inspiration, enjoy starting new projects, see potential in others.	<b>ENTP</b> Inventive, enthusiastic, strategic, enterprising, inquisitive, versatile. Enjoy new ideas and challenges, value inspiration.
<b>ESTJ</b> Efficient, outgoing, analytical, systematic, dependable, realistic. Like to run the show and get things done in an orderly fashion.	<b>ESFJ</b> Friendly, outgoing, reliable, conscientious, organized, practical. Seek to be helpful and please others, enjoy being active and productive.	<b>ENFJ</b> Caring, enthusiastic, idealistic, organized, diplomatic, responsible. Skilled communicators who value connection with people.	<b>ENTJ</b> Strategic, logical, efficient, outgoing, ambitious, independent. Effective organizers of people and long-range planners.

Ever received sufficient empirical support? No.



Would you use these without verifiable evidence?



You owe the same answer to your people and mission.





# Evidence-based Organisational Leadership

Make decisions through the conscientious, explicit, and judicious use of the best available evidence.

Scientific literature  
*empirical studies & findings*

People analytics  
*internal data & insights*

Professional expertise  
*educated & up-to-date*

Traditions & fads  
*over-simplified & myths*



TRUSTWORTHY

AVAILABLE



# Evidence-based Organisational Leadership

**Asking**

Translating a real issue or challenge into an answerable question

**Acquiring**

Systematically searching for and retrieving the evidence

**Appraising**

Critically judging the trustworthiness and relevance of the evidence

**Aggregating**

Weighing and integrating the evidence

**Applying**

Incorporating the evidence into the decision-making process

**Assessing**

Evaluating the outcome of the decision taken

Driver	Outcome	Effect	# studies	# participants
Emotional exhaustion	Job satisfaction	<b>-0.51</b>	82	32517
Psychological safety	Learning behaviours	<b>0.62</b>	15	4648
Job autonomy	Engagement	<b>0.39</b>	43	24499
Formal support	Informal learning	<b>0.38</b>	5	1734
Leadership	Stress	<b>0.24</b>	24	12093
...	...	...	...	...



**Research Findings**  
**Work Experiences that matter for your Impact**





- > PERFORMANCE
- > ENGAGEMENT
- > LEARNING
- > WELLBEING
- > LEADERSHIP
- > WORK DESIGN
- > PEOPLE SYSTEMS





understanding and sharing  
what works, in what way and for whom

> PERFORMANCE

> ENGAGEMENT

> LEARNING

> WELLBEING

> LEADERSHIP

> WORK DESIGN

> PEOPLE SYSTEMS



annual data collection via open online survey  
responses from employees and volunteers at all levels  
participation from all states, sectors, organisational sizes  
survey wave 2017: 3,884 responses from 2040 NFPs  
2m+ data points

- > PERFORMANCE
- > ENGAGEMENT
- > LEARNING
- > WELLBEING
- > LEADERSHIP
- > WORK DESIGN
- > PEOPLE SYSTEMS





LEADERSHIP

LEARNING

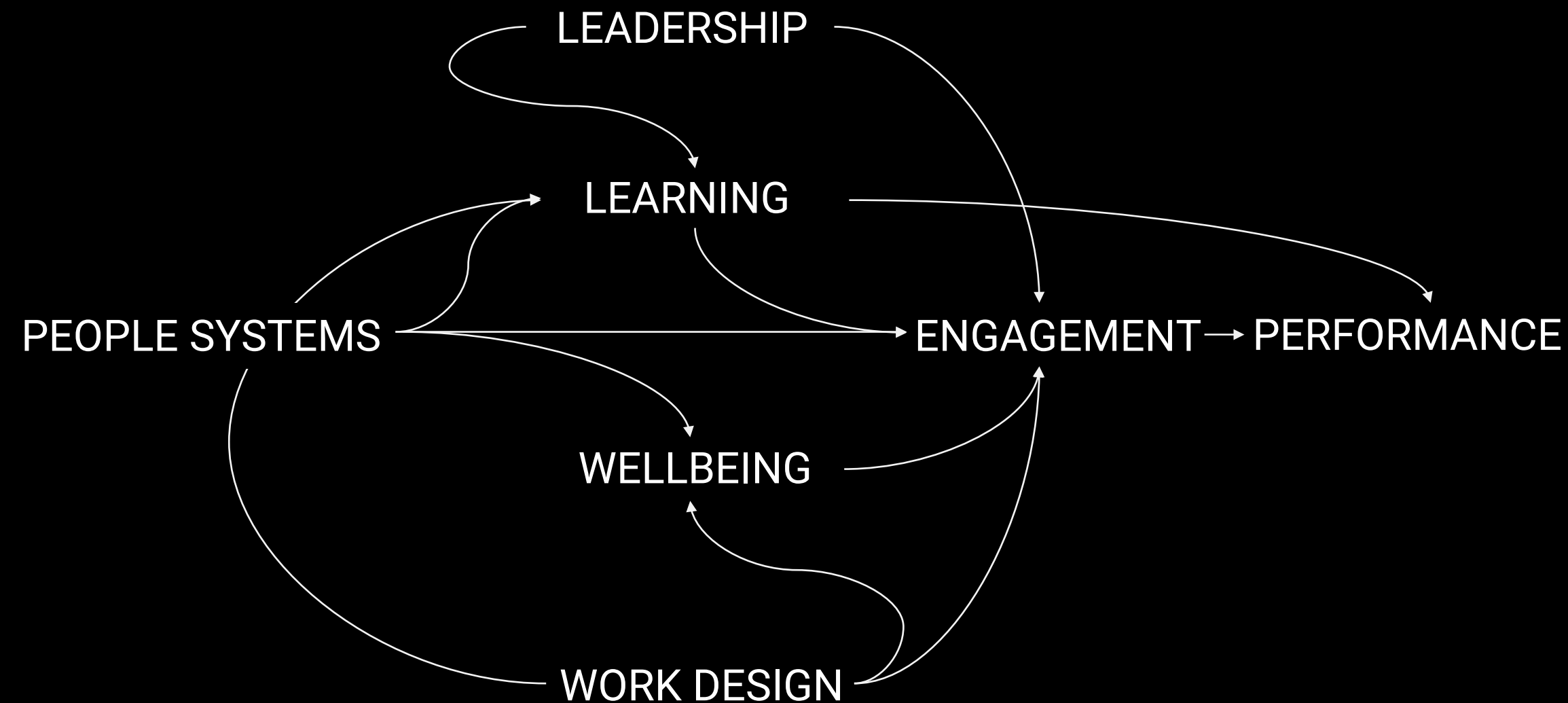
PEOPLE SYSTEMS

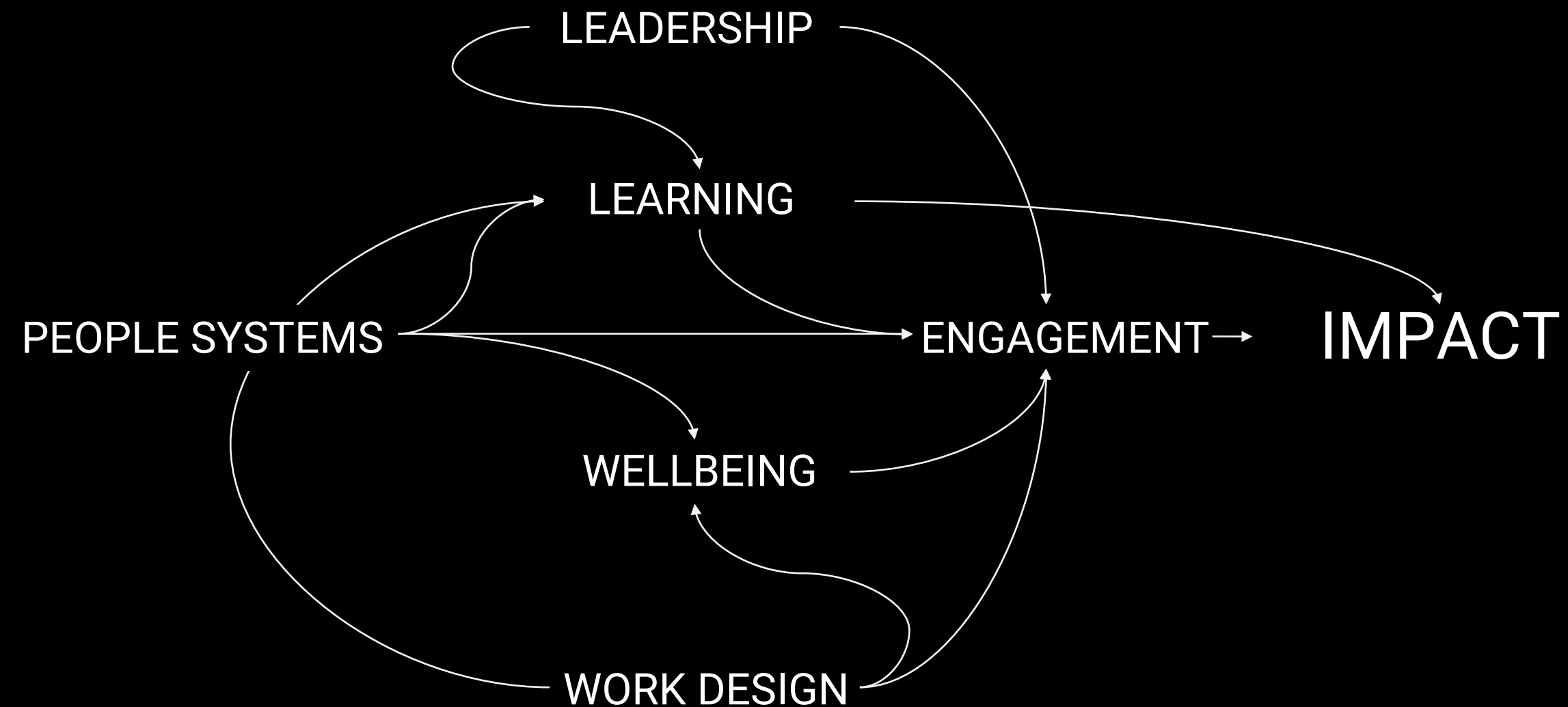
ENGAGEMENT PERFORMANCE

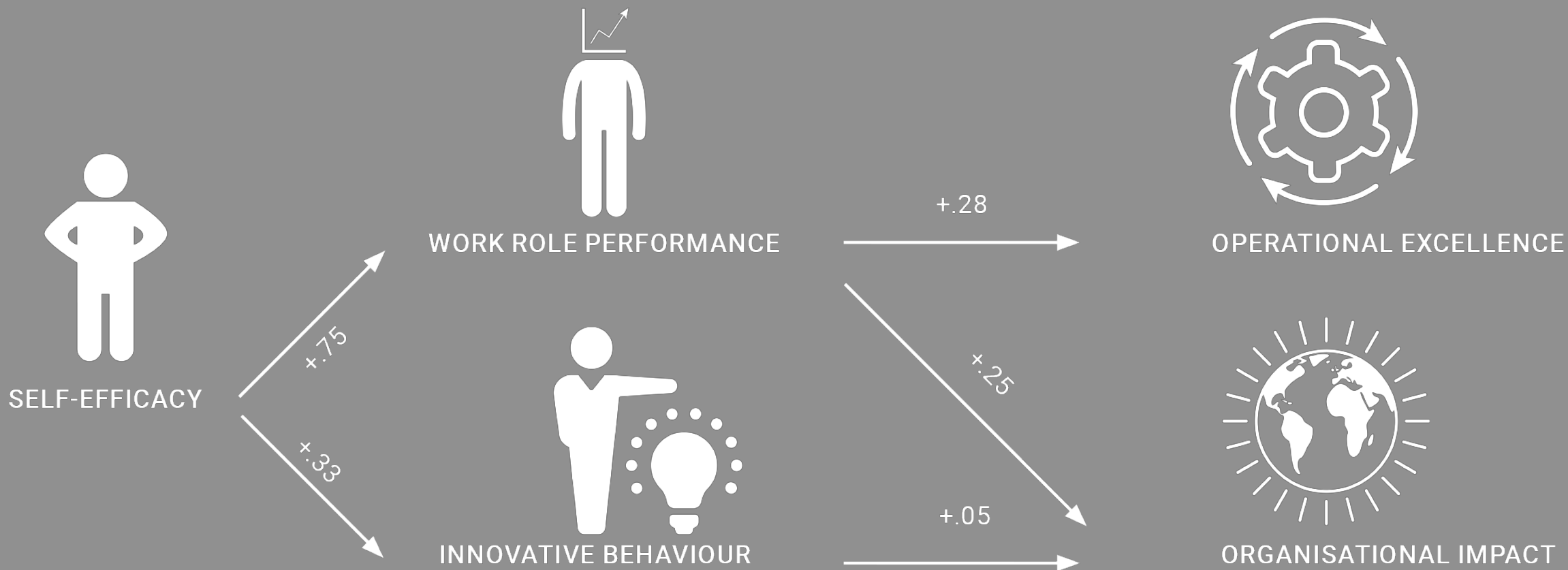
WELLBEING

WORK DESIGN

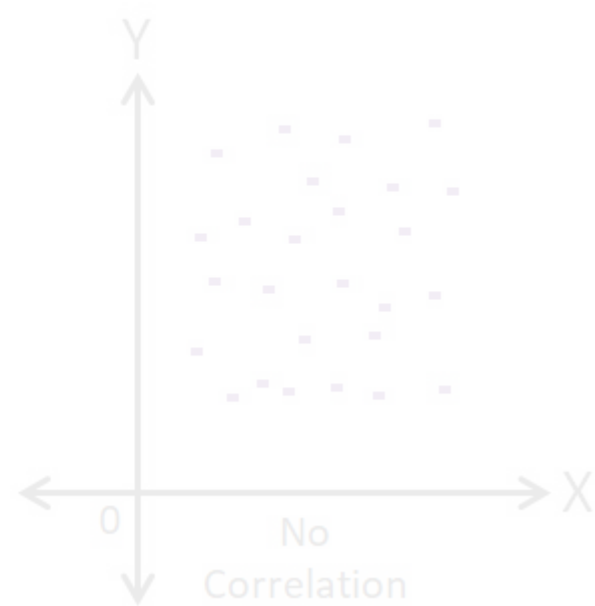
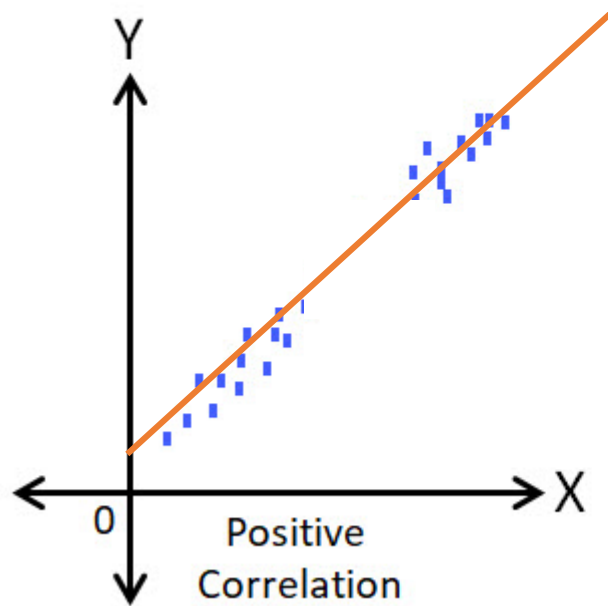








## Scatter Plots & Correlation Examples





WORK ENGAGEMENT



WORK ROLE PERFORMANCE



INNOVATIVE BEHAVIOUR



WORK SATISFACTION



INTENTION TO LEAVE

+0.21

+0.22

-0.16

-0.40



TRAINING

ELEARNING

EXPERIMENTING

EXPERT CONTENT

CHALLENGES

FEEDBACK

KNOWLEDGE SHARING

PEER LEARNING

DEVELOPMENT PLAN

PROFESSIONAL GUIDANCE

PROFESSIONAL EXPOSURE

REFLECTION



SELF-EFFICACY



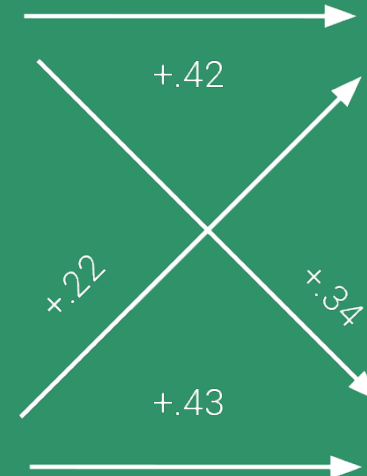
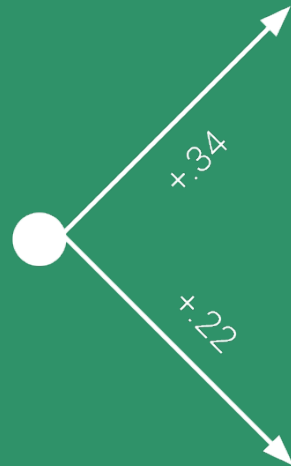
CAPABILITY



WORK ROLE PERFORMANCE



INNOVATIVE BEHAVIOUR

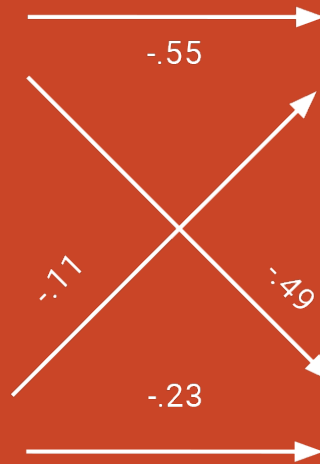




PSYCHOLOGICAL DISTRESS



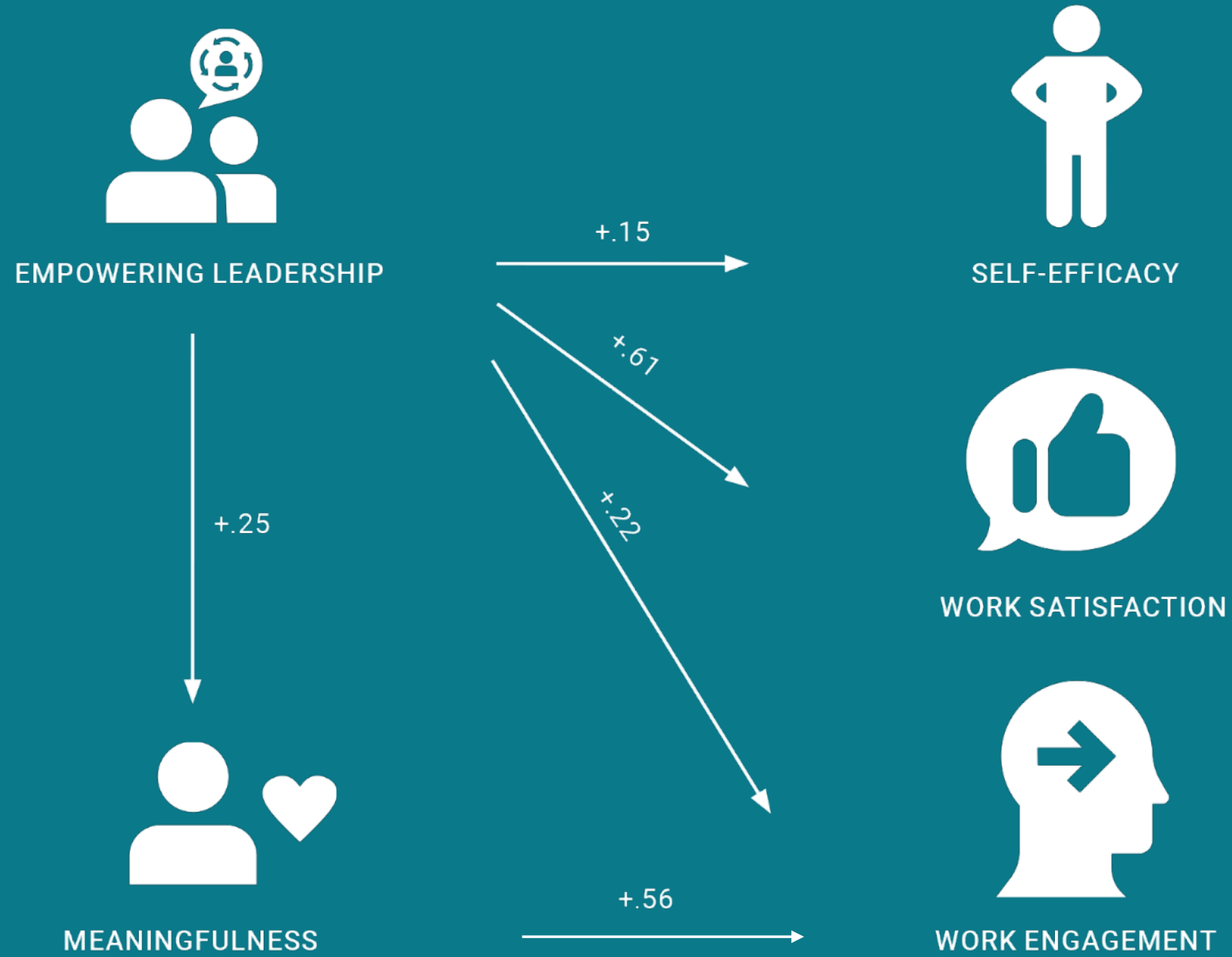
WORK-TO-FAMILY CONFLICT



WORK ENGAGEMENT



WORK SATISFACTION







WORK SATISFACTION

← +.06

← +.06

← +.19

← +.38

← +.16

← +.14

RECRUITING & SELECTION

PERFORMANCE MANAGEMENT

PROMOTIONS

COMMUNICATION

EMPLOYEE RELATIONS

RETENTION

+ .07 →

+ .11 →

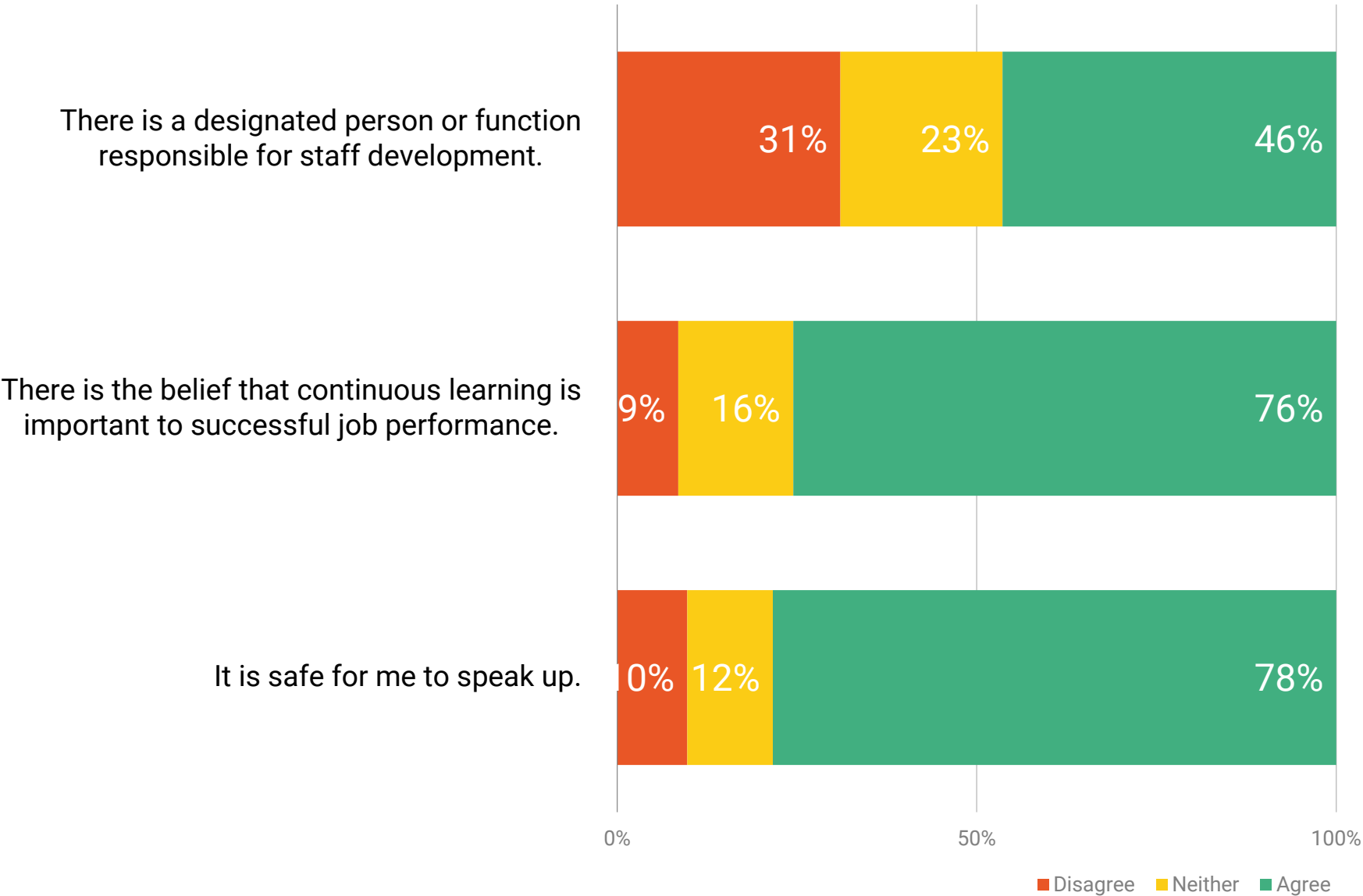
+ .19 →

+ .07 →



WORK ENGAGEMENT

Highlighted Response Distribution



# **People Analytics**

## **Tools to Support Your Purpose**



## YOUR DASHBOARD

### ENGAGEMENT


### LEARNING & DEVELOPMENT


### WELL-BEING

### LEADERSHIP

### HR MANAGEMENT

### JOB EXPERIENCES

Print Report 

Seek more insights?  
Invite more staff 

Like what you see here?  
Tell others on social media:



by Learning for Purpose

Filter by Gender: All

Filter by Employment Status: All

## ENGAGEMENT IN YOUR ORGANISATION

### Work Engagement

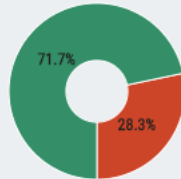
[\[ Learn more about this concept \]](#)

Work engagement describes your workers' positive state of mind and affects how much discretionary time and effort they put into their work. The more dedicated, vigorous, and absorbed your workers are in their work, the better for bottom line outcomes such as job performance, client satisfaction, and financial returns.

How you compare



↑ Higher is better

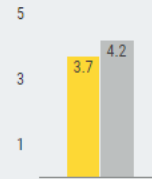


### Work Meaningfulness

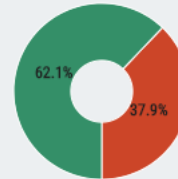
[\[ Learn more about this concept \]](#)

Meaningful work is something all your workers seek as it satisfies intrinsic needs about serving a greater purpose and living a valuable life. Work meaningfulness is derived from the organisational purpose and workers' tasks, roles, and social interactions, and helps organisations to attract, retain, and motivate talent.

How you compare



↑ Higher is better

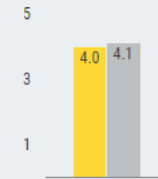


### Work Satisfaction

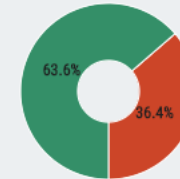
[\[ Learn more about this concept \]](#)

Work satisfaction describes your workers' contentment with their job and with your organisation. This is a global judgement influenced by how workers think and feel about the various aspects that make up their work experience, and it subsequently affects their absenteeism, intention to stay, and discretionary efforts.

How you compare



↑ Higher is better

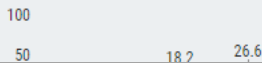


### Worker Net Promoter Score

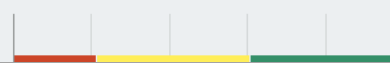
[\[ Learn more about this concept \]](#)

Worker Net Promoter Score is a popular index that reflects how willing your workers are to recommend your organisation to friends and acquaintances as a place to work or volunteer. Your workers indicate this likelihood directly on a scale of 0-10, and so it is a quick and easy measure to understand their enthusiasm and loyalty. Review the distribution of Promoters, Passives, and Detractors in your organisation and consider how long each group might stay, how much they will give, and what that does to your mission.

How you compare



Distribution within your organisation



**Promoters** give a score of 9 or 10 and are "extremely likely" to recommend your organisation as a place to work or volunteer, they may even proactively convince other greats to join your organisation.







Filter by Gender: Males only

Filter by Employment Status: Volunteers only

How you compare

5

3

1

3.0 3.0

Recruiting & Selection

5.0

Performance Management &  
Compensation

Promotions

3.3

Communication

Employee Relations

5.0

3.2

Retention

Higher is better

# 30+ Metrics & Benchmarks

## For NFP Organisations, Employees, Volunteers

## Online & Requires No Setup

## Secured Data & Privacy

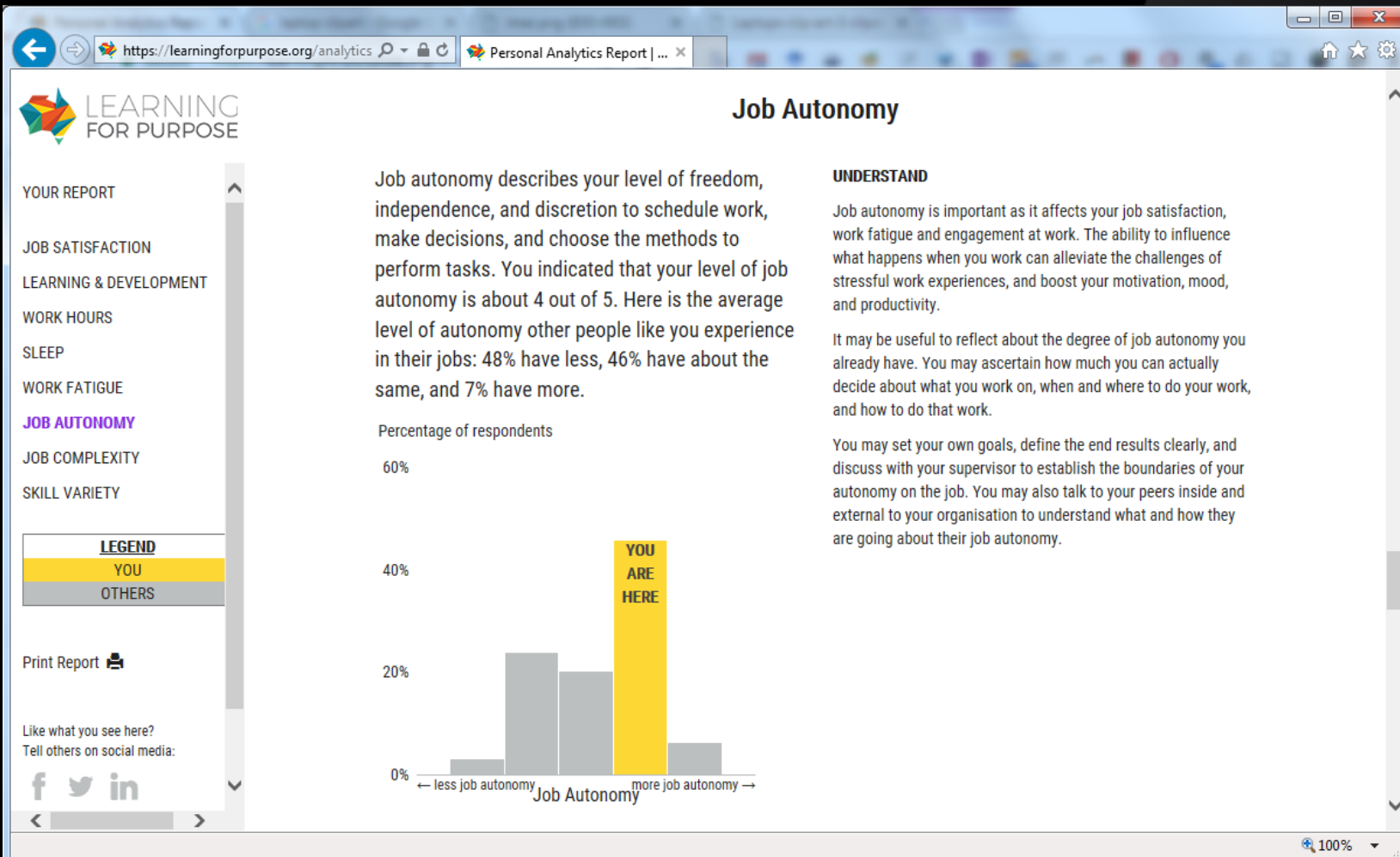
Human Resource System Strength

[\[ Learn more about this concept \]](#)

Human Resource System Strength describes your workers' perception about the human resource management function being useful and contributing to better organisational functioning. Human resource practices and policies are most effective when they are visible, consistent, and clearly stated. They should be an established and useful when they meet their needs, provide clear answers, help them do their work well, and encourage and reward the same things across the organisation.

## Available Now & Free

How you compare



## Job Autonomy

YOUR REPORT

JOB SATISFACTION

LEARNING & DEVELOPMENT

WORK HOURS

SLEEP


WORK FATIGUE

**JOB AUTONOMY**

JOB COMPLEXITY

SKILL VARIETY

LEGEND	
	YOU
	OTHERS

Print Report 

Like what you see here?

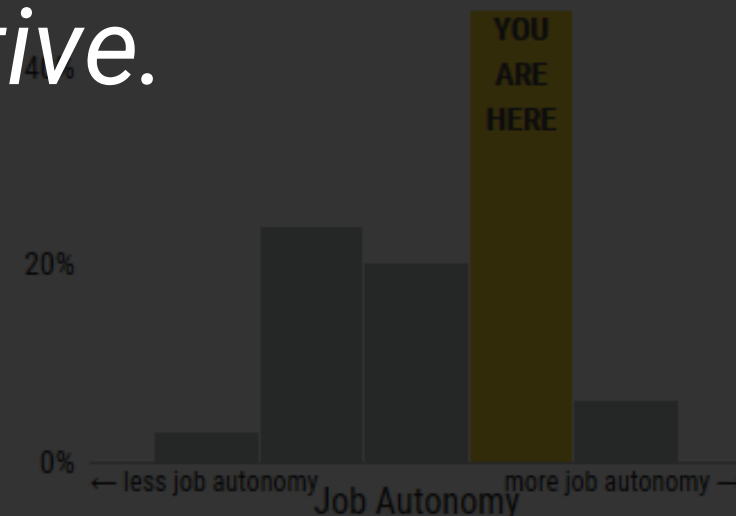
Tell others on social media:



*Thank you - very useful and enlightening!*  
*I am reflecting on my role, workplace, health, and motivation. A great way to refocus on the positive.*

Job autonomy describes your level of freedom, independence, and discretion to schedule work, make decisions, and choose the methods to perform tasks. You indicated that you live with job autonomy is about 4 out of 5. Here is the average level of autonomy other people like you experience. The chart shows 6% have less, 41% have about the same, and 7% have more.

Percentage of respondents

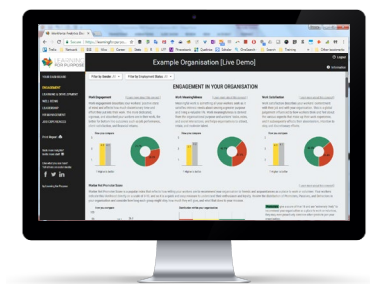


### UNDERSTAND

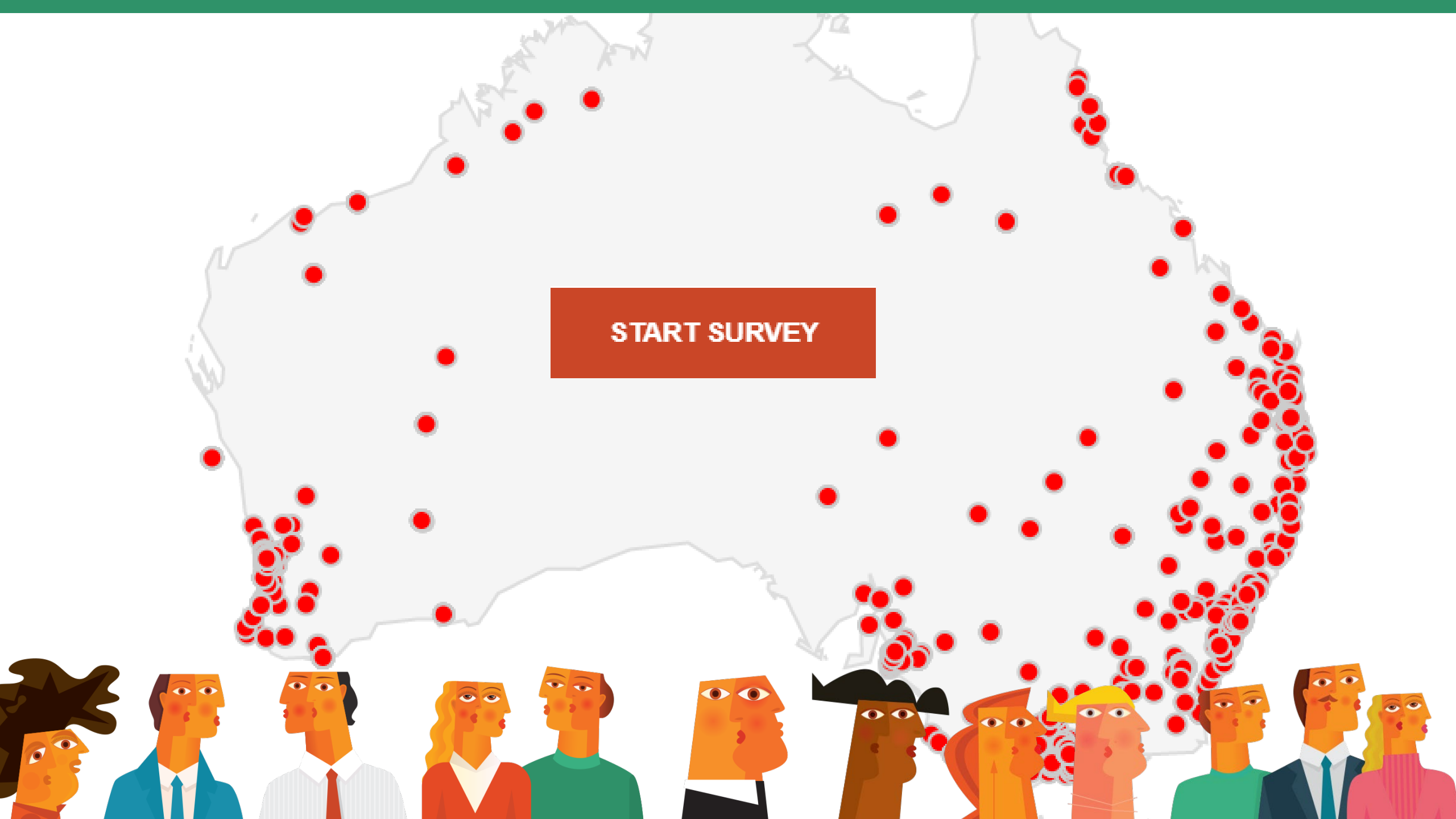
Job autonomy is important as it affects your job satisfaction, work fatigue and engagement at work. The ability to influence your work environment can help you deal with the challenges of stressful work experiences, and boost your motivation, mood, and productivity.

It may be useful to reflect about the degree of job autonomy you already have. You may set your own goals, how often you actually decide about what you work on, when and where to do your work, and how to do that work.

You may set your own goals, define the end results clearly, and discuss with your supervisor to establish the boundaries of your autonomy on the job. You may also talk to your peers inside and external to your organisation to understand what and how they are going about their job autonomy.



[learningforpurpose.org/analytics](https://learningforpurpose.org/analytics)



**START SURVEY**

**Where to next?**  
**Some Simple Steps**

