



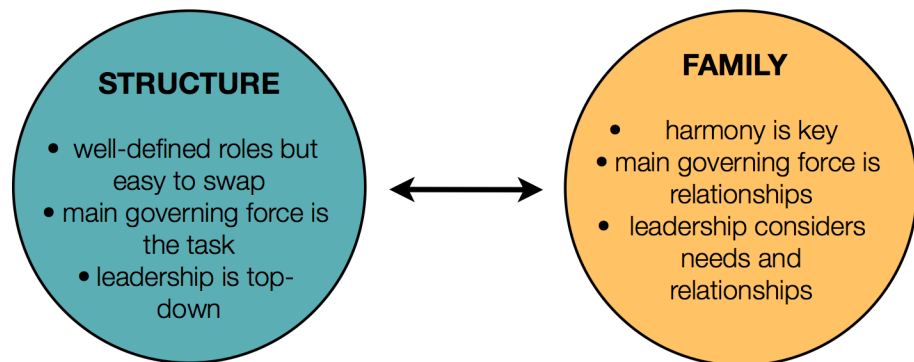
PROJECT TITLE: **Communication issues in a fundraising team PART 1**

BRIEF: Following an organizational re-structure, the fundraising team of a charitable organization could not increase its effectiveness. I was invited to explore the communication issues within the team and help the team work more efficiently.

RESEARCH METHOD: - Semi-structured interviews
 - ethnographic observation
 - audio-recording of everyday interactions (2 days)

UNDERLYING PROBLEM: The interviews and analysis of audio-recordings revealed that there was no major communication issue within the team. What it revealed, however, was a deeper underlying problem related to **problematic change-management** prior to the re-structure and a resulting tension in the culture of the department.

FINDINGS: The linguistic analysis of interviews highlighted a clash in how team members viewed their department and role. New recruits used metaphors related to STRUCTURE while previous employees used FAMILY metaphors. These metaphors revealed a clash in deep values and experiences.



SOLUTIONS: Two-phase solution was proposed:

1) **Organizational healing**, to recover from the re-structure and resume normal functioning:

- group session to process the trauma caused by the re-structure, and expose conflicting deep values
- individual sessions

2) Identity strengthening activities (team building)