

AMERICAN UNIVERSITY OF BEIRUT

LOYAC KUWAIT: REVISITING THE FOUNDATIONS.  
A CONSULTANCY PROJECT FOR RESTRUCTURING

by  
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at the American University of Beirut

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## AN ABSTRACT OF THE PROJECT OF

Johnny El-Hage for

Master of Human Resources Management  
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Title: LOYAC Kuwait: Revisiting the Foundations. A Consultancy Project For Restructuring.

The purpose of this consultancy project is to engage with LOTHAN Youth Achievement Center (LOYAC) organization by leading a systematic assessment of the organization's activities and operations in order to suggest an organizational structure that takes it from its current status to a future one - described as self-sustainable and systematically led by competent Kuwaiti youth with minimal reliance and interference on the founding board. Data was collected from Board Members (BOD), Head of Departments (HOD), and employees across the organization; as well as from a strategic meeting with senior executives from Kuwait and regional chapters. Another type of data was collected through personal observation of organizational operations for a period of 3 months. The consultancy project was conducted on two phases. Phase 1 was an exploratory qualitative process using an inductive reasoning approach, and phase 2 was confirmatory qualitative process using a deductive approach. The exploratory part attempted to study the organization's architecture and performance, and tap into the perception of LOYAC board members and head of departments on areas related to Purpose, Quality Services, Organization's Strengths, Organization's Weaknesses, Vision, Suggested Changes, Possible Obstacles/Opportunities, Employee Engagement, and Equity. The confirmatory part, attempted to link the results acquired from the exploratory phase to the Weisbord Six Box Module designed for organizational diagnosis. A review of the results suggests that there is partial commonality between the differentiators identified at the exploratory part and those introduced by Weisbord model, and related to lack of strategic focus, staff limitation, inappropriate leadership styles, underdeveloped systems, policies, and processes (including those for HR), and low employee engagement. The final part of the project states the key recommendations in various areas related to Leadership (work strategically, financial management), Structure (moving from horizontal to vertical), Helpful Mechanisms (systems, policies, and processes), Strategic HRM, as well as Internal and External Communication (training on communication and collaboration, audience segmentation, and brand positioning).

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*To*

*My Beloved Family, Friends and  
Colleagues*

# CHAPTER I

## BACKGROUND

### **Client, Project and Scoping**

The story of LOYAC is not a regular story where you can pass through without getting intrigued. It is an inspirational story born from a small country in the Arab world by a group of energetic, visionary and committed women. It started in Kuwait, a small country on the Persian Gulf, as a proactive response to violence and specifically the terrorists' attack of September 11, 2001 ([www.loyac.org](http://www.loyac.org)). As one of the airplanes hijackers of September 11 was a young Kuwaiti, this raised a major question on the path which the youths are choosing. The founders felt an urgent need to create a shelter for the young men and woman to direct them away from the "bad path" and provide them with opportunities to nurture and grow on a personal and professional level, thus, helping them evolve into peaceful humane citizens and offering them love, confidence, and care. This is how LOYAC was created, with an abbreviated name for "LOTHAN Youth Achievement Center" (LOTHAN coming from the Arabic origin verb "Lath - لاذ يلوذ", meaning "Shelter").

The organization at inception, started very small with 7 founders, two programs, tenth of volunteers, an operational budget close to 150,000 USD (50,000KD), and a local outreach of nearly 400 young men and women. LOYAC model is built on two pillars with various programs under each: Personal and Professional Development, and Community Outreach. The programs are designed to support the youth of Kuwait in developing their skills and talents and finding their sense of purpose in life. The target audience has been widened from the age of 16-30 years, to include programs for

children starting from the age of 6 years old. Also, the boundaries of operations were widened from Kuwait to reach the youth across many countries in the Arab world through Chapters in Jordan (2008), Lebanon (2009) and Yemen (2015) ([www.loyac.org](http://www.loyac.org)).

Today LOYAC is an organization with more than 30 full time employees, 100 volunteers, 18 programs on the local and international levels, an operating budget close to 2,800,000 USD (850,000KD), and a local outreach of nearly 20,000 young men and women (2000 per year). The impact of the organization is huge in Kuwait with a bouquet of accomplishments, achievement, awards, and recognitions on the local and international levels accumulated through the past years. Some major awards includes: “The Best Practice Certificate” for outstanding contribution towards improving the living environment presented by the Dubai Municipality and the United Nations Human Settlements Programme (UN-HABITAT) in 2010, the “First Class Medal of Excellence 2014” from HH Sheikh Sabah Al Ahmad Al Jaber Al Sabah - The Emir of Kuwait, and the recipients of the “Chaillot Special Mention 2015” for the promotion of Human Rights by the European Union Delegation in Riyadh. LOYAC can be described as a nonprofit organization targeting all the youth of Kuwait starting from the age of 6 years to 35 years old, regardless of nationality, religion, color, race, or ethnicity. Since the organization is mainly supported by businesses and institutions that believes in its mission, all the program are offered for free or highly subsidized by LOYAC. ([www.loyac.org](http://www.loyac.org))

What happened between 2002 and 2015 is interesting from an HRM perspective. The operations in 2002 where highly dependent on the founding members and their close friends and families, due to the limitation of resources back then. In 2015, the operations are still highly dependent on the founding members, even with a

more developed organization and a pool for nearly 30 employees. This fact raised some concerns. It explains that the operational growth that took place in the past years and resulted in such incredible impact was not matched with the appropriate managerial and structural refinement for the organization to stand alone and run smoothly without the board's interference. The management throughout that period was a reactive process in response to the organic growth of the organization in the absence of proper planning to set a sustainable foundation for the organization to grow.

The organization structure remained flat across the years with 10 departments reporting directly to the managing director. The founding board members are still involved in the management and operation details through departments directly, where each board member is set custodial for one or more departments. The head of the department is currently reporting to both the managing director and one member of the founding board, which is creating some managerial tension. As a result of the organic growth, the organization didn't have a proper Human Resources department to handle the work in a strategic and appropriate manner. For selection and recruitment, employees used to be appointed based on their CVs, recommendations, or previous experience in voluntary work. Comprehensive job descriptions for employees were not properly developed, thus affecting in return all other HR key processes including selection and recruitment, performance appraisals, succession planning, job leveling, and remuneration.

The chairperson and managing director of LOYAC realized that there are major gaps between where the organization would like to go, and the current structure and culture to take it there. The gaps need to be closed in order to align the resources of the organization on the right track to achieve its mission. Accordingly, this consultancy project aims at the first stage to diagnose the organization and identify those major gaps,

it then follows at the second stage with offering solid recommendations for the organization to operate efficiently. The goal is to come up with a new structure and an appropriate hierarchy that would create operational sustainability without daily reliance on the chairperson and the board. This will allow the board to take its strategic role in governance and fundraising.

### **Context of the Company**

*The information of this section was all extracted from the [indexmundi.com](http://indexmundi.com), an online platform displaying country facts as announced by the official state channels (Kuwait, [indexmundi.com](http://indexmundi.com)).*

The State of Kuwait (Dawlat Al Kuwait, Arabic) is the official name of the country that runs as a constitutional emirate, where the supreme power is in the hands of the emir. It includes 6 governorates (muhafazat, singular - muhafazah); Al Ahmadi, Al 'Asimah, Al Farwaniyah, Al Jahra', Hawalli, Mubarak al Kabir (Kuwait, [indexmundi.com](http://indexmundi.com)). Kuwait is located in the Middle East, bordering the Persian Gulf, between Iraq and Saudi Arabia with a total area of 17,818 sq km. Its climate is dry desert, intensely hot during summers, and short cool during winters. It is one of the countries that is considered rich in natural resources of petroleum, natural gas, and animal resources of fish, shrimp (Kuwait, [indexmundi.com](http://indexmundi.com)).

Kuwait's Public Authority for Civil Information estimates the country's total population to be 3,996,899 for 2014, with immigrants accounting for almost 69% (July 2014 est.) (Kuwait, [indexmundi.com](http://indexmundi.com)). The age structure is mainly young with a general median age of 28.9 years (male 30.1 years, and female 26.8 years) (2014 est.) and a population growth rate of 1.7%. The major city is the capital Kuwait with a population of 2.406 million (2011) (Kuwait, [indexmundi.com](http://indexmundi.com)). The literacy rate is high where



93.9% of the population at the age of 15 and over can read and write. The total school expectancy is 15 years and around 3.8% of GDP (2006) is spent on education. The literacy rate of age 15-24 reaches 98.6% (2008). (Kuwait, indexmundi.com)

According to index mundi a database on country facts: “Kuwait has a geographically small, but wealthy, relatively open economy with crude oil reserves of about 102 billion barrels - more than 6% of world reserves. Petroleum accounts for nearly half of GDP, 95% of export revenues, and 95% of government income. Kuwaiti officials have committed to increasing oil production to 4 million barrels per day by 2020. Budget surpluses have stayed around 30% of GDP, which has led to higher budget expenditures, particularly wage hikes for many public sector employees, as well as increased allotments to Kuwait’s Future Generations Fund. Kuwait has done little to diversify its economy, in part, because of this positive fiscal situation, and, in part, due to the poor business climate and the historically acrimonious relationship between the National Assembly and the executive branch, which has stymied most movement on economic reforms. In 2010, Kuwait passed an economic development plan that pledges to spend up to \$130 billion over five years to diversify the economy away from oil, attract more investment, and boost private sector participation in the economy, though much of these funds have yet to be allocated” (Kuwait, indexmundi.com). The labor force is accounted for 2.38 million, where 60% are non-Kuwaitis (2013 est.) which portrays high dependency on non-locals in the work place. The unemployment rate is 3.4% in general (2011 est.), and 11.3% between the age group of 15-24 (Kuwait, indexmundi.com). The public department is 6.4% of GDP (2013 est.), and an inflation rate of (consumer prices): 2.8% (2013 est.). The rich industries in the country are petroleum, petrochemicals, cement, shipbuilding and repair, water desalination, food processing, and construction materials.

Exports per year is worth \$112 billion (2013 est.), as compared to import \$24.42 billion (2013 est.). Finally, the State of Kuwait provide an employment government support for all Kuwaitis who has graduated from university and joined the labor force as an incentive for Kuwaitization (recruiting locals). The employment support is separate from that of the employees' salaries received directly from companies. Some view that the governmental support is causing financial satisfaction for the youth as they receive double salaries, and may discourage them from aspiring further professional development and career growth. A situation that directly affects human resource practices in the country.

## CHAPTER II

### ACADEMIC COMPONENT

#### **Introduction**

Organizational Development is critical and complicated process that involves high levels of knowledge, research, expertise, and resources combined. It all starts with moving the organization from the present position (point A) to a designated destination (point B). This change process will affect both the organization as a whole, and employees on an individual level. Cummings and Worley define Organization Development as “a system-wide application of behavioral science knowledge to the planned development and reinforcement of organizational strategies, structures, and processes for improving an organization's effectiveness. (Cummings and Worley, 1997, p. 2).

The core purpose of this consultancy project is aligned with the spirit of organizational development. In this spirit, the first step is to diagnose the organization of LOYAC by following a developed organizational module and a systematic approach to assessing the organization's activities and accordingly suggest convenient list of solutions, including a convenient structure. If we consider the diagnosis tools provided by literature, one could find many as will be reviewed below.

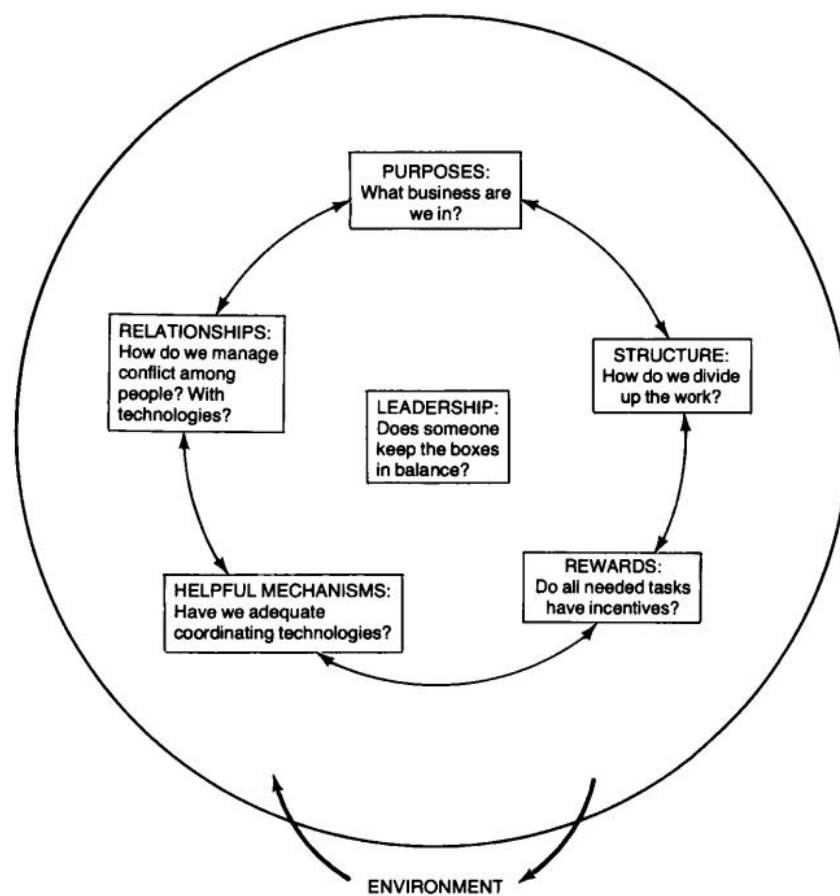
#### **Core Problems and Grounding Them in HRM**

Weisbord's (1976) Six Box Organizational Model is considered one of the solid tools for provide a systematic approach to assessing the organization's activities through six areas: purpose, structure, relationships, rewards, leadership, and helpful mechanisms (Preziosi, 1980). Weisbord states that the role of the leadership box in his

six-box model is to coordinate the remaining five (Burke & Litwin, 1992). According to Weisbord's six box organizational model, "the model provides six labels, under which can be sorted much of the activity, formal and informal, and that takes place in organizations. The labels allow consultants to apply whatever theories they know when doing a diagnosis and to discover new connections between apparently unrelated events" (Weisbord, 1976, p.431). The visual diagram of the model is featured in Figure 1.

Figure 1

*Weisbord's Six Box Organizational Model*



Source: Weisbord, M.R. (1976). "Organizational diagnosis: six places to look for trouble with or without a theory". *Group & Organization Management*, 1(4), 432.

Weisbord (1976) elaborates on two different systems that exist in the organization, the formal and the informal one. Precise diagnosis is required for both formal and informal levels to figure out whether the two are aligned and channeled in ensuring effective performance. In case of nonalignment, therefore a gap would exist between the individual and the organization, creating a discrepancy between “What is” and “what ought to be” (Weisbord, 1976). Another “fit” which the model addresses, is that between the organization and the environment and to what ability the structure support high performance and the ability to change with conditions (Weisbord, 1976).

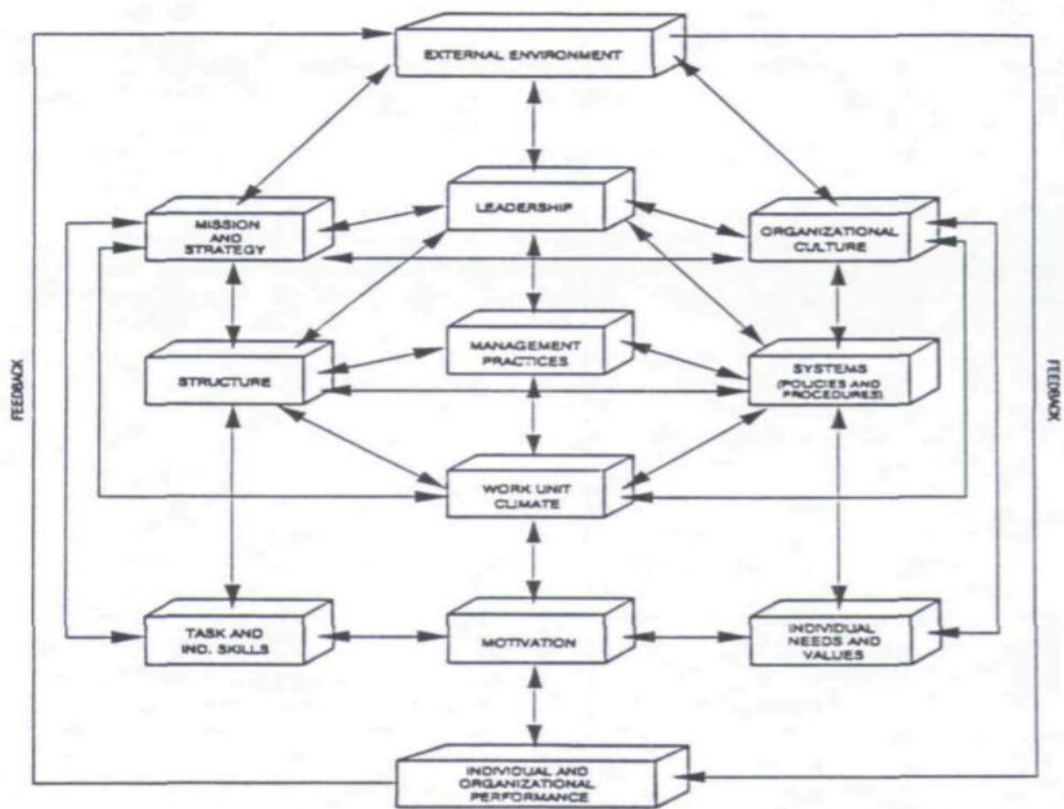
Robert Preziosi built on Weisbord’s model by creating an instrument which he called the Organizational Diagnosis Questionnaire (ODQ). The ODQ is a 35 items (on a scale 1 to 7 likert-scale) that is used to diagnose the organization in the six areas that Weisbord proposed, in addition to a seventh’s are added by Preziosi: “Attitude towards change” (Preziosi, 1980). The ODQ is featured in Appendix III.

A different model than that of Weisbord: “A Causal Model of Organizational Performance and Change” is introduced by Burke and Litwin. This is a model that aims to understand: “First, how organizations function (i.e., what leads to what), and second, how organizations might be deliberately changed” (Burke & Litwin, 1992). The model stems from an input-through-output, with a feedback loop, format. According to Burke and Litwin, especially an overhaul of the company business strategy, the organizational change stems from the environment impact than from any other factor (Burke & Litwin, 1992). The transformational change is affected by transformational variables such as external environment, mission and strategy, leadership, culture, and Individual and organizational performance. The transactional change is related to short term adjustments through exchange among people and groups, and affected by transactional variables such as structure, management practices, systems, task requirements, work

climate, individual tasks/skills/abilities, individual needs and values, motivation, and Individual and organizational performance (Burke & Litwin, 1992). The transformational and transactional variables and the way they are designed to interact, depicts the Individual and organizational performance in relation to the external environment. A visual presentation of the model is presented in Figure 2.

Figure 2

*Birke & Litwin Causal Model of Organizational Performance and Change*



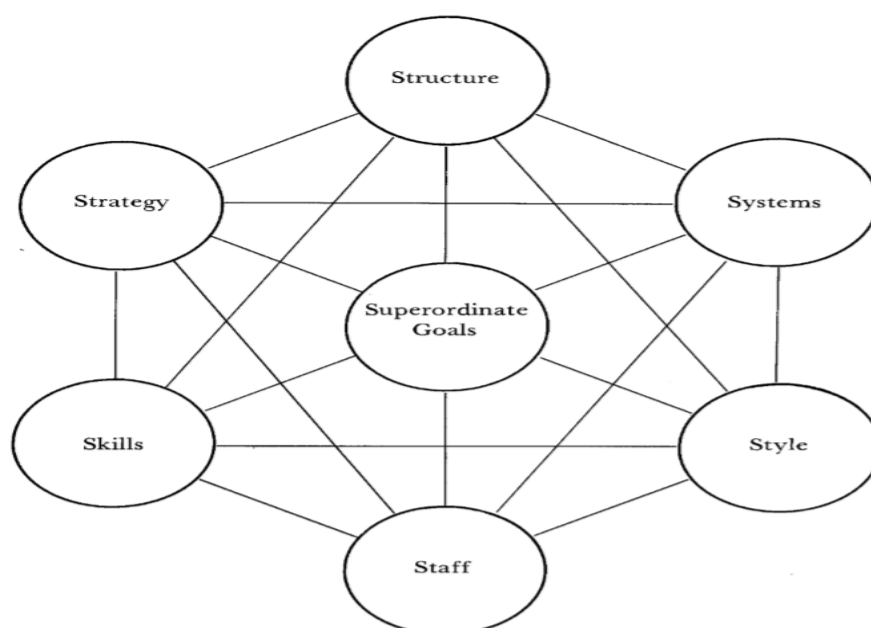
According to Burke & Litwin, “the model serves as a guide for both organizational diagnosis and planned, managed organization change—one that clearly shows cause-and-effect relationships and can be tested empirically” (Burke & Litwin, 1992). This model is considered as an integration of two categories from the world of

organization development: the implementation theory and the change process theory (Burke & Litwin, 1992).

A third model that is known by the Mc-Kinsey 7S Model since it was developed by the consulting company McKinsey and Company in the early 1980s, through the authors Robert Waterman, Thomas Peters and Julien Philips who were working as consultants for McKinsey and Company (Bhatti, 2011). The model lists the seven important categories that managers should take into account in dealing with organizational development: strategy, structure, skills, staff, shared values, systems, and style (Pascale & Athos, 1981). This model gives attention to some soft variables “soft Ss”: shared values, skills, and staff, in comparison to other hard variables "hard Ss” of strategy, structure, and systems (Pascale & Athos, 1981). A visual presentation of the 7S model is presented in Figure 3 below:

Figure 3

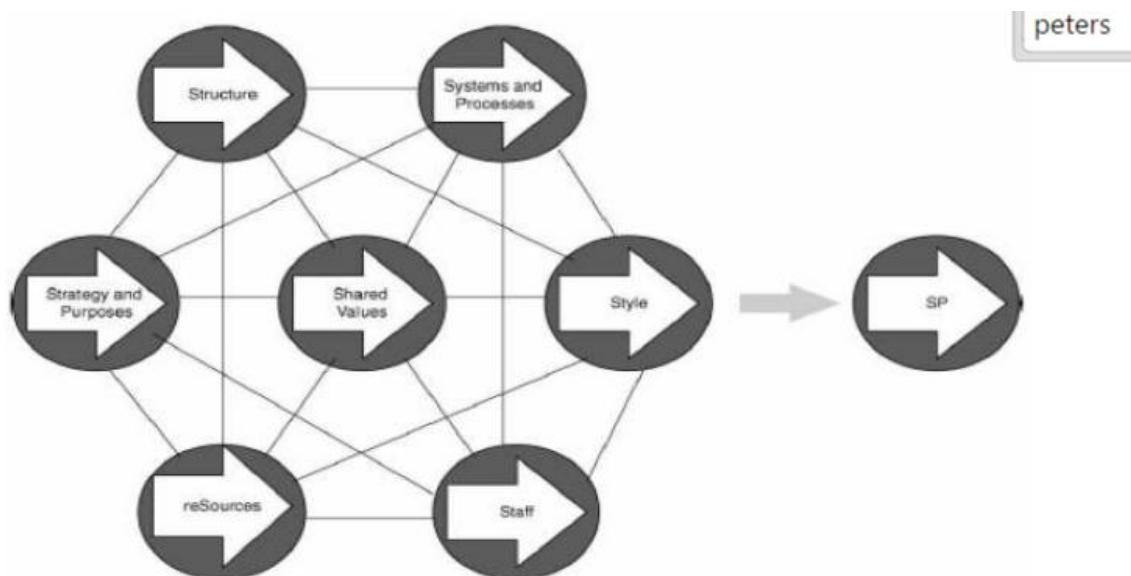
*The Mc-Kinsey 7S Model*



Later in 2015, Higgins built on the 7S model and introduced the 8S model with two main differences: The first is replacing Skills with re-Sources to include all important resources for to executing the strategy such as finance, information, technology, and the time. The second is adding an 8<sup>th</sup> S: Strategic performance is to help focus on achieving the strategy and closure once the objectives are accomplished. The strategic performance variable insures that all other 7Ss are aligned in the same direction (Higgins, 2005). As Higgins explains it: “The underlying principle of the 8 ‘S’s model is that different strategies require different kinds of structures, systems, style, staffing, resources, and shared values to make them work. If there is not a good match among these factors, performance suffers” (Higgins, 2005, p. 13). Figure 4 features the Higgins model.

Figure 4

*Higgin’s 8S Model*



Source: Higgins (2005). *Journal of Change Management* 5, 6.



As you can realize from the different models developed by various authors, although they differ in some details, but the foundation is the same. The table in Figure 5 summarizes how the four modules can be related.

Figure 5

*Tabular Comparison of The Four OD Models: Weisbord’s Six Box Organizational Model, Birke & Litwin, Causal Model Of Organizational Performance And Change, Mc-Kinsey 7S Model, Higgin’s 8S Model*

Weisbord’s six box organizational model	Birke & Litwin Causal Model of Organizational Performance and Change	Mc-Kinsey 7S model	Higgin’s 8S model
Purpose	Mission and Strategy	Strategy Super Ordinate Goals	Strategy Super Ordinate Goals
Structure	Structure	Structure	Structure
Relationships	Leadership Management Practices Work Unit Climate Systems Individual needs and values	Style Staff Systems	Style Staff Systems
Rewards	Motivations Individual needs and values	Systems Staff	Systems Staff re-Sources
Leadership	Tasks and roles Leadership Organizational Culture Management Practices	Style Staff Skills	Style Staff re-Sources Strategic performance
Helpful Mechanisms	Systems	Systems	Systems  re-Sources Strategic Performance

**HRM Research Relevant To the Project**

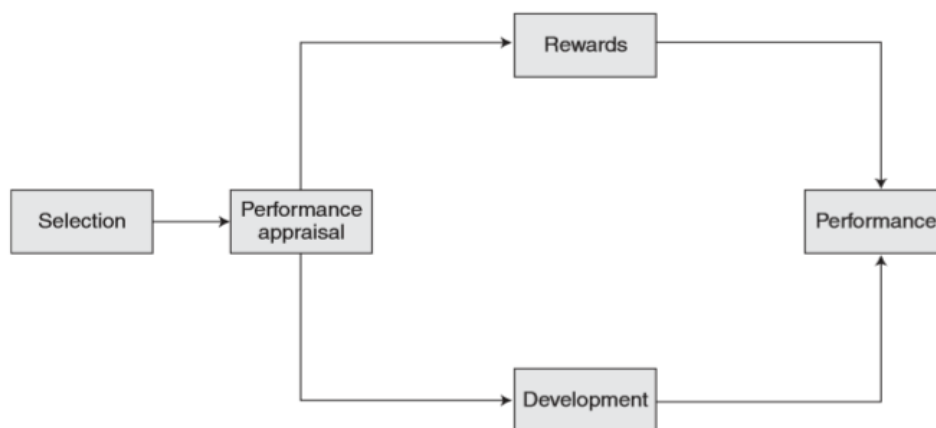
When dealing with “Organizational Development” one cannot but link it to two major areas of HRM: (SHRM) Strategic Human Resource Management and Change Management. SHRM as defined by Michael Armstrong, it is a strategic management

approach to manage the people of an organization who individually and collectively contribute to achieving its objectives (Armstrong, 2010).

Many HRM models have been developed throughout the years all stressing the fact of alignment with the organization strategy. The Matching Model stresses that HR systems and the organizational structure should be aligned with the organizational strategy, and emphasizes the significance of the HR function for achieving the organization mission. (Fombrun, Tichy & Devanna, 1984) This involves four main processes affected in any organization, including selection, appraisal, rewards, and (human) development (Fombrun, Tichy & Devanna, 1984). Some of the limitations of this model, is that it overlooks the human aspect of HRM, and ensures that policies and practices are matched to business strategy at formulation stage.

Figure 6

*The Human Resource Cycle*



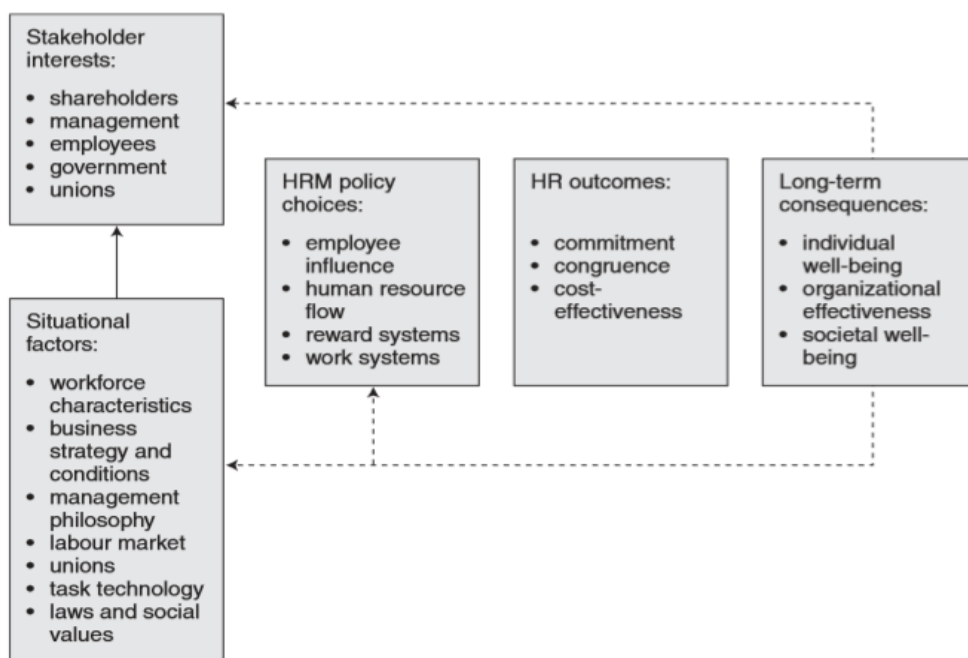
Source: Fombrun, Tichy and Devanna, 1984

The Harvard Model, pays attention to “human” aspect of HRM and more concerned with employer – employee relationship. As Beer *et al.* explains, we need to

manage people with a longer-term perspective in mind and consider them as potential assets rather than merely a variable cost’ (Beer, Spector, Lawrence, Quinn Mills & Walton, 1984). It regards people as the single most important asset and emphasizes employee needs and societal well-being. The model highlights that the HRM doesn’t only belong to HR department but also involves the line managers in ensuring alignment of competitive strategy and personnel policies, and involves personnel in developing and implementing policies that govern their activities. Such HRM direction conceives series of policy choices covering (a) HR work flows such as selection and appraisal, and development, (b) reward systems, (c) work systems, and (d) employee influence. The outcomes of these policies are commitment, competence, congruence and cost effectiveness.

Figure 7

*The Harvard Framework for Human Resource Management*



Source: Beer, M., Spector, B., Lawrence, P., Quinn Mills, D. & Walton, R. (1984). *Managing Human Assets*. New York: Free Press.

Another model is the 5P model, which combines various HR activities with strategic need – philosophy, policies, programmes, practices and processes (Schuler, 1992). Schuler explains that HR policies must be coherent and HR practices should be continuously updated, accepted and used by the managers and employees as part of their everyday work (Budhwar & Debrah, 2001). Hendry and Pettigrew developed the contextual model, which creates a linkage between outer environmental and inner organisational context in term of culture, structure, leadership, technology, and business output. Accordingly, organisations may follow different pathways to achieve positive results (Hendry & Pettigrew, 1986).

Regardless of what model we choose, it is obvious that HRM has extended beyond management of HR to include strong connection with corporate strategy, regional integration, and cross cultural management. It is crucial for the senior management of LOYAC to set a strategic direction for LOYAC and organizational priorities in terms of goals and objectives, in alignment with the mission. Accordingly, an HR strategy will be developed to translate the strategic directions into systems that adhere to the organizational needs and translate those systems into policies, procedures and tactics which creates an appropriate culture for the organization.

Since restructuring is one component within a larger MHRM system and which highly affects organizational systems, policies, and procedures, I can see LOYAC's purpose and direction towards youth empowerment highly aligned with Harvard Model discussed earlier. The Harvard model belongs to the 'soft' HRM School as it concentrates its attention on outcomes for people, especially their well-being and organizational commitment. The organization cannot serve the youth of Kuwait if it does not satisfy its own employees (Beer *et al.*, 1984). Employees' relation can be dealt with under four different areas regardless of management style and business scope.

(1) *Employee influence* is the scale and scope of responsibility, authority, and power voluntarily offered to employees from the management. Major consideration in this area is the level of compatibility of interest between the employees and management. (Beer *et al.*, 1984) The Employee Value proposition needs to be defined, as HR speaks for pay and benefits, development, culture and values and community relationship. Employees' engagement and discretionary effort should also be considered and evaluated.

(2) *Human Resources flow* is the flow of people in and out of the organization. Processes of selection and recruitment, performance appraisal, career development, termination of employment, equity and fair treatment, and job security are all relevant to consider. Flow of people is the responsibility of HR officers, as well as the line managers to ensure the organization can meet its strategic directions. (Beer *et al.*, 1984) Organizational core competencies and job-related competencies should direct the processes of selection and recruitment, performance appraisals, and career development.

(3) *Rewards Systems* includes intrinsic and extrinsic rewards and the way the employees are rewarded for their work. Extrinsic rewards are more tangible pays and benefits (salaries, insurance, pension, flexible working hours), while intrinsic are intangible and stems from the work itself (sense of purpose, achievement, self-confidence) (Beer *et al.*, 1984). Performance management should be linked to departmental and individual KPIS, competencies development, and rewards system. To measure performance, we need objectivity; to have objectivity we need meaningful and objective KPIs. These KPIs need to be introduced across the company or organization.

(4) *Work Systems* are the ways in which people, information, activities, and technology are arranged, at all levels of the organization, so that work can be performed efficiently and effectively (Beer *et al.*, 1984). A suitable structure that serves the

mission and strategic directions will require to take in consideration reporting lines, succession planning, grade scales, operating systems and communication channels.

Policies from these four areas must be coherent with each other to be effective, and must satisfy all stakeholders (Beer *et al.*, 1984). It is crucial for the organization to talk in one tone, and walk in one direction, and implements what it believes in. It is equally important for the managing director to own the strategy and enforce it at all occasions.

Beer *et al.* emphasizes that employees are major stakeholders of the enterprise and it is the responsibility of managers to establish systems that promote employee influence (Beer *et al.*, 1984). For example, if one of LOYAC's strategic objectives is to become a key player in creating peace in the Arab world during the coming 5 years, an HR strategy needs to take in consideration this development. This could be done through introducing core organization competencies through its systems on all levels: relationship management, communication, global and cultural effectiveness, and conflict management could be some of the relevant competencies.

On a bigger scale, new programs could be launched to serve this purpose, and thus recruitment for new staff with the appropriate expertise will be required. Setting relevant KPIs for the business units, departments, and involved individuals will ensure the alignment of operations with the new strategic direction. Selection and recruitment will have to consider the required competencies during the process for newly recruited staff, and performance appraisal systems should accommodate key responsibilities in these areas, and thus, employees' needs to be assessed accordingly. Development of such competencies will be planned through training and development programs for existing employees, and career advancement opportunities will be offered for employees taking initiatives towards the set objectives.

In addition to the resources employed (financial and nonfinancial), the suggested structure and systems needs to give room for innovation in existing programs and for developing new programs that raise awareness or create a major change in peace development. International affiliation with peace related organization could be supported, and international projects in disturbed areas might be recognized. The systems need to facilitate such direction as well on the communication, administration and operational levels. Formal and informal communication messaging can reinforce positive behaviors and detain negative ones. Rewards and remuneration plays a role in empowering employees through creating incentives on an intrinsic or extrinsic level.

Figure 8

*Employee Influence*



In this regard, the HR strategy should be aligned with the business strategy set by LOYAC senior management, in using the appropriate approach to connecting

business needs, workflows, and outcomes. HR also plays a role in connecting the interest of the workers with the interest of the organizations. It has to be strategic in order to enhance organizational performance and attain organizational goals.

Finally, Michael Armstrong describes SHRM as holistic and handle the organization as a total system (Armstrong, 2010). It addresses what needs to be done across the organization as a whole instead of isolated programs and techniques, or ad hoc development of HR practices (Armstrong, 2010). This is mainly achieved through bundling, and identifying the appropriate HR practices that could be linked together to become mutually reinforcing (Armstrong, 2010).

Figure 9

*Performance Management and Use of Competencies as an Integrating Forces*

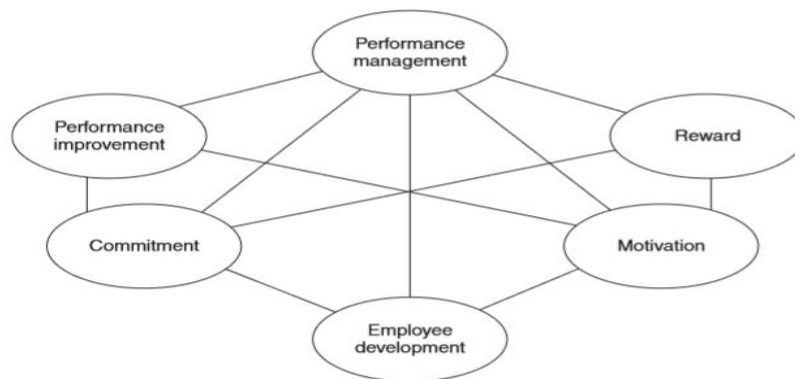


Figure 4.1 Performance management as an integrating force

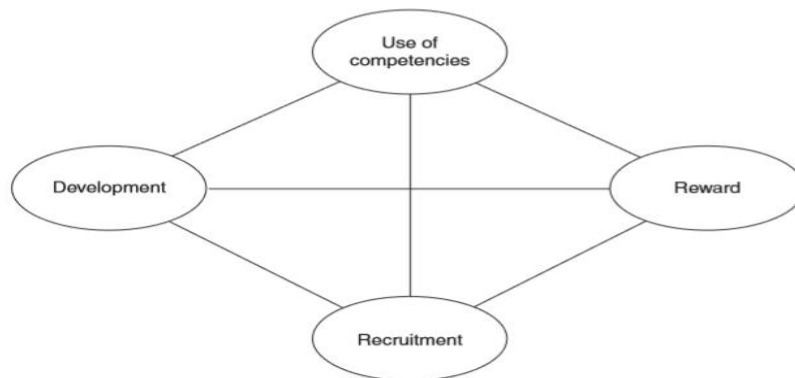


Figure 4.2 Use of competencies as an integrating force



The other area to visit when considering organization transformation is change management.

Organizational transformation is defined by Cummins & Worley (2005) as 'process of radically altering the organization's strategic direction, including fundamental changes in structures, processes and behaviors' (Cummins & Worley, 2005). Such strategies are usually driven by senior management and line management with the support of HR, and are led top to bottom. It also requires the presence of a transformational leader to motivate and direct the change towards long term interests rather than short term (Armstrong, 2010).

The most critical part in managing transformation change is the transition process. In this regards, many models has been created to define the transition process which needs to be considered which tackles more or less similar approaches: The John P. Kotter Model (Kotter, 1995), The Seven C's Model, and "ADKAR" Change Management Model (Hiatt & Creasey, 2003).

(1) *Eight Steps Model*: increase urgency, build the guiding team (assemble a group with enough power to lead the change), get the vision right (develop strategies for achieving that vision), communicate for buy-in, empower action (get rid of obstacles and change systems or structures that undermine the vision), create short term wins (plan performance improvements, and recognize and reward employees involved in the improvements), don't let up, make change stick (Kotter, 1995).

(2) *The Seven C's of Change*: Choose a team, Craft the vision and the path, Create a crisis, Communicate, Consult and empower, Celebrate success, Cement change.

(3) *The ADKAR Model*: Awareness of the need for change, Desire to participate and support the change, Knowledge on how to change, Ability to implement

required skills and behaviors, Reinforcement to sustain change. This module stresses to take in consideration that not everyone changes at the same time (Hiatt & Creasey, 2003).

## **Methodology and Analysis**

### **Sampling, Participants and Procedure**

The consultancy project involved the collection of qualitative and quantitative data at various points in time and from various individuals (via interviews), meetings, qualitative surveys, and quantitative surveys. Raw data were in the form of typed transcriptions of flip charts, online filled forms, and audio recordings. All data was then analyzed using Content Analysis technique (qualitative) (Stemler, 2001), and basic descriptive statistics (quantitative) using SPSS.

(1) *Qualitative analysis based on the following:*

- a. An interview with the Board Members to identify the major issues that needs to be addressed. The total number of participants was 6 out of 7 (85.71%). All of them were females with university degrees.
- b. Open ended questionnaire acquiring the feedback of the Head of Units on Structure, Systems, and Strategy. The total number of participants was 11 out of 16 (68.75%).
- c. Strategic Meeting with the chairperson of the organization and the managing directors of Beirut, Jordan, and Kuwait chapters, along with the necessary executives to revisit the organization's direction, along with its goals and objectives. The total number of participants was 6, 4 females and 2 males. All with university degrees.
- d. Three months of personal observations at the organization with

daily attendance to work and participation in random meetings on many levels collected through daily work diaries.

(2) Quantitative Analysis of a closed ended *questionnaire*: Organizational Diagnosis Questionnaire (ODQ) developed by Preziosi (1980) and based on the Six Box Organizational model by Weisbord (1976) to measure the relationships among six variables. Data was collected from all employees across the organization as part of the regular continuous improvement efforts of the organization. (Appendix III) The survey was submitted to all LOYAC staff where 21 employees out of 23 replied (91.3%).

### **Measures and Analysis Techniques**

My major data analysis during the first phase of the project was exploratory qualitative using an inductive content analysis (Palmquist, Carley & Dale, 1997), where we analyzed verbal and written material from interviews, open-ended questionnaire, strategic retreat and three-month observation, and some emerging themes emerged from it. It gave us close familiarity with what are the different themes without comparing it to a particular framework. Exploratory analysis was used because we wanted to become familiar with the data regardless of any previous framework or preconceptions. Once we became very familiar with the data in this way, we then moved to our second wave of analysis of the same dataset whereby we mapped them to Weisbord's (1976) framework for organizational diagnosis. This therefore constituted phase 2 of the project using a confirmatory qualitative deductive content analysis (Stemler, 2001).

Content Analysis is the technique used to analyze a volume of verbal or printed material through identifying patterns and gaining insight (Palmquist, Carley & Dale, 1997). Thus, the text or set of texts are coded or broken down into manageable categories, on a variety of levels, which could be words, phrases, sentences, or themes and then further analyzed based on conceptual or relational levels. Conceptual analysis

is more concerned with the frequency of concept in a text, while relational analysis goes one step further by examining relationships among concepts (Palmquist, Carley & Dale, 1997). Once words are coded, the text can be analyzed for the relationships among the concepts in term of strength of relationship (two or three are related), sign of a relationship (positively or negatively related), and direction of a relationship. We followed the content analysis technique described by Palmquist, Carley & Dale (1997).

### Results of the Exploratory Content Analysis

#### Results from Interviews: Board Members

The content analysis of the interview transcriptions resulted in series of themes at each of the areas explored. This emergent process provided a number of interesting findings that are summarized below. More specifically, 7 areas were explored (1) Purpose of LOYAC; (2) Services at LOYAC; (3) Organizations Strengths; and (4) Organization Weaknesses. (5) Vision, (6) Suggested Changes, and (7) Possible Obstacles.

Table 1

*Template 1 presents the emerged themes from the interviews with board members*

Purpose	Strategic	Curriculum (what is it that we teach the youth concrete knowledge, skills, and ability)	Self-Exploration Teach youth the value of money Teach the Youth the value of volunteering and giving to community Nurture growth
		Socio-Economic Impact	Direct away from bad path Influence (outcome): Opportunity to mix with diverse others Create Opportunities:

Table 1

“Continued”

		Genesis (Raison-Etre, greater impact, country level, world level)	<p>Positive Reaction to Terrorism: High sense of responsibility</p> <p>To serve the youth of the country and the overall community</p> <p>Lack of a strong Civil Society organization with integrity, honesty and candor</p> <p>Peace as response to religious violence and extremism</p> <p>Create a change in the world</p>
Structure		Various	<p>I didn't think when I created LOYAC with my friends, that this project could grow that fast. (FAS)</p> <p>The actual turnout from the youth was high, this helped LOYAC to survive.(AEE)</p> <p>Board Members (structure)</p>
		Strategic Decisions about Quality of Service	<p>Alignment of Service with the mission</p> <p>Amazing Service Quality in early years going through downward spiral to nowadays; still good though.</p> <p>Quality is being compromised</p> <p>Need to build bridges with other organizations in the field</p>
Services	Quality of Service	Quality of Service to various stakeholders	<p>Service for the youth</p> <p>Good Quality of Programs and Service Delivery</p> <p>Increasing service dimensions is scope and scale: Addressing more needs / reaching more youth</p> <p>Valuable Service Impact/outcome</p> <p>Drawbacks: Weak follow-up with companies/centers on service quality</p> <p>Drawbacks: Un-satisfaction with some programs</p> <p>More Awareness on Programs' Value is needed</p> <p>Service for sponsors and supporters</p> <p>Generally positive feedback on service quality</p> <p>Service needs enhancement and revision</p> <p>Communication, follow up, and engagement problems with sponsors</p> <p>Building relationship with sponsors is highly dependent on the board</p>
			<p>Good relationship and quality of service for the companies we collaborate with</p> <p>Employees: LOYAC offers lots of exposure and experience to its employees</p>

Table 1

“Continued”

		Need to Separate students’ relations from companies’ relations
New Consideration	Aspiration for change	We aspire for better results
		Change is in process
		A need for youth leaders
	Addressing Challenges	Mentality Gap Mentality Gap between board and youth
		Challenges are growing in scale and form
		Direction towards being more professional and systematic
Incapable and incompetent Staff		
	Limited Resources and Employees	
Strengths Strategic	Board and Founders	Harmony, acceptance and love at the board level
		Diversity and composition of the board
		Trustworthiness and integrity of the board
		Engagement and connections of the board
		Strength of the chairperson
		Board engagement and involvement with the employee
	Purpose	The mission, vision, and goals of the organization
	History	Strategic Direction: Vision
		Achievements, accomplishments and impact
		Shifted mentality of the Society
Culture and Values	Caring and dynamic culture	Love and Passion is in the air
		We feel with our employees
	Openness and Inclusiveness to all	Unconventional / Creative approach of work
		Adapting to change
Services	Bridging and forming bonds across sectors	Our doors are open and our energy attracts
		Inclusiveness of all people
	Programs	Listen to the youths
		Social and Communal Partnership
	Support of Partners, Sponsors and Donors	
	Quality of Programs	
	Diversification of programs	
	Existence of a System	
	People	Amazing Staff
		Managed by the Youths
Weaknesses Governance	Management Issues	Appropriate leadership style conflicts with the organizational nature
		Weak Management and Inefficient Decision making
		Micromanagement from the Board
		A Need for Full Time Managing Director

Table 1

“Continued”

		Excess Passion affecting Managerial decisions
		Adoption of a large number of programs
	Unhealthy Organizational Changes	Frequent organizational changes
		Repetitive and Fast Structural change
	Employees Empowerment and Engagement	Unengaged Employees/ Passiveness / no initiatives
		Lack of Employee Orientation, Training, and Mentoring
		Team Building projects
Positioning in the Market	Communication and Messaging	Unclear image of LOYAC’s in the mind of the public
	LOYAC is not attractive as an employer	Inability of attracting/retain qualified youth to lead Youths Mentality (environment)
Inappropriate Structure, Systems, and Procedures	Structure	Centralization (towards the Managing Director)
		High Dependency on Board members and Chairperson
	System	Weak System
		Unclear Job Descriptions
	Procedures and Channels	Lack of Accountability, Responsibility, and Discipline
		Communication Channels
		Departments working in Silos
Human, Financial, and Other Resources	Misallocated/Insufficient Human Capital	Bad Recruitment Process
		Staff: Shortage, and lack of professionalism and competencies
		Discrepancies between operational expansion and limited human capital
	Financial challenges	Operations are not Financially Sustainable
		Sponsorship Relations/Engagement
		Insufficient Financing
	Need for a bigger place and space to host a holistic center	
Vision	Recognition and Impact on the International Level	Renowned Organization for the youth with International recognition and exposure
		Extend Operations regionally and globally
		More growth, and more impact
		Will play a huge role in peace-making on the international level
	Increased Prosperity as a result of solid local and international support and collaborations	More financial support from the private sector
	More financial support from international companies	
	Better Governmental Support	
	More International Collaboration	

Table 1

“Continued”

			LOYAC programs and affiliates becoming financially sustainable	
			Have our own headquarter	
	Steadier Young Kuwaiti Management		Taking steadier Steps	
			Managed by Kuwaiti Youth	
Suggested Changes	Organizational Changes	Human Capital Related	Hire competent and young staff with strategic direction	
			Fill Managerial Gaps and vacant positions	
			More executive staff on the senior and junior level	
			Succession Planning	
			Get a managerial director to arrange the house	
			Organization run by the youth	
			Competent Staff	
			Employees Engagement towards LOYAC strategic direction	
			Organization Structural Level	Transition to Vertical Organizational Structure
			Operational Levels	Departmental Restructuring
Enlarging Resource Pool expanding networking			Programs Related Changes	
			More Media and Marketing Presence	
			Change Headquarter; have a Holistic Center	
			More financial power and sustainability	Become Financially Sustainable
			More Money	
External Factors			More Governmental Support	
			Lack of Money and Funding	
			Location/Center	
Possible Obstacles	Internal Factors	Management Staff	Social and Cultural Norms	
			Fast Decisions	
			Emotions get involved	
			Lack of Organization and Planning	
			Number of Programs (numerous)	

**Results from Qualitative Surveys: Head of Departments**

The content analysis of the qualitative survey resulted in series of themes at each of the areas explored. This emergent process provided a number of interesting



findings that are summarized below. More specifically, 8 areas were explored (1) Services at LOYAC; (2) Departmental Strengths; and (3) Departmental Weaknesses. (4) Suggested Changes, (5) Possible Obstacles/Opportunities, (6) Employee Engagement, (7) Equity, and (8) Audience.

Table 2

*Template 2 presents the emerged themes from the interviews with Head of Departments*

Services	Quality of Services	Quality is good given the limited resources	<p>My subjective opinion is that the over quality is acceptable.</p> <p>Performing excellently given the facilities afforded to us</p> <p>Best quality services within the limited resources (staff, hardware/software &amp; budget).</p> <p>Overall service is of excellent quality</p> <p>V. good quality comparing to current resources and budget limitation</p> <p>Satisfactory. Can do better with more staff.</p> <p>My unit seeks to work with high quality and cooperate with most of the community institutions and centers that serve Kuwait and spread LOYAC's brand in all possible activities.</p> <p>The overall quality is good, after taking the average of each factor's rate, is (7/10) as a quantification value.</p>
		Unique Programs	<p>Programs are unique in the market and ranked high by both job sites and the students.</p> <p>Services provided by our department are both quantitative and qualitative and is highly appreciated.</p>
Addressing Challenges	Unclear System and Processes	Inefficiency and lack of focus	<p>Requests that are off the strategic plan pop-up left and right,</p> <p>Sudden requests occupying the team's focus and derailing the department from its main mission.</p>
		No Adequate Monitoring of any of the programs	<p>Service inconsistent due to staff turnover</p> <p>Highly depends on the individual candidates rather than the standardized process</p> <p>Companies' relations is random and un-centralized</p>

Table 2

“Continued”

Strengths	Caring and dynamic culture	Operations by interns	We operate on an intern system, empowering youth to excel in media content production which is in line with the vision of LOYAC and also reduces cost of hiring permanent employees	
		Flexibility in operations	Ability to change and implement new ideas Flexible depending on tasks' needs	
		Originality and Creativity	We create original audio visual content Creative & resourceful Creative	
		Work with Passion	The production suite team is composed of members who are passionate about production and dedicated to honing their skills to serve the mission and grow as content creators	
	People/Staff	Dedication of employees	As a team we play our role with dedication and hard work to deliver the requested support and services.	
		Diversified skills-set	Different perspectives and qualification.	
		Efficient, Competent, and Responsible Staff		Our Team is very focused, results based and goal oriented.
				Experienced, knowledgeable team with several specialties such as design, marketing knowledge, production, and research & development to name a few.
				Quick learner
				Active
Team Work		Some of them are hard-workers, reliable and have the sense of responsibility "		
		Completing work on time		
Employees Collaboration		Experience of the staff (knowledge of flaws and problems, relationships with companies)		
		Development in the team in particular		
		Each team member has his/her own strength points		
		Fair team spirit and enthusiasm		
Building on past accomplishments (History)	Well Established Programs Good Reputation and Affiliations		The departments are a cooperative team and we achieve the work on time and we always cooperate with other departments.	
			Patience and understanding which each team member has it.	
			Our team in particular has a friendly attitude, cooperative, and not hesitant to perform any task assigned.	
		Joint collaboration departmental staff Supportive.		
		Well-established programs in terms of systematization of the whole process line		
		Affiliations with international universities/companies		

Table 2

“Continued”

		Strong reputation of the programs in the market.
	Asset and Knowledge Ownership	We own our own production equipment which reduces production costs. Our products are developed, produced and edited in house.
	Incompetent staff	Major decisions are taken by not experienced nor qualified new managers Not enough qualified and creative team members English language need to improvement.
Human Resources Related	Unclear roles and responsibilities	Roles distribution. Some tasks are being handled by and distributed to multiple staff, which leads to dispersion of energy and unspecialized individuals. Duplication's in work designations, no proper job descriptions.
	Staff Shortage	Lack of admin support for the production suite, ideally, there would be one more permanent full time hire. Limited resources in terms of Staff and lack exposure to the latest technologies.
Weaknesses (Obstacles)	Lack of Quality Control	Lack of dedicated (monitoring and evaluation) M&E staff to assess our programs and provide constructive reports. Lack of customer care team to satisfy all the people who left any of our programs with bad experiences.
	Supportive Units Related	Lack of dedicated direct marketing staff to promote our programs among the diverse segments of society.
	Deficiency in Marketing	There is low marketing for my work and my team. There is no propaganda and media support like pamphlets to be distributed to the public. Lack of publications needed by my unit Lack of Media material to be shared by the department in foreign activities"
Inappropriate Structure, Systems, and Procedures	Inefficiency / Working in Silos	Having to deal daily with a somewhat lost body of employees who operate as separate units is quite time consuming and takes away much of our energy and perhaps slightly slows us down from achieving our goals.
	Lack of Cooperation and collaboration between departments	No cooperation from other Depts. Lack of cooperation between the departments in an orderly and quick manner.

Table 2

“Continued”

	Lack of appropriate structure	Lack of proper department structure which hinders in proper communication, reporting of tasks/responsibility. Lack of department structure stability	
	Deficiency in the system	Lack of policies and procedures in the organization. Bureaucracy	
Governance	Board/Deficiency in strategy	The lack of commitment from the board to sticking to the strategy set and having all those working in LOYAC base their strategies on what they see fit rather than what really works for LOYAC. Reflect in the decisions	
	Leadership Issues	Lack of one leader Lack of decision making authority and last moment orders	
	Inappropriate Decision Making	Sudden changes by the members in program without doing market research or knowing the positive/negative impact of the decision taken.	
Financial and Other Resources	Poor Financial Management and Planning	Poor financial management of LOYAC funds which in turn exhaust the fund raising committee to keep running around to find income just to pay salaries. (Major Flaw) Just looking at LOYAC Income vs. Expenditure sheet brings tears to my eyes. "	
	Equipment Shortage	Lack of specific equipment and items that can facilitate our jobs	
	Financial Shortage	Budget limitation while planning programs	
Possible Obstacles / Opportunities	External Factors (hinders)	Increasing Competitive Programs	Haykala is a governmental program that creates internships opportunities and is funded by the government. Many competitors in Kuwait market Many companies who were targeted and part of our programs got e inspired by us and started their own programs which is similar to us
		Privatization	Hindrance: increase in competitor in market as some company's started their own internship programs. Private sector restrict to hire only nationals.
	Communication and Marketing (hinders)	Need to expand Target Market	Right now, it feels like we are always speaking to the same exact audience of 15,000 people.
Weakness in branding and messaging		A lack of firm branding and marketing guidelines over the years lead to a confused media message to the public	

Table 2

“Continued”

	Not enough marketing and media Outreach	Not enough media outlets to support our products, online & broadcasting mediums. If we had more distributors of our products we could increase our output. Intensive Marketing campaigns are needed to focus generally on LOYAC role in empowering the youth, and particularly on the different programs.
	Departmental Collaboration	Hindrance is internal it stops my department from generating LOYAC beneficial collaborations
	Lack of organization structure	Lack of organization structure stability in general which affect decisions related to important projects.
	Unstable//Predictable Decision Making	Continuous changeable decisions.
Organizational Factors (hinders)	Unsatisfied Staff	Disappointed team members because of huge lack in career development, appreciation and promotions in our department in particular.
	Lack of Training and development	Organization doesn't work on improving team skills through regular professional trainings such as other organizations in Kuwait.
	Lack of Finances	Lack of sponsorship agreement between companies and LOYAC
Suggested Change	Training and Development	Training
	Rewards and Compensations	Promotions/ incentive based on work accomplishments
	Hire more Competent Kuwaitis	I would increase the number of Kuwaiti youth in our department. Hire highly competent Kuwaiti youth
		Refreshing the current set of staff by filtering out the passive ones.
		I would hire/fire certain people in order to improve organizational structure.
	Evaluate Human Capital / Hire and Fire Staff	Evaluate and remove all unnecessary staff and replace them with a qualified few who would report directly to a professional general manager
	Management and Leadership	Chairperson / Managing Director Management Style

Table 2

“Continued”

		I would also ask the chairperson to step aside and trust the team she hired without interfering and making her team feel of less value because they haven't
	Better Strategy	Create future work plan for all Depts.
Productivity and Accountability	Accountability	Accountability of tasks Physical checking of fixed assets inventory per department.
	Increase Productivity	More productively from employees by adding more duties & responsibilities. (job descriptions)
	Policies and Procedures	Standard policies and procedure
Structure, Systems, Processes, Policies and Procedures	Structure	Structure applicable to all Management for structure stability
	Processes and Systems	Monthly payroll should be prepared from HR and prepare the salary sheet and forward to accounts department to process the salary. Foster collaboration between departments and Units
	Equity	Opportunities based on education and years of experience in the field
Audience	Companies which provide seats	Public/private sector is our audience. Job site companies
	Sponsors	Our external clients are DOW. Partners Donors
	Companies /Organizations	Service Providers Suppliers
		Educational institutes Universities Colleges Schools
		Social Centers Volunteering services
		Interns Clients & Audience: 16 to 35yr old Arab youth (mostly Kuwaitis).
Individuals	Youth (16 to 35)	The Kuwaiti and Arab public (youth and public/private sector) is our audience. We aspire to satisfy the external market first our target market the youth, by sending a clear consistent message.
		Students
		Parents
		Children
		Alumni
	Donors	Student completed the program

Table 2

“Continued”

	LOYAC Programs	Our internal clients are the existing programs
		Internally we cater to all program leaders and affiliates to a certain extent
		Departments of LOYAC.
		We have only internal departments as our clients and we aspire to satisfy the needs of them first.
Internal Clients	LOYAC Departments	We also aspire to cater to different internal needs if they fall in line with LOYAC's mission and vision
		o Communication Dept. with all related units
		IT Dept.
		Accounts Dept.
		Events Management Dept.
		Training Dept.
	LOYAC Affiliates	Affiliates to a certain extent
	Periodically	Periodically with the financial positions and program running cost - expenses and comparison with budget.
	Bi Weekly	2 weeks via email
	Weekly or so	I do go to Mona Kalouti or Fareah ALSakkaf about three times a month for advice on specific cases.
		If there is no such emergency we do normally in touch with our managers through dashboards / email weekly.
	Daily	On the daily, she is my mother.
Reporting		I report to the chairperson, my reporting is on a need be basis,
	Need Base	Whenever I have a situation whereby I need the assistance of my manager I would send an email or request a meeting, but I have reduced my attempts of doing so, simply because half the time, my emails would either go unanswered and the meetings with her would take too long as she veers off topic.
	Frequency	Some-times directly (need based)
	Types of reporting	Through hard copy or soft copy
		Through dashboard now
	By Writing	Emails

Table 2

“Continued”

		In Person	Some-times directly (need based) Meetings
		Both Writing and Person	Regular meetings and reports
		No Manager	Currently there isn't one manager for the whole department. I do not have a manager per se
Special Cases		Negative Experiences	I have reduced my attempts of doing so, simply because half the time, my emails would either go unanswered and the meetings with her would take too long as she veers off topic
	No (9%)		No at all. I'm not convinced with my current job title comparing to my qualifications and experience. As mentioned earlier, I'm suffering a huge lack in management stability, career development, appreciation and promotions in our department in particular. Especially when racism concepts are applied (Kuwaiti and non-Kuwaiti) on above privileges.
			Unfortunately sometimes we are invisible in their success & accomplishments. " "Sometimes but not always.
			Once. When I passed my 3-month probation period and received a review.
Appreciation	Sometimes (36%)		Yes, not all times. As there isn't direct supervision we cannot expect direct appreciation too. In some cases efforts are appreciated, when they are communicated directly to one board member. But if there isn't reporting or communication to a board member, naturally there wouldn't be appreciation, which sometimes happen. This happens not because the appreciation spirit is not there but mainly because there is not much involvement from the higher management.
	Yes (55%)		Yes, we frequently get thanked special after programs completion Yes. There is a periodical evaluation from the board. Yes, in a way although in a very personal way.
			Yes, the managements always support me and give me push to improve my skills. Yes because I get general support from different members Yes, I feel incredibly lucky, I love it here, I love the people, however I do doubt my own competencies in effectively and efficiently contributing to its daily operation.



Table 2

“Continued”

Recommend the organization	Yes, I would	Friendly and peaceful Environment	I would recommend it however only to people who fit into this culture and know how it can serve their careers. It is a loving and peaceful work environment. "Somehow because of its: Safe working environment
		Flexibility	Generally yes. The HR policies in terms of flexibility of timing and dress are appreciated. Flexible timings
		Salaries	Salaries are also good
		Space for Creativity	YES!! It gives you a space to work creatively even in non-creative fields, the LOYAC family has always been a beautiful one because of the organizational culture instilled by the founders. Yes, the work environment makes the difference. Ability and Willingness to change and implement new ideas
		Good cause: Support employees and youths	Yes, they support the employees and improve their Skills. Yes because they give youths a chance to get experience about the environment of jobs for their beneficial needs. Yes, because the organization is keen on the youth category, and recruiting people with skills.
		Depending on the individual	LOYAC lacks the kind of structure that provides people with a comfortable outlook on their future career.
		Not searching for a career path	
		For specific rational unemotional characters	And there are many emotional people in high positions, and that may take too much energy out of certain people on the long run.

Table 2

“Continued”

		I would only recommend LOYAC for specific individuals that have a certain character profile (rational, emotionally detached, self-motivated, etc). and even them I can't imagine will last for too long.
	No, I wouldn't	Environment "At the moment, I wouldn't, as our internal environment, is demotivating, due despite efforts that are being heavily put to alter the situation, but perhaps such a responsibility should be given to a person with strong managerial skills and power which a visionary leader who is goal oriented, focused, strong and demands respect, would possess, to move us forward in a more focused results based way. Someone who is not afraid to make tough decisions for the sake of the organizations sustainability."
		Instability Instability of management Constant change in structures and turnover
		Management Seemingly ineffective management of finances.
		Rarely, Verbally. Once. When I passed my 3-month probation period and received a review.
	Rarely (45%)	Rarely or Nothing... Before 3 years we used to have regular evaluations and meetings sometimes. But now we are not getting any professional evaluations/feedback.
		Often enough, not through formal mediums, often through informal conversations
Performance Evaluation	Often (55%)	Every month or so Day By Day through thanks letter, E-mail and certificate. After every program i get feedbacks by meeting in person and emails Frequently. Costing and analysis.
		Email Word of appreciation through email.
	In What Way?	Informal not through formal mediums, often through informal conversations
		Formal Review
		Review Verbally

Table 2

*“Continued”*

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Subjective evaluation (not based on KPIs)	we are evaluated by the chairperson directly, although this evaluation does not really reflect how well our team measured, since it is an evaluation based more so on the personal opinion of the chairperson based on specific situations and/or delivery of jobs, rather than previously agreed on and achieved goals and KPIs, which are normally overlooked by the chairperson.
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## CHAPTER III

### CONSULTANCY REPORT

#### **Introduction**

This section of the project includes the interpretation and the final outcome that resulted from the exploratory analysis introduced on the previous section. It also includes the confirmatory qualitative analysis which mapped the results according to Weisbord frame work of organizational diagnosis. Weisbord's (1976) Six Box Organizational Model is considered one of the solid tools for provide a systematic approach to assessing the organization's activities through six areas: purpose, structure, relationships, rewards, leadership, and helpful mechanisms (Preziosi, 1980).

Once we became very familiar with the data from the exploratory analysis, we then mapped these data to Weisbord framework. This exercise is important to LOYAC as it highlights the organization functions from different perspectives and establishes if/how those functions needs to be changed during restructuring. It also highlights how the different elements should work as a whole and in relation with each other.

The final part of this section includes the list of recommendation suggested to fill the gaps taking in consideration the analysis results,

#### **Regional Strategic Meeting**

A regional strategic meeting was organized with representative of LOYAC Chapters from KUWAIT, Jordan, and Lebanon to revise and evaluate the organization's direction, and set strategic goals and objectives that would guide the operations in the coming 3 years (2015-2018).

The meeting included the following LOYAC staff:

- Fareah Al Saqqaf (Chairperson and Managing Director)
- Rami Shishan (Managing Director at LOYAC Jordan)
- Sahar Assaf (Programs Manager at LOYAC Lebanon)
- Nadia Ahmad (Production Suite Manager at LOYAC Kuwait)
- Rabaa Al Hajri (Marketing Manager at LOYAC Kuwait)
- Johnny E-Hage (Consultant on Strategy and Management at LOYAC

Kuwait)

### **Personal Observation**

Three months of personal observations with daily diaries and regular meetings was conducted with staff across the hierarchy which gave me an in-depth understanding on how operations are conducted at LOYAC and some of the areas that needs to be addressed.

### **Interview Participants**

Interviews were conducted with LOYAC Board members (6 out of 7).

Interview questions are listed in Appendix I.

- Fareah Al Saqqaf (Chairperson and Managing Director)
- Mona Al Kalouti (Board Member, in charge of International Department)
- Lara Dardarian (Board Member, in charge of IT Department)
- Fadia Al Marzouq (Board Member, in charge of local programs)
- Fetouh Bahbahani (Board Member)
- Abeer El Essa (Board Member, in charge of Human resources and

accounting and finance department)

### **Qualitative Survey Participants**

A qualitative survey was sent to the Head of Departments to fill online. A total

of 11 out of 12 ended up participating. Survey questions are listed in Appendix II.

### Part 1: Exploratory

This section presents a brief overview of the main findings from the overall project. I have attempted to integrate the results from various points to highlight the strongest components that emerged.

#### Regional Strategic Meeting

- *Revisiting Mission, Vision, Motto and Values*
  - Mission: Empower the youth through unique opportunities to evolve into highly effective humane citizens
  - تمكين الشباب من خلال فرص فريدة ليصبح مواطن انساني فاعل
  - Vision: Enlightened youth for peace and prosperity
  - شباب مستنير من أجل السلام والرخاء
  - Motto: Today is in our hands
  - حاضرننا بايدينا
  - Values: Love, Peace, Contribution, Commitment, Empowerment, Awareness, Creativity
  - حب، سلام، مساهمة، التزام، تمكين، وعي، ابداع

- *Regional Goals and Objectives*

- *Strategic Goal (1)*

A holistic youth center that acts as a medium for the youth to grow and reach their full potential.

\*holistic: tapping into the Mind/Body/Soul/and Heart

- *Objectives (1)*

- Create one program/project per year that touches at least two of the growth dimensions: mind, heart, soul, and body of youth.
- Acquire a facility that allows us to expand our programs and reach our goals by end of 2017.
- Evaluate and develop our current programs on annual basis to have a higher outreach and impact.
- Accredite and mainstream our programs by the end of 2016.
- Secure sufficient funding resources to ensure sustainability by end of 2017.
- Attract, qualify, and certify the human resources to implement LOYAC programs by end of 2017

- *Strategic Goal (2)*

Spread LOYAC model and enhance collaboration on the regional level.

- *Objectives (2)*

- Create common infrastructure which facilitates regional collaboration among chapters on the following levels by the end of 2015: Communication, Programs, Administration (IT, HR, Accounting, Database, Policies and Procedures), Fundraising

- Collectively support emerging chapters through shared experiences, resources, and best practices for 3 years from establishment.

- Establish regional projects/programs to be planned and executed annually in collaboration with various chapters. This includes the following programs/projects: Homes, LOYAC Peace Campaign (major event on Peace International Day), Entrepreneurship week, LOYAC Volunteering Day (يوم لويك التطوعي)

(يوم لويك التطوعي)



- Establish LOYAC chapter in Yemen by the end of 2015
- Establish LOYAC chapter in Ramallah by the end of 2016

- *Strategic Goal (3)*

Fundraising approach which sustain and grow on regional and international level

- *Objectives (3)*

- Reactivate LOYAC registration in the United States and open a LOYAC chapter in Houston that connects to multinational programs and companies who supports the Middle East; before the end of 2016.
- Diversify the sponsor's portfolio to include various multinational companies in support of LOYAC international by the end of 2015 (where a sponsor contribution does not exceed 30% from portfolio's fund).
- Create annual fundraising events and income generating projects to be implemented on a local and regional level.
- Receive at least one major international grant per year dedicated to support youth development program and project
- Create a regional committee to set a fundraising strategy before the end of January 2015, and regularly collaborate to ensure effective implementation of plans.

- *Major Discussions*

- Formation of a Communication Department: to handles content management and messaging on the regional level. The communication department contains the following units.
  - Production Unit (Develop Raw Material, photography and videography, Organize and archive LOYAC raw data, work closely

with Marketing and PR to ensure demand is met).

- Marketing Unit (Manage design and print, manage Content of all communication channels, research and development, internal and external branding, work closely with the fundraising committee to prepare sponsorship kits)

- Public Relations Unit (handle relations with prominent customers, media, partners and sponsors)

– Expand regional collaboration on the administration, communication, and fundraising levels:

- International programs and Global Outreach programs will need to account for all chapters in terms of applications and participation.

- Plan projects with clear criteria and timelines, months before project due date to be able to collaborate on a regional level.

- Google drive could be used as a platform to collaborate on projects and programs.

- Have a common infrastructure database which could be slightly tailored for each chapter.

- Have a common website landing pages, linked to local website tailored to each chapter (Lebanon chapter will need to tailor its own website within a period of 6 month). All LOYAC websites needs to follow LOYAC branding guidelines.

- LOYAC online newsletter should cover other chapters' news with more details

– Formation of fundraising committee: from various chapters to put a

fundraising strategy for LOYAC international.

The strategy should tap into multinational and local companies' sponsorship (CSR), International grants and funds, Income generating projects, crowd funding. The Committee meets biweekly every Monday at 3pm (Beirut Time) on the 1<sup>st</sup> and 3<sup>rd</sup> week of each month.

### **Personal Observations (3 Months)**

#### *Brief*

The first interesting fact you read on LOYAC website, is the story behind the foundation of LOYAC: "LOTHAN Youth Achievement Center" (LOYAC) was founded by a group of committed women in Kuwait as a proactive response to the violence that shook the world in September 11, 2001" ([www.loyac.org](http://www.loyac.org)). The seven founding members of LOYAC were intrigued to find an alternative space for the youth of Kuwait which provided peace, love, confidence, care, and opportunities as a response to the violence and destruction in the world. "They recognized that youth can be led towards peace by providing them with opportunities for personal growth, experiencing the joy of service and developing their professional skills through on job training internships that builds self- confidence" ([www.loyac.org](http://www.loyac.org)).

Since its inception in 2001, the organization grew from 7 founders, two programs, tenth of volunteers, an operational budget close to 150,000 USD, a few volunteers, and a local outreach of nearly 400 young men and women, to an organization with more than 30 full time employees, 100 volunteers, 18 programs on the local and international levels, an operating budget close to 2,800,000 USD, and a local outreach of nearly 2000 young men and women.

LOYAC programs are directed into two main routes: Personal and Professional Development, and Community Outreach. The programs are designed to support the

youth of Kuwait in developing their skills and talents and finding their sense of purpose in life. The target audience has been widened from the age of 16-30 years, to include programs for children starting from the age of 6 years old. Also, the boundaries of operations were widened from Kuwait to reach the youth across many countries in the Arab world through Chapters in Jordan (2008), Lebanon (2009) and Yemen (2015).

### **Organization Profile**

The LOYAC model is built on two pillars: the personal and professional development, and community outreach. It is a nonprofit organization targeting all the youth of Kuwait starting from the age of 6 years to 28 years old, regardless of nationality, religion, color, race, or ethnicity. Since the organization is mainly supported by businesses and institutions that believes in LOYAC's mission, all the program are offered for free or highly subsidized by LOYAC ([www.loyac.org](http://www.loyac.org)).

Their mission statement, vision, and goals as mentioned on their website are as follows:

#### *Mission*

“We Strive To Provide the Youth with Unique Opportunities to Help Them Evolve Into Highly Effective Young Leaders" ([Www.Loyac.Org](http://Www.Loyac.Org)).

#### *Our Vision & Goals*

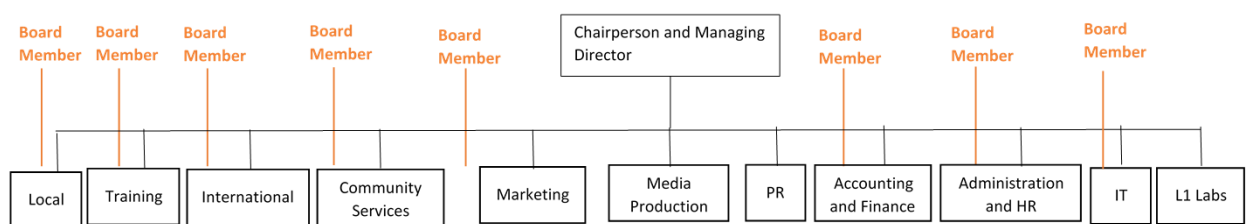
“We Envision the Arab Youth Leading Their Communities towards Peace And Prosperity” ([Www.Loyac.Org](http://Www.Loyac.Org)).

#### *Our Goals*

- “Peace is our prime awareness message
- Professional competence of youth
- Help youth find their sense of purpose
- Empowering youth to unleash their creativity

- Promote drama and performing arts
- Physical wellbeing of the youth
- Local and worldwide partnerships
- Most reputable and recognized youth organization worldwide
- Distinguished research center for youth related issues
- Fully integrated headquarter” ([www.loyac.org](http://www.loyac.org))

**Current Organizational Structure**



**Challenges to be Addresses**

*Horizontal Organization*

LOYAC current structure is a flat organization with no middle management between staff and executives. Such structure is most effective for small organizations, but as organizations starts to grow and expand, flat structure starts to affect productivity.

In addition to that, a flat structure could cause conflicts with people who expects clear career path and promotion, which may not be available within such an organization.

On the management level, the involvement and attention of the Managing Director is distributed and spread across the organization which reduces the attention provided to each unit/department, and could sometimes reach to absence of management for some units.

- *More than one reporting line*

Having more than one reporting line causes duplication of efforts for the

employees to report to both the board and managing director, as well as it opens the room for conflict and confusion when the board member and managing director have different opinions or perspectives on some matters.

- *Head's dependency on the board*

On another level, giving the board member the responsibility of a department/unit will reduce the development of the head of departments in decision making and management areas. Performance evaluation wouldn't be effective, as major decisions will be cleared by the board before being implemented; thus, employees' effectiveness in decision making will be highly related to the board's capabilities in that area.

- *Board Inefficiency on the Strategic Level:*

Involvement of the board members in the management process causes many problems. As the board gets involved in the micro-management process and follows up on the details of how to do the work of the organization, the organization loses a critical element on the strategic level. The board should not do the work of the association, but must assure that this work is done and govern on a strategic level.

- *Operation in silos - lack of collaboration*

Involvement of various board members in departmental management on the junior level will result in lack of collaboration between departments and cause each department to operate by its own. Having a board member involved, will give legitimacy to the heads/employees to execute decision without sharing with other departments, or consider the decision's effect on the organization as a whole. This will lead to inefficiency on the organizational knowledge area.

- *Centralization*

The horizontal structure and board involvement in daily operations results in centralization, where the activities of the organization, particularly those with decision-

making power, are kept restricted to the Managing Director and Board Members.

- *Undeveloped HR Department*

*Unclear Job Descriptions:* A newly underdeveloped human department exists with limited experience and capacity, only formed after the organization started expanding. Throughout the years, employees were recruited without clear job descriptions containing specific roles and responsibilities. Thus, responsibilities were easily shifted among staff

*Unbalanced Salary Scale:* As job descriptions were not clear, the salaries didn't reflect the roles and responsibilities each individual handles. Salaries distribution is based on the subjective opinions of the board and chairperson, instead of job need and analysis. In some occasions, the salary was also based on employee qualification alone or years of service in the institution.

*Confidentiality:* Employees' confidential information is highly shared across employees including salaries, rewards, and benefits. This opens the room to employee frustrations resulting from comparison between each other, especially in the absence of an objective and consistent HR system.

*Unclear Evaluation and Performance systems:* As job descriptions are not available, the evaluation and performance appraisal are subjective based on Chairperson and board's opinion towards the candidates. Departmental and individual KPIs are not clearly set to be monitored and evaluated on a periodic level. Various factors could affect the judgment of the Managing Director and the Board, and which could be misleading: this includes regular attendance and working long hours (regardless of productivity), positive results during the period preceding evaluation (rather than long-year performance evaluation).

*Compensation:* Unavailable compensation strategy for the organization,

leading to reward distribution (mainly financially) in an unorganized/unjustified manner, leading to unbalanced salary scale. It is true that some individuals are motivated by the KD sign, but there are other factors that could foster performance culture.

*Training and Development/Succession Plan (Organization need, performance appraisal, roles and responsibilities):* The horizontal structure makes it extremely limited for the employees to move along the ladder. Many employees who has been serving the institution for long years feels stuck and unable to grow. Accordingly, no succession planning is available; and if employees are offered any training and development programs, they are not channeled towards employees' growth and their advancement through the organization structure.

*Lack of core competencies:* Since competencies (core and job-specific) are not utilized in the recruitment process, some employees lack the necessary competencies to completing the jobs assigned to them. From one side, this affects productivity and performance, but from another side it opens the floor for Training and Development once an appropriate HR strategy is set.

*Organizational Systems, Policies, Processes, and Procedures:* Systems, policies, and procedures are not available to support the organization's operations. If available they are not widely communicated and accessible to employees. All three are necessary for you to creating system and to completing task. Development of Organizational / departmental systems, policies, processes and procedures will ease and organization communication among departments.

*Organizational Culture:* Even-though clearly stated in the formal speeches and videos produced by the organization, the work culture at LOYAC is not strongly aligned with the values that the organization was created on. This is obvious through the



relationship and engagement of the employees. Part of that may be due to the lack of communication of the values and enforcing them across the organizational formal and informal systems and channels.

*External Communication Channels:* LOYAC communication heavily relies on the online channels with limited dependency on the offline networks. The target audience is not segmented into categories and addressed separately with customized strategies; thus one “campaign fits all” is being implements. On the companies’ relations level, the communication is not centralized to one entity, which results in ongoing confusion between board and employees, and produces unexpected miscommunication.

Table 3

*Interviews with BOD and Head of Departments*

	<b>Interviews with BOD</b>	<b>Interviews with Head of departments</b>
<b>Purpose</b>	<b>X</b>	<b>X</b>
<b>Services</b>	<b>X</b>	<b>X</b>
<b>Strength</b>	<b>X</b>	<b>X</b>
<b>Weaknesses</b>	<b>X</b>	<b>X</b>
<b>Suggested Changes</b>	<b>X</b>	<b>X</b>
<b>Possible Obstacles/Opportunities</b>	<b>X</b>	<b>X</b>
<b>Vision</b>	<b>X</b>	
<b>Equity</b>	<b>X</b>	<b>X</b>
<b>Employees Engagement</b>		<b>X</b>
<b>Audiences</b>		<b>X</b>

**Interviews with Board**

The content analysis of the interview transcriptions resulted in series of themes at each of the areas explored. This emergent process provided a number of interesting findings that are summarized below. More specifically, 7 areas were explored (1)

Purpose of LOYAC; (2) Services at LOYAC; (3) Organizations Strengths; and (4) Organization Weaknesses. (5) Vision, (6) Suggested Changes, (7) Possible Obstacles.

#### *Purpose of LOYAC*

The board responses could be categorized into three main categories.

On a strategic level, LOYAC was established to provide a curriculum of program aimed from self-exploration, nurturing growth for the youth with an educational mission to teach the youth the value of volunteering and giving back to the community.

It started as a positive reaction to violence and terrorism, aimed to serve the youth in directing them towards peaceful paths. The lack of honest civil society that operates with integrity was a major drive for establishment to create a change in country and region through creating personal and professional opportunities for the youth that to grow and mix with the diverse other.

The turnout was big and fast which created the need to match the growth on a structural level.

#### *Services at LOYAC*

The board agrees that the program service is aligned with the organization mission, and quality offered is good but is being compromised in recent years due to organizational growth. The service offered to the youth is rated better than that to the sponsors, supporters, and companies; thus, some enhancements need to be provided for both.

A positive willingness for change is common among the board to lead to better results, attract young and competent leaders to run the organizations in a more systematic way. This is a process that needs to be planned and considered carefully amidst the limited resources at the organizations.

### **Organizations Strengths**

The strengths at LOYAC as described by the board comes from the harmony, diversity, trustworthiness, and engagement of the board, in addition to the strength of the chairperson. Add to this the rich history of the organization that is filled with achievements and accomplishments since inception. The mission and vision of the organization the commitment to its noble is another major strength.

Another positive attribute in this area is the caring and dynamic culture at the organization that is managed by loved and passion, with an open door policy to the youth.

Finally, the quality and diversifications of services offered through programs in addition to the social bonds formed on a local and international level is yet considered some of the key strengths of LOYAC.

### *Organization Weaknesses*

The weaknesses at LOYAC as described by the board comes for the governance and management style being implements with common micromanagement, unstable decision making, frequent organizational changes, lack of employees engagement.

Another weakness relies in positioning of the organization in the mind of the public and youth. Centralization towards the Chairperson and Board members, with unclear structure, systems, policies and procedures are some key weaknesses that need to be addressed.

Finally, the limitation/misallocation of human, financial, and physical resources are elements that pushes the organization backwards and are considered as key to be addressed.

*Vision*

The majority of the board sees LOYAC in the future as getting more recognition and impact on the international level, and plays a major role in peace making. Extension of operations is also expected on the regional and global levels with more financial sustainability and increased prosperity and social support. They also see the organization taking steadier steps in its operations and managed by Kuwaiti youth.

*Suggested Changes*

The suggested changes by the board fall on many levels. Human capital needs to be reassessed and managed in a proper way, with competent and young executives filling the current management gap. Employees need to be engaged and motivated and retained to take the organization forward. On the structural level, a transition from horizontal to vertical structure is needed, with departmental restructuring and programs related changes to ensure efficiency and effectiveness.

Finally more changes are required on the resources level in term of financing and spacing. Financial stability and sustainability is required with a better and bigger headquarter to serve as a holistic center and facilitate operations.

*Possible Obstacles*

The possible obstacles, as seen by the board, are external and internal. On the external level, lack of financing and sponsors' supports are some of the obstacles, in addition to unavailability of an appropriate space that accommodates the organization's aspirations. The social and cultural norms could also serve as a potential obstacle. On the internal level, the mismanagement (portrayed in fast decisions, emotions driven, and lack of organization), staff quality and quantity in some cases could serve as obstacles.

**Results from Qualitative Surveys: Head of Departments**

The content analysis of the qualitative survey resulted in series of themes at

each of the areas explored. This emergent process provided a number of interesting findings that are summarized below. More specifically, 8 areas were explored (1) Services at LOYAC; (2) Departmental Strengths; and (3) Departmental Weaknesses. (4) Suggested Changes, (5) Possible Obstacles/Opportunities, (6) Employee Engagement, (7) Equity, and (8) Audience

#### *Services at LOYAC*

The Head of Departments perceives the quality service offered is good given the limited resources and the management nature of fast changing decisions being implemented on staff. The programs are perceived as unique and attractive to the market. Many challenges have been raised though including inefficiency of operations and lack of focus with deviation from strategic priorities, unclear systems and processes, and addition to absence of quality monitoring.

#### *Departmental Strengths*

The strengths as perceived by Head of Departments relay in the caring and dynamic culture that provides flexibility in operations and foster creativity. Driven by passion with high employee dedication and diversified skill-sets, and supported by interns, are other positive elements at LOYAC. The employees are portrayed as efficient, competent, and responsible with good collaboration effort and team work between them.

Finally, a major strength are the well-established programs, and positive history for the organization full of accomplishments and achievements which resulted in solid affiliation and reputation.

#### *Departmental Weaknesses*

The weaknesses as perceived by the Head of Departments relay in the human resources systems which resulted in recruitment of some incompetent staff, unclear

roles and responsibilities, and shortage in human capital.

Inappropriate structures, systems, and procedures is another key area that is affecting collaboration between departments, and leading inefficiency and operating in silos. The structure has been described as inappropriate, which is causing governance challenges related to management, leadership, and inappropriate decision making.

Some other weaknesses that were raised include deficiency in marketing support and quality assurance and surveillance.

Finally, the limited resources on the financial and facilities also levels raises a red flag.

#### *Suggested Changes*

The Head of Departments suggested changes on many level.

On the HR level, they would hire more competent Kuwaitis to join the organization. They prefer a better system that would take in consideration their career advancement including succession planning and professional training and development, in addition to a revised remuneration system that is linked to performance. A fair system is needed to ensure accountability and responsibility, to filter competent and qualified employees and ensure suitable selection and recruitment.

On the management level, they prefer reporting to one superior with less micromanagement from board and chairperson, and requests having more strategic plans set by senior administration to direct their efforts. Finally, they ask for a solid and suitable with appropriate systems, processes, policies and procedures to ensure equity and transition the organization from being emotion driven to system driven.

#### *Possible Obstacles/Opportunities*

The possible challenges listed by Head of departments are related to increasing competitive programs in the country and privatization efforts in hiring only nationals.

Communication and marketing is another obstacle which is affective LOYAC's branding and messaging. In this regard, expansion of target market is required with appropriate positioning, in addition to limitation in marketing outreach.

Finally, internal obstacles might hinder operations as well, including insufficient collaboration between staff, unsuitable organizational structure, unstable decision making, unsatisfied staff, lack of training and development programs, and limited financing.

#### *Employees Engagement*

Employee engagement can be measured by how much employees are willing to go out of their way to recommend the organization for employments. The answers were divided between yes, no, and depending on the individual. Those answered yes focused on friendly and peaceful environment, flexibility, salaries, creativity, and good cause. Those answered no, focused on the internal environment, management instability and constant change. Finally, those who answered by 'depending on the individual', focused on the level of emotional intelligence required from employees to fit in the organization, and the lack of career path.

#### *Equity*

Equity can be measure by fairly treatment to all employees across the organization. When asked about the performance management, and how often they get feedback from theirs superiors, 45% answered by rarely, and 55% answered by often. The feedback approach different from one to another and included e-mails, informal conversations, formal reviews, and subjective evaluation (not based on KPIs).

#### *Audience*

Audience Served by LOYAC departments are divided companies and organizations, individuals, and other LOYAC departments/affiliates

On the companies and organizations level, audiences are split between companies which provide seats, sponsors, service providers, educational institutions, and social centers.

On the Individual level, the main audiences are the youth between the age of 16 and 35, followed by parents, children, programs alumni, and individual donors.

On the LOYAC departments/affiliates level, the main audience is internal LOYAC programs, departments, and affiliates including LAPA, LOYAC-AC Milan, and Shaheed Park.

**Part 2: Confirmatory**

During the second phase of this project, we linked the results from the exploratory part and connected them to the six box model presented by Marvin Weisbord (1976) aimed for diagnosing organizations. The results of this analysis suggest a number of important findings.

Table 4

Results from the exploratory part in relation to the Weisbord’s six box model

	<b>Personal Observation</b>	<b>Regional Strategic Meeting</b>	<b>Interviews with BOD</b>	<b>Interviews with Head of departments</b>
<b>Purpose</b>	X	X	X	
<b>Structure</b>	X	X	X	X
<b>Relationships</b>	X	X	X	X
<b>Rewards</b>	X		X	X
<b>Leadership</b>	X	X	X	X
<b>Helpful Mechanism</b>	X	X	X	X

**Purpose**

Weisbord (1976) clearly explains the purpose as a sort of psychological



negotiation between “what we have to do (for survival) and what we want to do (for growth, self-expression, idealism, etc.)”. The outcome of this negotiation is called “priorities”.

Those priorities are expected to be effectively translated into programs, projects, products, and services aimed at particular consumers (Weisbord, 1976).

In order to diagnose the Purpose, we need to look at three main elements: Goal Fit, Goal Clarity, and Goal Agreement. According to Weisbord, the definitions of each term are explained below:

- Goal “fit”: Are this organization’s purposes ones that society values and will pay for?
- Goal Clarity: How well articulated are these goals in the formal system, both for producers and consumers?
- Goal Agreement. The informal (process) issue is goal agreement. To what extent do people understand and support the organization’s purposes?
- In LOYAC Kuwait particular situation, and based on the research conducted across the different audiences and channels, we can clearly see that at the “Goal Fit” level:
  - The organizational goals and programs fulfill the needs of the youth in the society. This has been assured through both board and employees and is clear through the organizational fast growth throughout the years.
  - The organization is playing a critical role in the Kuwaiti society in effectively bridging and connecting different organizations from different sectors together, which is a role few organizations are doing with integrity and honesty.
  - The impact of service provided across the past years helped in changing some of the social beliefs and traditions (acceptance), and led the organization to build

credibility, reputation and affiliations on both local and international levels.

On the Goal Clarity level, we can talk about advantages and disadvantages:

On the advantages level, we can see how the LOYAC model and the programs it supports are clearly aligned with the “Raison D’etre” of the organization, translated into the vision, mission, and goals.

This helped to form bonds across the various sectors with organizations (locally and internationally) who believe in LOYAC’s “Raison D’etre”. Finally, the board members emphasize the socio-economic Impact that LOYAC had in Kuwait due to the solid programs and creative approach implemented.

On the disadvantage levels, we can see a totally different picture. A very clear deficiency exists on the communication and orientation level that could be summarized as follows:

- The programs are categorized according to the LOYAC Model, but have different departmental categorization on the operation level which affects both work productivity, and employee engagement with the module.
- Lack of collaboration between programs in the same work nature, as the structure doesn’t facilitate smooth knowledge transfer.
- Weak target audience segmentation, which reflects negatively on diversified messaging, and customized audience engagement.
- Weakness in creating a clear and comprehensive brand image in the mind of the youth, that is reflective to our purpose, mission, vision, and programs.
- Diversification of media channels to reach the right target audience.
- Decentralized responsibilities in building relations with different audience segments.
- The peace element, which is one of the main drive for establishing LOYAC,

is not clearly included in the organization's ongoing messaging.

Other deficiencies also exist, in quality surveillance level across the organization, especially on the program level, in terms of quantity, service quality, and programs' nature.

Finally, some members of the board see that the generation gap is expanding between the board's members and youth mentality.

On the third level, when it comes to "Goal Agreement", we also have advantages and disadvantages. On the advantage levels, the curriculum and programs offered comes back to front, with its alignment with the organization mission. The peace element is clear on the board level with strong attention to the matter. Finally, setting strategic goals on the regional level is an important aspect that LOYAC is recently taking to align operations with strategic direction. As for the disadvantages of "Goal Agreement", a misalignment problems show up on many levels:

- Misalignment between employees applied actions and the organizations values, which affects their engagement towards the organization and their relationships with each other.
- Misalignment between the set strategy and the programs leading to achieving it. This is due so some new programs and projects popping up suddenly without being properly planned and prepared for. This is linked to a problem in decision making.
- Absence of a system which aligns the local strategies to regional ones.

Other disadvantage is not having an attractive culture for young professional human capital. This is portrayed in the lack of engagement of current employees, and inability of retaining qualified talent.

Finally, better internal communication and understanding about the value of

LOYAC mission and vision between employees is needed. Also, better connection to the organization’s values will help creating stronger belief and engagement.

**Structure**

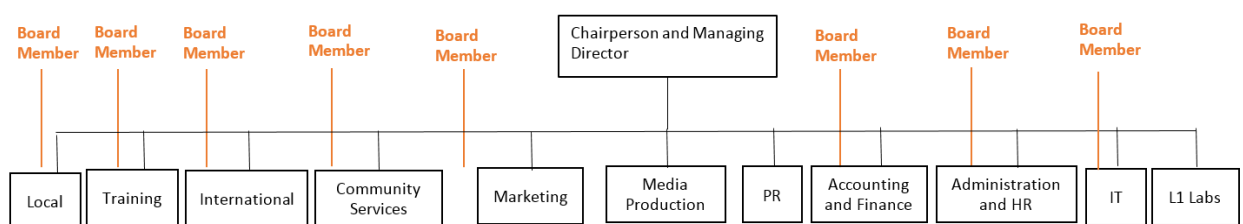
Weisbord (1976) describes the structure as the architecture of the organization, which can be organized according to functions where specialists work together, or by product-program-project where multi skilled teams work together, or as a mixture of both. With each structure comes a bundle of advantages and disadvantages (Weisbord, 1976).

It is important to consider two different factors when it comes to structure:

- The fit between the goal (output) and the structure producing it (formal system),
- Then attend to know how the work is actually divided up and performed and how people use or subvert the organization chart (Weisbord, 1976).

In LOYAC Kuwait, it is clear that we are dealing with a flat horizontal structure where 11 departments/units report directly to the Managing Director and the founding board, with the involvement of the board in daily operation.

**Present Organizational Structure**



According to the research conducted across the different audiences and channels, we can identify several areas which helps us evaluate the fit between the organizational goal and structure being implemented:

- Both board members and employees agree that the structure is not any more

appropriate to deliver the needed outcomes. This is due to the fast growth in the organizational operations and the management limitation the flat organization produces. The current structure is heavily centralized towards the chair person and founding board with more than reporting line, which is leading to weak management from the governing body, and confusion, inefficiency, and instability in decision making.

- Many changes have been implemented on the structural level in previous years, which lead to employees' disengagement, passiveness, and loss of focus.
- One of the main limitations of the horizontal organization is the lack of flexibility in offering career path to the employees, especially those with high performers, as the options become limited for appropriate succession planning.
- A common feeling across different constituents exist towards having a restructuring process towards a more vertical direction, which provides better growth opportunities, and lead the organization towards being more professional and systematic in its operation, especially in the areas of communication, administration, and fundraising (sponsor relations).
- The board emphasizes the need to transition towards having more young executives leading the organization.

On another level, if we look at the work flow and division among staff across the organizational hierarchy, we can notice that there is inefficiency on many levels:

- *Department Level:* Lack of collaboration between departments as they tend to work in silos.
- *Strategic Level:* Programs are being added/changed without proper planning and consideration as a result of inappropriate and clear management strategy.

A major factor to consider is the board involvement in operations and micromanaging employees, which created many gaps, including dependency of staff on

board's decision, lack of autonomy at the head of departments' level, and unengaged employees.

Finally, as the need increases to be more professional and systematic on the board level, we can still see unclear roles and responsibilities between employees and board which is causing many miscommunication and confusion.

### **Relationships**

According to Weisbord, work relationships in an organization come in three types: relationships between people (peers, or boss-subordinate), relationships between units doing different tasks, and relationships between people and their technologies (systems, equipment...) (Weisbord, 1976).

When studying relationships, one should consider how much interdependence is required to get the work done (formal system), the quality of work relationship across the three different types mentioned above, and the mode of conflict management (Weisbord, 1976).

Starting with the required interdependence factor, two situations can apply in this case:

- People need to work together and do not do it well
- People do not need to work together, but try to force collaboration

In LOYAC Kuwait, the main challenges fall into the category of “people needing to work together and do not do it well”.

This is clear on many levels, and the most obvious is the relationship between Chairperson/Board members and the employees which is framed by micromanaging the details of the operation which is building staff's dependency on them and creating a culture that doesn't foster autonomy.

Another factor affecting the quality of relationship is the quality of

management at the organization which could be described as weak and unstable. This is a result of many elements leading to such situation:

- Employees have more than one reporting line to Chairperson and Board members.
- Emotions and passion affecting managerial decisions with lack of consistency and inefficiency.
- Unclear/unavailable mechanisms to glue organization processes together and provides management with solid and timely reports necessary for decision making. This is also caused by lack of strategic orientation and focus, inadequate and unclear goals setting with clear departmental and individual KPIs, and inappropriate reporting and evaluation system.

The strategic planning and implementation was strongly raised by the staff as a main drawback affecting the organization's operation.

The analysis showed clear deficiency in collaboration between departments, where employees from different departments are not collaborating together. Thus, the organization is not functioning as one whole body operating with synergy and efficiency, but as many small units working separately and seeking help whenever necessary. Not having clear systems, processes and procedures created a culture of improvisation and dependency on individual candidates rather than standardized processes.

Other factors affecting interdependence is the weakness of the HR systems, starting with unclear job descriptions with roles and responsibilities for employees, and ending with the performance appraisal systems. This created other problems like sheltering some incompetent staff for certain positions and not evaluating their performance effectively. Insufficient effort to bring employees together and lack of trust

in employees are other factors that were raised and need to be considered.

The analysis also showed some weakness in relationships with stakeholders (sponsors, partners, and companies), mainly in engagement, communication, and follow-up.

On the other hand, the only forced collaboration between people who do not need to work together, is that between the board and employees due to the special role given to the board in operations, and which is deviating it from its strategic dimension.

If we have a close look on the type of relations, we can discuss them on three different levels:

#### *Relationships between Units Doing Different Tasks*

A clear deficiency in collaboration between departments was raised from the board and staff, and was perceived through the personal observation. Departments tend to operate independently without appropriate collaboration and exchange of knowledge and expertise; thus lacking the organizational spirit. This is leading to inefficiency of operations due to different staff doing similar tasks.

The operations are mainly driven by passion and love. This is a sword with double edges. Passion and love are great as long they don't jeopardize productivity and efficiency and keep the staff focused on the strategic direction.

Minor and various deficiencies were raised from the board and staff, which include shortage in employee engagement, deficiency in marketing, and inconsistency in service quality due to employee turnover. The positive feedback on interdepartmental/inter-units collaboration is that the teams are flexible and supportive, and willing to explore new ideas. An effort currently being put to create appropriate channels of collaboration between LOYAC affiliates and chapter; this is considered key for both staff and management, and was clearly mentioned in the regional strategic



direction set.

*Relationships between People and Technologies*

The major challenges in relationships arise in this category. Three major red flags could be raised here to shed the light on core deficiencies in the organizations. The first flag goes to the HR systems and mismanagement in implementing it. Problems related to this area were mentioned from both Board and employees and notice through the personal observation phase. The fact that the HR department was just recently created explains the shortage that exists in this area. Starting with creating clear job description to employees based on job analysis for each position, moving to selection and recruitment according to the job descriptions, and continuing with systematic performance appraisal system in line with the roles and responsibilities to each employee and measured according to a set of Key Performance Indicators (KPI); all the above mentioned are missing from reality and do not follow a systematic approach clear to employees, head of departments, and board. The human capital is limited in number and knowledge to create the needed system to run the organization on that level.

Another weakness at the HR level is a fair and balanced salary scale which provides equity across the organization, with missing confidentiality regarding employees' information concerning salary, performance evaluation, and benefits. This matters feeds directly into not having a compensation strategy and succession plans developed to align the individual growth needs with that of the organization development. The latter was heavily raised by head of departments and staff, as they do not feel any mechanism set for individual growth.

The second flag goes for the organization structure discussed earlier, which is horizontally flat and does not accommodate to employees' growth needs; it also hinders efficient operations and communication between departments.

Finally, the third flag goes for not having appropriate systems in term of policies, processes, and procedures. If any are generated, they are not communicated properly to the constituents to glue the organization together and set an operational standard line for employees. This is linked to another weak spot: weak interdepartmental collaboration. Other challenges and deficiencies that were raised includes: insufficient resources on the human and facilities level, weaknesses inter-chapters/affiliates communication, lack of quality control,

The positive feedback on the relationship between people and technology is the acknowledgement of all parties that change is needed towards expanding the scale and scope of operations, which requires strengthening the foundations to become more professional and systematic, and foster knowledge sharing and collaboration between department, affiliates and chapters. The environment at the organization is still a positive culture and the staffs are willing to adapt and change.

#### *Relationships between People-Peers or Boss-Subordinate*

It is clear on all levels that Boss-Subordinate relationship at LOYAC is suffering. The current structure led to not having a clear “boss” for the organization, and this is a main drawback. In the formal system, the chairperson and managing director is the boss, but in reality the board members are serving for bosses for some departments.

In the formal system, the decision making is centralized towards chairperson, in reality decision making is between chairperson and board members dependent on their responsibilities. This is directly affecting the relationship with employees as many conflicts rises from having different opinions and approaches on the higher level. Micromanagement from the board and chairperson are hindering the operations; a reality being acknowledged by all parties. Lack of autonomy for the head of

departments is causing dependency on chairperson and board.

Many symptoms have been mentioned across board and staff which included lack of accountability, responsibility, and discipline. Continuous and fast unstudied decision making are causing lack of trust, disorientation, and employees disengagement. This is true on the strategy level, operational level, and structural hierarchy level. Lack of appropriate organization process and planning on the strategic and execution level is highly affecting the quality of boss-subordinate relationships.

The head of departments add more elements that need to be tackled and is affecting this relationship between them and Chairperson on one level, and them and the board at another level. This can be summarized by: Setting priorities and sticking to the strategy with short term and long term goals, adjusting the leadership style to fit the organization's need, minimizing fast and unstable decisions with top-down last minutes orders, introduce more accountability, feedback, and timely appraisals in the reporting system. Still in the boss- subordinate relationship, the board acknowledges a generating gap existing between them and the youth, which needs to be filled through recruiting qualified young leaders. At the Peer-Peer level, the board acknowledges the impact of being engaged as a board, and having great harmony among board members with high level of acceptance and love.

To end this section, other elements were seen as both positive/negative at the same time depending on context and level:

- The organization is passion driven: the board feels with the employees, and emotions and love gets involved at some time. This is necessary knowing the nature of the organization, but to certain extent, as excess passion is sometime affecting managerial decisions.

- Staff competency is seen high by some employees, and low by others,

which create different expectations on the quality service being delivered or aspired to be reached. Directions from the chair and board to elevate the competency level on the organization level and build further on the qualified staff is already been acknowledged through the last strategic meeting.

Finally, team collaborations, spirit, and understanding exist on the interdepartmental level, but seem to be weak on the intradepartmental level. Employee engagement in general needs to be addressed as 45 % of Head of Department feel appreciated only from time to time.

When we have a look at the degree of built-in conflict and the way it is managed, we can see that it is mainly managed through “Smoothing” (Reducing differences by pretending there are none. Organize all units the same way whether it helps them do a good job or not) through emotions and passion interference in decisions, and through “Forcing” (Allowing more powerful people to have their way) through enforcing top down decisions on employees when staff sees particular requests are not aligned with the strategic goals and objectives set.

## **Rewards**

Weisbord explains that having a reward system (formal) in no way guarantees that people will feel and act as if they are rewarded (informal) - (Weisbord, 1976). Indeed, according to Weisbord, the chance for growth, responsibility, and achievement is necessary to have a fit between the person and the organization: “The trick is translating reward theory into organizational practice” (Weisbord, 1976, p.440). We are going to discuss rewards based on Maslow’s hierarchy of needs and Herzberg Hygiene/Motivators factors based on 3 key questions:

- What does the organization need to do (fit)?
- What does it pay off for, both actually and psychologically (formal system)?

- What do people feel rewarded or punished for doing (informal system)?
- What does the organization need to do (to create the fit)?

According to the analysis on the research conducted, the organization lacks a salary scale based on a proper job analysis to create equity across employees and in line with market rates.

Many elements in LOYAC affect the basic needs, or Hygiene factors (necessary for morale, but not sufficient for the motivation to carry out creatively the tasks an organization needs to have done) which are still not developed enough to move to the higher motivation needs. Attention needs to be put to adjust the elements that affect the hygiene factors as a priority, before moving to the motivators.

Appropriate and equitable salary scale affects the Physiological needs. Creating clear job descriptions based on job analysis with clear performance appraisal system affects leads to better working conditions, and technical supervision affecting the safety needs. It also feeds into the “Interpersonal and Supervisory Relationships” increasing the belongingness to the organization.

Also, the lack of employee accountability, responsibility, and discipline, in addition to the misallocated human capital widens the safety need gap. While the lack of Employee Orientation, Training, and Mentoring affects the technical supervision, and addresses both safety and belonging needs.

Not having clear systems, policies, processes, and procedures, opens a gap on the physiological and safety needs together.

On the belongingness level, the “Interpersonal and Supervisory Relationships” is mainly affected due to duplication in reporting, operation in silos, and board inefficiency on the strategic level and not sticking to strategic priorities. The lack of autonomy for heads of departments (HOD) and their dependency on the board, affects

the working conditions in feeling less safe and less engaged; thus leading to safety and belongingness gaps. The safety and belongingness needs are strongly affected by the leadership style which frames the working conditions and the interpersonal and supervisory relationships. This includes many elements being raised by the board and HODs related to inefficient decision making, micromanagement from board and chairperson, need for a full time managing director, excess passion and emotions affecting managerial decisions, and centralization.

On the motivator factors level, the organization flat structure restricts opportunities for advancement and talent management which opens a gap on the Esteem and Personal Growth. This is reinforced by repetitive and fast structural changes happening on a continuous level. A positive element helps to close somehow the Esteem need gap, which is the mission, vision, and raison D'etre of the organization, but this can close it to a to certain level and for a certain period of time. Not having appropriate feedback from manager and structure stability opens a belongingness gap due to ineffective interpersonal-supervisory relationships. Flexibility in operations and the passionate environment has been seen by some employees as positive factors that increase the sense of belongingness to the organization.

*What Is the Payoff For, Both Actually and Psychologically (Formal System)?*

LOYAC pays good salaries for its employees. This is a common argument received from many of the board and HODs. Also, on the actual remuneration level, and in addition to salaries, health insurance, mobile allowances are provided with training opportunities to some employees (mainly it all fit in the hygiene factors zone, except from some employees who receives training and benefits from periodical motivation).

On the psychological levels, the employees get paid for:

- Flexibility, creativity, passionate, peaceful and friendly environment

(Hygiene, Belongingness- working conditions)

- Board engagement with employees (Hygiene, Belongingness - Interpersonal and Supervisory relationships)
- Good exposure, reputation, and affiliation for the employees (motivator, Self Esteem - Recognition)

On the other side, the perception from employees towards LOYAC as an employer is that it lacks the kind of structure that provides people with a comfortable outlook on their future career. Thus, they see it as transition stage in their career life.

*What Do People Feel Rewarded or Punished For Doing (Informal System)?*

The reward/punishment culture is based on three main categories:

- Personal Achievement rather than standardized process.
- Responding to Management Requests rather than strategic orientation; this due to the leadership nature (micromanagement and centralization).
- Working with Passion, creativity, and originality.

What is obviously is that LOYAC lacks efficient helpful mechanisms that would bond the organization together and create an equitable systematic infrastructure which sets the grounds for accountability based on measurable outcomes.

### **Leadership**

Weisbord (1976) explains that the task of leadership is scanning the six-box radar and filing the gaps that results from that. He highlights four leadership tasks mentioned by Selznick (1957) which needs to be done well for the organization to work properly:

- Defining Purpose
- Embodying purposes in programs
- Defending institutional integrity

- Ordering internal conflict (Weisbord, 1976).

According to Weisbord (1976), a leader needs to use the available mechanisms to keep the formal and informal systems in balance. As it is difficult to achieve exactly proper balance, it might lead sometimes to be informally leaderless if balance is not achieved properly. When it comes to LOYAC, we visit Selznick four leadership tasks in the analysis:

#### *Defining the Purpose*

- Peace-making was stressed upon though the board interview, and present among LOYAC values, in addition to the formal description available on the organization webpage. The element was not mentioned on the HOD level though.

- Creating opportunities for youth development on the personal and professional levels to serve them and motivate them was mentioned across the board and HOD, in addition to formal communication channels; it was also highlighted in the regional strategic meeting.

- Creating change in local and regional communities is another element being specified on the board level, and during the regional strategic meeting.

Finally, the board members raised the point that this organization was created because of there was a need in the society, and its creation filled that need.

#### *Embodying Purposes in Programs*

It is clear that the programs offered by LOYAC are aligned with the mission and purpose. This is enforced through board members, formal system of operations and communication, and direction set in the strategic meeting. The board and HOD agree that the quality service of programs and services is good, and that the resources are limited. The board aspiration is to become more systematic in operations.

They also both agree that there is a deficiency in the positioning of the



organization and targeting a narrow niche of the audience; thus affecting the organization's image and branding.

Some members of the board raised the need to create changes in some of the programs to make them more focused and not to lose their impact amidst the introduction of new programs.

Finally some members of the board mentioned that there is a need for more harmony between employees, more engagement with the organization purpose, and more awareness and embodiment of the organization values.

#### *Defending Institutional Integrity*

The organization scores high on some levels and low on others. It scores high in serving the youth with opportunities for growth, and delivering according the promise. This is obvious across all levels. Also, it is run by passion and love which could be seen as a sword of double edge. The board's engagement in operation keeps the organization in line with its values. The history of achievements and accomplishments in creating changes in the society and in shifting social paradigms led to the formation of strong ties and affiliations with local and international partners and organizations.

It scores low in attracting and retaining young and qualified youth that would lead and drive the organization. This could be due to many elements affecting such problem, including board and chair micromanagement, weak systems, trusting and empowering employees.

#### *Ordering Internal Conflict*

Internal conflict at LOYAC is driven by many factors that could be summarized below:

- An unhelpful organizational structure which operates with no middle

management, and a flat horizontal hierarchy which gives room to Chairperson and board micromanagement of operations. This leads to departments working in silos without proper communication and collaboration.

- Inappropriate helpful mechanisms in systems, policies, and procedures that glue the operations together and set a standard for interdepartmental communication and work directions. This opens the room for individual improvisation instead of standardized processes.

- Leadership and management styles are perceived inappropriate in relation to the organization nature.

- Aside from duality of reporting/centralization to board and chairperson, and micromanagement, the organization seems to be driven by emotions instead of structured processes.

- Micromanagement not giving the space for youth to commit mistakes and learn.

- Frequent organizational changes are affecting employees' productivity and motivation.

- On another level, lack of strategic planning and transforming those plans into solid and measurable goals, objectives, and tactics keeps the employees in the dark. This in turn gives the room for sudden requests and last minutes orders from the management that would derail the attention and focus of employees.

- Limited physical and financial ability is another factor that might restrains organizational growth, due to ineffective management of finances.

- Lack of accountability is driven from the poor mechanisms that drives operations and contribute to managerial decisions.

- Weak HR system on many levels, including selection and recruitment, performance appraisal, training and development, succession planning, and reward and compensation.
- Unavailability of competent and strategic youth leaders on the senior levels, to fill the generation gap between the board and the youths.
- Other areas were raised which could affect internal conflict, including discrepancy between resources (human, physical and financial) and aspiration for growth, positioning of LOYAC brand in the mind of public, having unqualified staff in some areas, and unengaged staff.

### **Helpful Mechanism**

According to Weisbord (1976), helpful mechanism is the ‘cement that binds an organization together to make it more than a collection of individuals with separate needs’.

Weisbord explains that helpful mechanism works in relation with all other boxes. It is procedures, policies, meetings, systems, committees, bulletin boards, memos, reports, meeting rooms, space, information, and anything else that bonds the organization together.

Weisbord (1976) states that an effective consultancy provides structured procedures and ground rules for diagnosis and action that did not previously exist. The processes are planning, budgeting, control, and measurement (information). As far as LOYAC is concerned, we are going to explore the situation in four areas:

#### *Rational Planning Systems*

As there is a strategic direction to becoming more strategic on the planning level and creating supporting systems and infrastructure which supports this direction, many flaws drive the planning process, and can be summarized as follows:

- Decision making is centralized towards chairperson and board, with limited decisions left to employees at the lower level.
- Emotions and excess passion affects the planning process, rather than an objective and systematic process
- Fast and frequent decisions creates unhealthy environment, and does not attain to strategic priorities.
- Weakness in systems that drives the planning process on the strategic, HR level, and communication levels.

A positive factor is obvious in the programs systems, where across the year the program has been designed in a systematic manner that ensures good quality deliver. Thus, intradepartmental systems might be present at the organization, but the weakness relies on the interdepartmental systems linking the organization together.

#### *Availability of Budgeting*

All agree that the organization is always seeking funds and facing financial challenges. Lack of financial sustainability and proper financial management to strengthen partners and sponsors relationships is needed. This is affecting operation and limiting the organization aspiration for change and growth. Even though there is clear direction to become more financially stable, real effort needs to be put in this area.

#### *Availability of Control System*

Control is driven from organizational policies, and HR systems being implemented in a timely and objective manner. All parties agree that systems, policies, and procedures are not available to support the operations. If available, they are not properly enforced, used, or communicated. Human Resources is a major area to visit here in order to remedy the organization, and consideration needs tackle job descriptions, creating systems for identifying job needs, systems for selection and

recruitment and performance appraisals, and strategies for staff development and compensations.

Control for quality service across organization is also lacking and needed as per Head of departments.

#### *Availability of Measurement System*

Measurement is linked to the criteria set to evaluate performance of the organization and individual. In LOYAC, this is missing on the strategic level of operation, and funneled down to the individual level. Moving from strategy to individual identifies the need of human resources to lead the organization towards its set destinations. Having deficiency on the organizational strategic planning, will affect the measuring performance on the departmental and individual levels; this is related to planning budgeting, and control system explained earlier and the deficiencies they bring with them. Lacking a measurement system leads to staff accountability, responsibility, and discipline with unjustifiable favoritism.

### **Part 3: Recommendations**

It is clear that LOYAC-Kuwait is heading in the right direction, with a mission that is needed in the society. Being a pioneer in its field, it has gained solid reputation and affiliations for the service being delivered throughout the years since inception. However, in recent years, more competitors joined the market and expectation of the society has been elevated. In order to maintain its pioneering role ahead of competitors, the organization needs to work on the following:

#### **Work Strategically**

Work on a strategic level with other chapters to develop regional goals and objectives. Regional goals need to be channeled further to be aligned locally through

goals and objectives for every chapter. Local goals and objectives need to be further divided into measurable deliverables and KPIs per departments, units, programs, and individuals. KPIs need to be evaluated on a regular and periodic base to ensure proper performance.

Furthermore, regional strategies can be used as a guideline to evaluate proper direction for organizational operations, and justify special attention provided to certain areas. It can also serve as a compass to focus decision making, allocate appropriate budgets in relation to the set priorities, and reduce improvised deviation from plans. Since the mission could be achieved in various ways, strategic planning is extremely important to draw the appropriate path the organization has to take.

### **Structure: From Horizontal to Vertical**

My recommendations concerning structure are to move from flat horizontal organization to a more vertical organization with different levels across the hierarchy. The optimal solution is a structure that mixes between function division on a senior level, and programs/projects level on the lower levels. This will provide more in-depth competency and focus on the senior level, and more adaptability, flexibility, team work on the lower levels. The new structure will also create room for succession planning, and increase the opportunities of rewards and promotions for employees. In this perspective, and in order to close the gaps which appeared from the analysis, the new structure requires to tackle many challenges.

Also I would recommend to minimize the centralization towards the chair person and the board. This is solved by creating senior positions to serve as strategic decision makers and reports directly to the Chairperson. The chairperson's role will be highly strategic in reinforcing priorities and representing the LOYAC brand locally and regionally. Once a sound vertical structure is developed and communicated, keep

structure changes to minimal to ensure employees trust and motivation.

The new structure should cater for changes in the following areas:

- *Programs*: The major development in the organizational hierarchy suggested is taking place on the programs level, where the programs needs to be divided according to the LOYAC Model. This will entails splitting the “Personal and Professional Development” and the “Community Outreach” programs into two different departments, and appoint a manager that would lead on each. The two departments will house those programs offered both on the local and international levels, thus increasing the possibility of knowledge and expertise exchange. Programs’ leaders and teams will be formed at the departmental/inter-departmental levels to ensure sufficient resources and skillset for each program.

Members of the board raised the need to create changes in some of the programs to make them more focused and not to lose their impact amidst the introduction of other new programs. Accordingly, the program needs to be reevaluated to ensure suitability to market needs, and high quality delivery. The Summer Program at LOYAC, which is considered the organization’s flagship program, requires assigning a special employee to handle the communication between the organization and companies who provides job seats on a continuous basis throughout the year.

- *Human Resources*: A strong HR Department is another major element required for LOYAC. HR needs to conduct clear job analysis, and develop job descriptions for all new and old positions with clear roles, responsibilities, and competencies (core and job specific). This will help refining each of the selection and recruitment processes, performance appraisals, rewards and recognitions, as well as succession planning. All HR areas are interconnected and a gap in one will affect the other; thus an HR strategy is needed for this organizational change. One important

aspect of this strategy is to establish a clear and fair salary scale that fits the nature of work, and create equity between employees.

- *Advancement Services:* Advancement Services provide the backbone of an organization's Advancement operation. Advancement professionals gather, organize, manage and disseminate information to guide the sound and effective advancement and overall business decisions of not-for-profit organizations. They establish principles, adhere to guidelines and apply technical solutions to minimize risk, and maximize philanthropic investment, in their organizations. Advancement Services professionals protect and advance the missions of their organizations and the interests of those who support these missions.

Functions that are regularly managed by Advancement Services departments include: Database management and reporting, gift and biographical records management, donor relations – donor recognition and stewardships, Prospect development – prospect research and prospect management. Additional functions such as staff training and development, PC/Desktop support, grants management, departmental budgeting, events management, internal and external communications and personnel management may also be included in an organization's Advancement Services operation ([advserv.org](http://advserv.org))

- *Operations:* Effective operational management deals with managing the capacity of people, systems, and know-how to allow the organization operate effectively and efficiently. It involves bridging between the backbone service departments at LOYAC to ensure proper management of assets and facilities, budgeting, purchasing, accounting, and information technology.

- *Quality Assurance:* Create a quality assurance unit to research, study, and generate reports on the quality of service provided to internal and external clients based



on a set criteria. This can be contrasted with quality control, which is focused on process output. The appropriate candidate will manage the quality of operations on an internal and external level in the organization and continue to build a strong performing quality organization with a clear vision and mission in support of growth and global expansion. The Quality assurance unit needs to have autonomy of operations and accessibility to all departments, reporting directly to the Managing Director.

Programs, advancement service, operations, human resource, quality assurance are the five pillars essential for the organization to strengthen its foundation and work strategically to grow in operations. Once the appropriate mechanisms and channels are established to linking them together, the organization will operate in harmony.

Accordingly, five positions are needed on a senior level to direct LOYAC's operations (listed in order of priority):

- *Programs Director*: The Programs Director overview and directs the core operations at LOYAC offered through the LOYAC Model programs. The appropriate candidate will design-plan-direct programs, and coordinate operational activities at the highest level of management with the help of subordinate executives and staff managers. They will handle the programs of an organization to ensure that they are in line with the stated goals of the organization. They will determine and formulate policies and provide overall direction within the guidelines set up by the board.

- *Human Resources Director*: "They are strategic partners, and advocates for the company and for the people who work for the company. They also have the responsibility of dealing with the day-to-day problems and complaints from their employees, employee benefits, payroll, and employee paperwork. They ensure employees' adherence to policies and procedures. They also make sure that programs are consistently administered and aligned with organizational goals, have compliance

with professional standards, and meet state and federal regulatory requirements and laws. Director of Human Resources also oversee staff operations, business planning and budget development of HR programs. They also plan, direct, and manage all human resource initiatives, such as recruitment, compensation, benefits, training, and employee relations of an organization. They are in charge of hiring, training, coaching, salary and benefits, team building, and leadership” (payscale.net).

- *Director of Advancement Services:* Provides leadership and strategic design for fundraising and sponsorship programs at LOYAC. He/she will have management responsibility for fundraising support programs and staff, including strategic/campaign planning, management reporting and metrics, business operations and budget, annual giving, donor stewardship and acknowledgements, events management, prospect research, advancement communications, fundraising organization management, major gift needs and naming opportunities, and others.

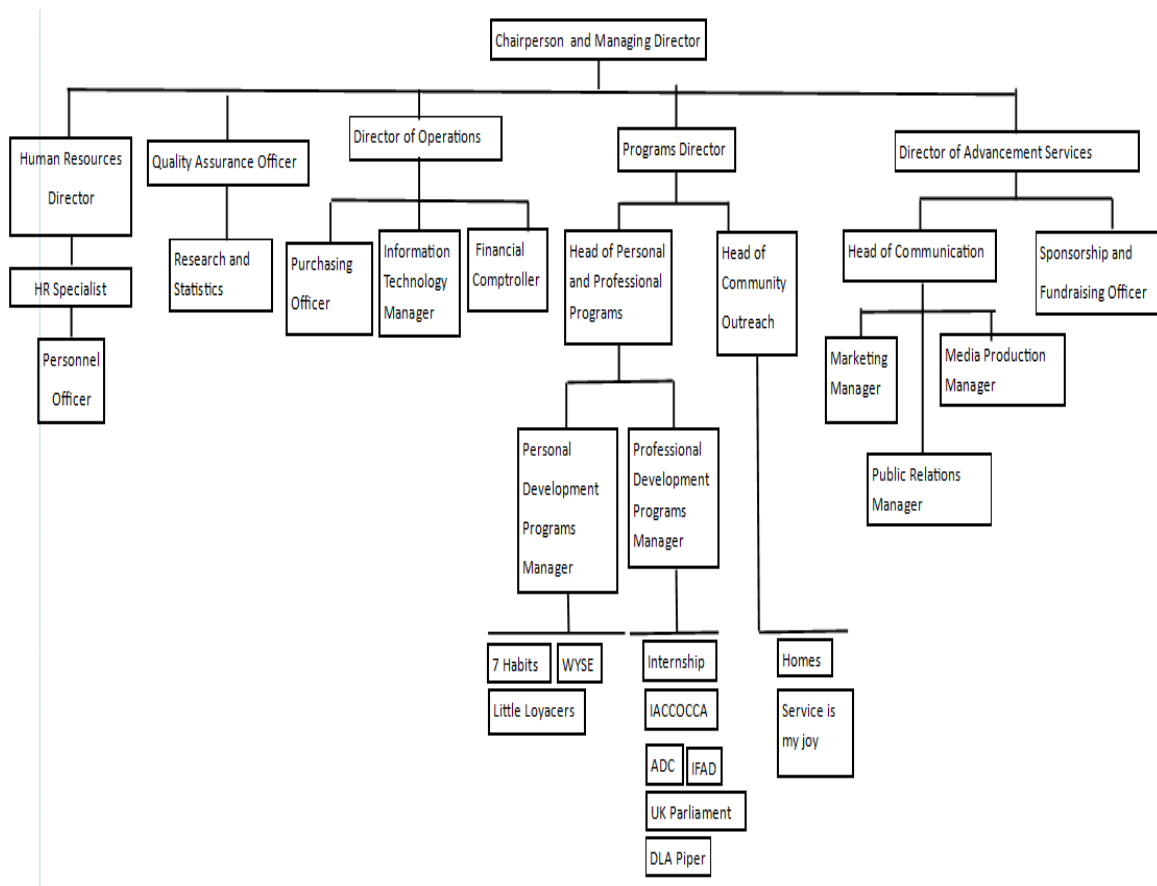
- *Director of Operations:* Is the “single point of contact” between the managing director and the following departments: Information technology, purchasing, and comptroller. The Director of Operation is a member of upper management, he/she is a member that ensures a company's everyday activities run smoothly and often set parameters to judge how efficiently and effectively the organization is operating. Accordingly, directors of operations may be responsible for overseeing the work of other upper-level management executives.

- *Quality Assurance Officer:* Quality Assurance refers to administrative and procedural activities implemented in a quality system so that requirements and goals for a product, service or activity will be fulfilled. It is the systematic measurement, comparison with a standard, monitoring of processes and an associated feedback loop that confers error prevention.

The new structure divides the workflow on the senior level according to specific fields, which injects more knowledge and expertise into each area leading to better quality service and increased professionalism. Thus, it is necessary to introduce specific systems and processes on each of the quality assurance, programs, advancement, communication, and operations levels, to explain and ease collaboration between internal departments and external clients. The proposed structure, once approved by the founding board, should be communicated to employees, and implemented with conviction and stability to serve as trusted infrastructure that would transition the organization into its designated destination.

Figure 10

*New Structure*



## **Human Resources**

Major work needs to be done on the HR level in order to create a healthy environment for advancement and growth.

### *HR Strategy*

Develop an HR strategy in alignment with that of the Business Strategy to ensure that the Human Capital is effectively and efficiently contributing to the organization's mission. We recommend Harvard Model to be utilized as a framework, as it considers employees the number one asset in the organization and goes along with LOYAC's philosophy and values.

### *Developing Sound Job Description*

LOYAC should conduct job evaluations through precise job analysis for all available positions to determine exact roles and responsibilities and core/job specific competencies for each position. Following the analysis, the second phase would be job leveling to create the appropriate pay grade along with a just and fair reward mix.

### *Job Leveling and Equitable Pay Grades*

Following the analysis, the second phase would be job leveling to create the appropriate pay grade along with a just and fair reward mix. Pay grades are nothing more than convenient groupings of a wide variety of jobs or classes similar in work difficulty and complexity requirements but possibly having nothing else in common. Each grade provides for a range of pay, and within a pay grade range there is a minimum, a midpoint, and a maximum pay. The range from the minimum to the maximum within a single pay grade may vary from 10 to 100 percent (most common range is from 30 to 50 percent).

Determining pay level could be based on many factors depending on the organization's priorities, including but not limited to: Job Size, Supply, Affordability,

Bargaining Strength - Unions, Performance Work Environment, nationality, demand, country legislation, others.

The internal logic of any job evaluation process should make sure that similar jobs are in the same grade, direct reports should not be in the same grade as their manager, and typically there are 2 to 3 steps between a manager and his direct reports. It is important to ensure that employees are fairly paid in the organization based on the job they accomplish; internal equity needs to be established between the already existing employees and the newly recruit.

### *Performance Management*

To measure performance, we need objectivity; to have objectivity we need meaningful and objective KPIs, these KPIs need to be introduced across the company or organization.

Managers need to provide coaching feed forward instead of destructive feedback to ensure overall improved performance. Performance is managed through KPI on a periodic basis through performance appraisals which will help you notice achievements of targets. Performance management translates organizational goals into divisional, departmental, team, and individual goals. It requires continuous feedback with no surprises. It follows a process of 4 stages:

- *Planning*: Link to Organization strategic goals and establish performance expectations
- *Coaching*: Track, coach, and reinforce
- *Reviewing*: Compare actual to expected
- *Rewarding*: Link performance to compensation

Many symptoms have been mentioned across board and staff which included lack of accountability, responsibility, and discipline. Lack of accountability is driven

from the poor mechanisms that drives operations and contribute to managerial decisions. Performance Management is a lacking system at LOYAC and when implemented correctly, it will ensure accountability and responsibility, and reinforce job descriptions. It will also serve as a filter to let go of incompetent staff and attract the competent ones.

### *Compensation*

The compensation strategy is the backbone that supports smooth HR processes recruitment and staffing, performance management, KPI and goal setting, and performance appraisals.

Design an effective remuneration strategy which:

- Links rewards with the value of contribution in a consistent and fairly manner
- Ensures the organization is able to recruit and more importantly retain staff of the caliber it requires without paying a premium

This is achieved by:

- Strong internal equity based on systematic job evaluation
- Proper market alignment through comparison and positioning against reliable external market data on pay and benefits
- Structuring the “package” to get the right balance between, base salary, bonus, allowances and benefits
- Developing effective links between remuneration and job performance

The three areas to visit are the focus of rewards (what do we want to pay people for), levels of rewards (how much we pay), and the reward mix (in what form).

The focus of rewards can include but is not limited to profit, growth, operation excellence, customer loyalty, building human capital, long term orientation, team work,

etc. A competitive strategy is shaped through many factors.

*Competitiveness* (Market Position, Mix-base, benefits, incentive forms / Aggressive vs Smooth).

*Structure* (sensitivity to internal and market factors, number of levels in hierarch, size of differentials between levels, pay difference across pay units according to know-how )

*Employee Contributions* (pay increase criteria: objective/subjective performance, level of measurement: corporate, division, team, individual; Size, frequency and payout, Why, how, and when / Value)

*Administration* (communication: details and type of pay information provided, centralization (HR managers)/decentralization (line Managers): extent and employee participation in design and implementation of business unit, formalization: extent of written rules, manuals, budget, procedure)

Attention needs to be put to adjust the elements that affect the hygiene factors as a priority, before moving to the motivators. Compensation strategy should be designed and implemented with the appropriate policies to reward people fairly, equitably and consistently in accordance with their value to the organization. Accordingly, employees' remuneration and all of the other benefits should be analyzed, and a reward structure that fits the organizational operations should be created. Thus, Internal Equity should also be maintained across the organization.

Total Rewards are the monetary and non-monetary returns provided to employees in exchange for their time, talents, efforts and results. Reward structure usually consists of pay policy and practices, salary and payroll administration, total reward, minimum wage, executive pay and team reward. Total rewards involve the deliberate integration of both tangible and non-tangible elements that effectively attract,

motivate and retain the talent required to achieve desired business results.

Figure 11

*Reward Structure*

	Common examples	Reward elements	Definitions
Internal value or motivation	<b>Intangible</b>		
	<ul style="list-style-type: none"> <li>▪ Career development</li> <li>▪ Work-life balance</li> <li>▪ Non-financial recognition</li> </ul>	Non-financial rewards	
Rewards to which an objective monetary value can be assigned	<ul style="list-style-type: none"> <li>▪ Social security / Pensions</li> <li>▪ End of Service Payments</li> <li>▪ Medical Insurance</li> </ul>	Statutory benefits	
	<ul style="list-style-type: none"> <li>▪ Retirement provision</li> <li>▪ Death / disability / medical</li> <li>▪ Cars</li> <li>▪ Benefit allowances / loans</li> </ul>	Non-statutory benefits	
	<ul style="list-style-type: none"> <li>▪ Executive share options</li> <li>▪ Restricted / performance shares</li> <li>▪ Long term cash plan</li> </ul>	Long term incentives	
	<ul style="list-style-type: none"> <li>▪ Sales commission</li> <li>▪ Annual bonus</li> <li>▪ Annual incentive</li> </ul>	Annual variable	
	<ul style="list-style-type: none"> <li>▪ Basic salary</li> <li>▪ Fixed payments</li> <li>▪ Near-cash allowances</li> </ul>	Guaranteed cash	

Source: Hay Group

Rewards once done properly, provide excellent mechanism for aligning organizational goals with employee goals, and provides major communication to employees about what the organizational values are and their progress in the organization.

*Succession Planning*

The HR Department, along with the senior administration (as per newly suggested structure) need to design a talent management program which provides employees with high potentials and solid performance the opportunities to grow through



personalized career paths which would both motivates the individual and benefit the organization at the same time.

As part of succession planning, development plans for engaged staff needs to be designed based on clear career path and competency building modules to prepare them and equip them with the right skill set to move across the ladder and make them fit to explore new opportunities.

### *Recruitment*

The organization needs young executives and leaders. Using a solid selection and recruitment process, new and fresh blood is needed to be on board with the appropriate knowledge and skillsets; thus easing the process for the board to let go of managing operations and transitioning to more strategic governing and fundraising responsibilities. Although some elements of an HR system is being currently implemented, they are not connected as a whole to produce the needed results. You are not able to find clear links between strategy setting, selection and recruit, performance management, compensation, training and development, and succession planning. Thus, the competencies model that glues all the above areas is not present.

### **Leadership**

The founding board involvement in operation and micromanaging employees needs to be reduced to minimal at the first stage of restructuring, and gradually stops throughout the change process. The role of the board needs to be elevated and focused on strategic governance along with leading the fundraising operations. This change to happen is dependent other necessary areas including:

- Setting appropriate strategies with clear goals, objectives, and KPIs
- Recruiting key positions at the senior levels including, and in term of

priority:

- Programs Director
  - Director of Human Resources
  - Director of Advancement Services
  - Director of Operations
  - Quality Assurance Officer
- Decide on general roles and responsibilities for board members, with clear division into committees to focus on organizational governance.

Implementing the new structure and reducing the micromanagement of the board and chairperson, and decentralizing decision making will provide the staff with more autonomy.

It is crucial to provide the staff with the space and motivation to work independently and flexibility and to be innovative, even on the expense to create minor mistakes and flaws. Such space will empower them to lead and learn from experience. The new structure ensures one reporting line for each employee, where early strategic planning with clear goals and SMART objectives will give the staff operational directions and performance targets to focus their efforts.

### **Helpful Mechanisms**

Develop appropriate mechanisms including systems, policies, procedures, and processes both on the organizational and departmental levels and ensure proper communication of those mechanisms through internal channels. Mechanism should be communicated, respected, implemented, and evaluated regularly to ensure that they support the operations for all departments. Accordingly, the quality of implementation to the mechanisms will be rewarded and/or detained accordingly.

Implementing the appropriate mechanisms will ensure that decision making and operations will not be centralized or dependent on emotions and subjectivity but

rather on clear and fair systems.

### **Financial Management**

Ensure the organization financial abilities can sustain the strategic plans set for the future. Develop financial strategies to cater for aspired growth in resources and operations, and cater for financial solutions that would ensure continuity in term of crisis. Set clear budgets at the beginning of the year and disseminate it to the departments across the hierarchy to set the appropriate expectations, and allow the head of departments to adapt their operational plans to the set budget. Encourage entrepreneurial notions to have the programs delivered become financially sustainable.

### **Communication**

Internal and external communication needs to be enhanced on many levels.

#### *Internal Communication and knowledge sharing Channels*

Programs delivered by the organization needs to be categorized according to the LOYAC Model belonging to one of the two tracks: Personal and Professional Development, and Community Outreach. Employees in each track will need to collaborate together through effective systems to share knowledge and create synergy instead of duplication of efforts and tasks.

#### *Training on communication and collaboration*

After developing the required mechanisms, engage employees in training programs on interdepartmental collaboration through interactive networks that would strengthen communication on horizontal, vertical and cross channel level. Create awareness of the formal communication systems and grapevine to be utilized in favor of effective operations. This will create a culture of interdependency and enable the organization to work as one whole body.

#### *Audience Segmentation*

Segment the target audience served by the organization according to valid criteria (age, occupation, language...etc.) and target them separately through communication strategies customized for each segment. Create external networks to connect with key elements from each segment using various and different channels to connect and reach out to the audience in an efficient way, thus increasing youth engagement.

### *Brand Positioning*

Design a generic communication campaign to explain the areas that are important to LOYAC, in relation with the mission, vision, values, and LOYAC model. Highlight the peace element in the communication campaign as it has not been properly highlighted in the past to both employees and the public (even though it is clear in the mind of the board). The aim of such a generic campaign is to refine the LOYAC brand in the mind of the youth and community, and create more engagement on the employees' level.

### **Change Management Team to Lead Transformation**

As discussed in the interpretation, the transition process is the most critical in change management. In order for change to happen at LOYAC smoothly, a climate of change needs to be created, starting by the managing director and board. It is crucial to establish a sense of urgency that would announce a critical present situation that needs to be addressed and changed. The most important point is to build a great team who will lead the change: Assemble a group with enough power to lead the change effort, and encourage the group to work together as a team. It is essential for the group to include all important pillars from the organization: I recommend having the two new recruits: Director of Programs, Director of Human Resources (either can one can be the change agent), in addition to the Head of Communications, Head of Information Technology,

and the Organization's Comptroller. If the suggested recruit "Director of Advancement Services" or any other suggested recruit on a senior level joins, then they surely need to be part of the team. Create a vision to direct the change effort, and develop a strategies for achieving it (the team will do that). The team will need to follow Kotter's model for creating organizational change (explained earlier) in order to be successful.

## CHAPTER IV

### DETAILED EXPLORATORY FINDINGS

This section contains the analysis of the results acquired from the exploratory phase to the Weisbord Six Box Module (1976) designed for organizational diagnosis. A review of the results suggests that there is partial commonality between the differentiators identified at the exploratory part and those introduced by Weisbord model. Findings are listed in Appendix IV (Purpose), Appendix V (Structure), Appendix VI (Relationships), Appendix VII (Rewards), Appendix VIII (Leadership), and Appendix IX (Helpful Mechanisms).

## CHAPTER V

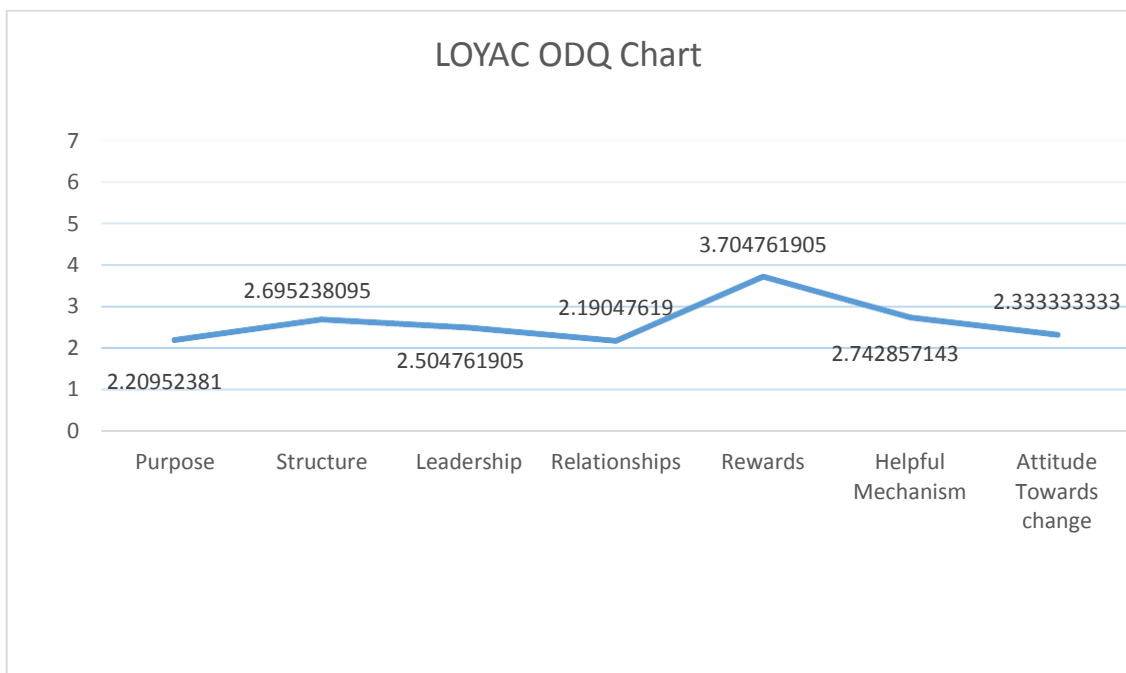
### OTHER DATA COLLECTED

Robert Prezioci (Preziosi, 1980) designed a diagnosis questionnaire that analyses organizational operations using 35 questions in accordance to 6 box model introduced by Weisbord. The survey was submitted to all LOYAC staff where 21 employees out of 23 replied (91.3% response). The survey was meant to diagnose the organization of “LOYAC” using the Weisbord Six Box Organizational model (1976) through Prezioci’s diagnosis tool. The results, displayed below, however, didn’t seem to be skewed as they didn’t show any negative signs in all of the 7 areas being diagnosed.

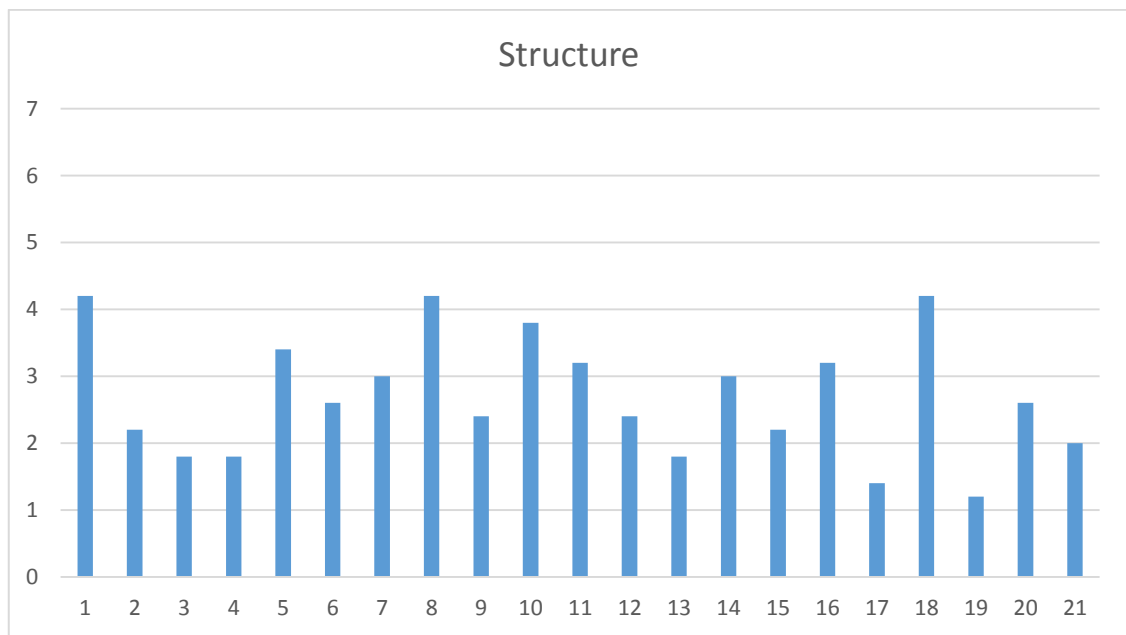
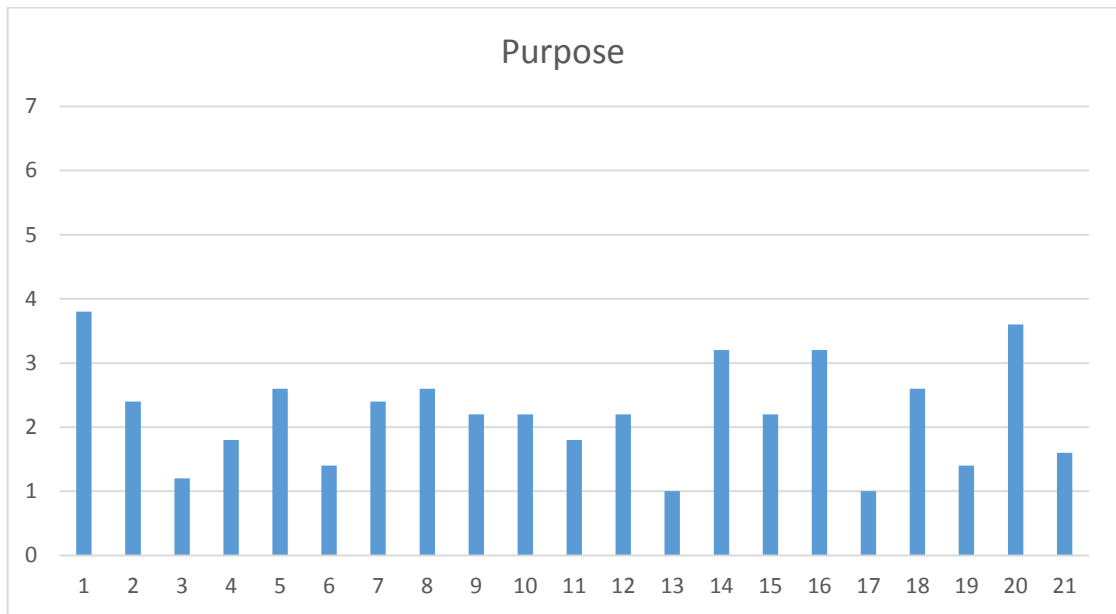
Accordingly, the results seem inaccurate as they totally differ for the qualitative research conducted using the exploratory approach, through triangulation methods from Board, Head of Departments, and Personal Observation.

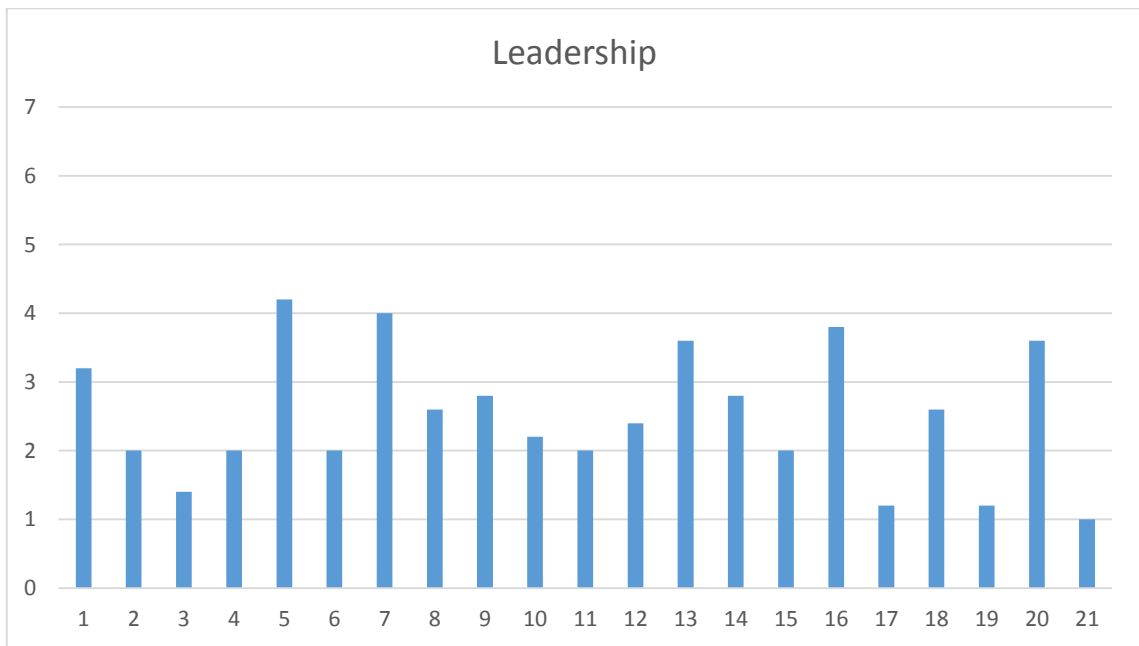
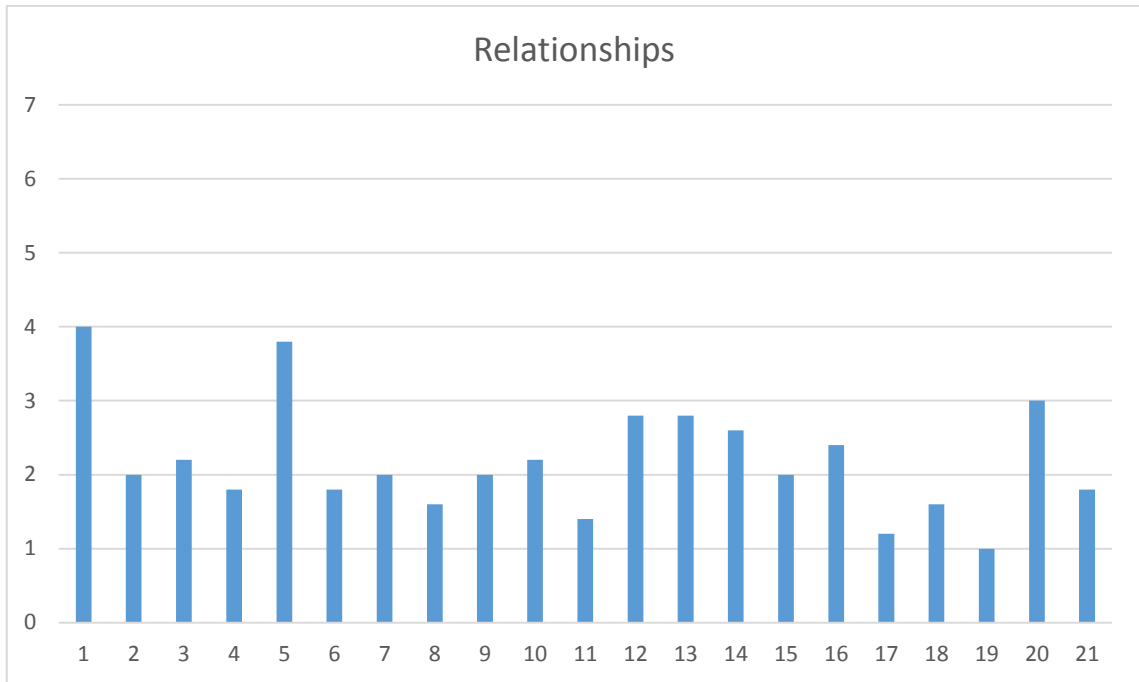
The results below seem all above average on a scale of 1 and 7, where 1 is the most positive/7 is the most negative/4 is the middle average.

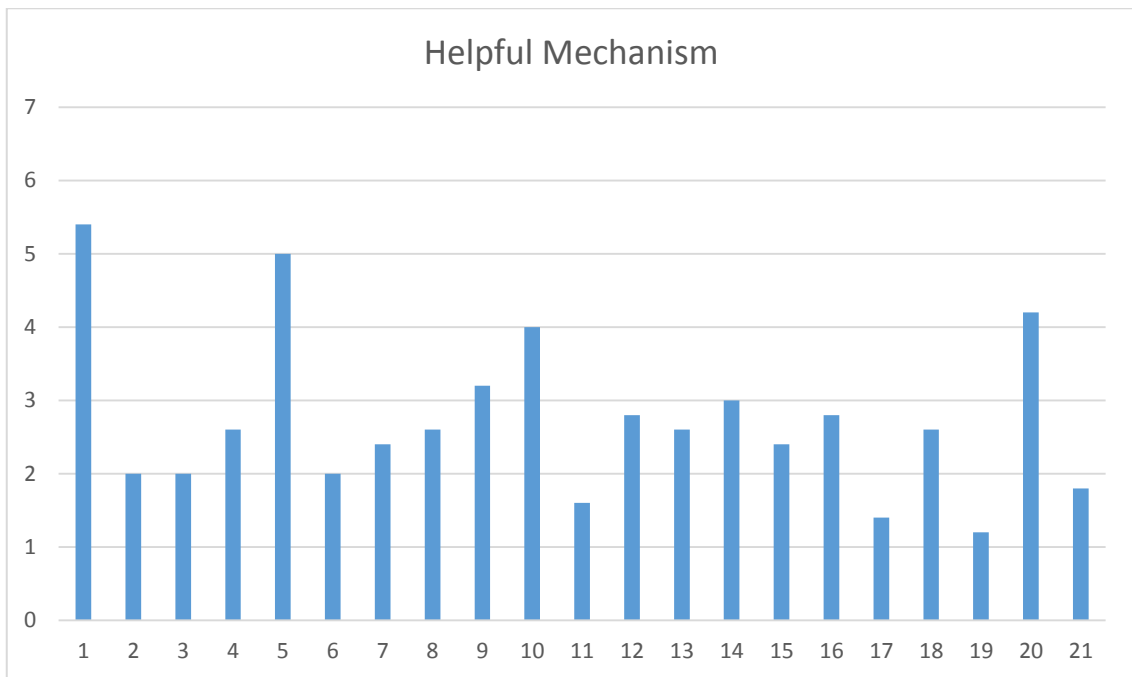
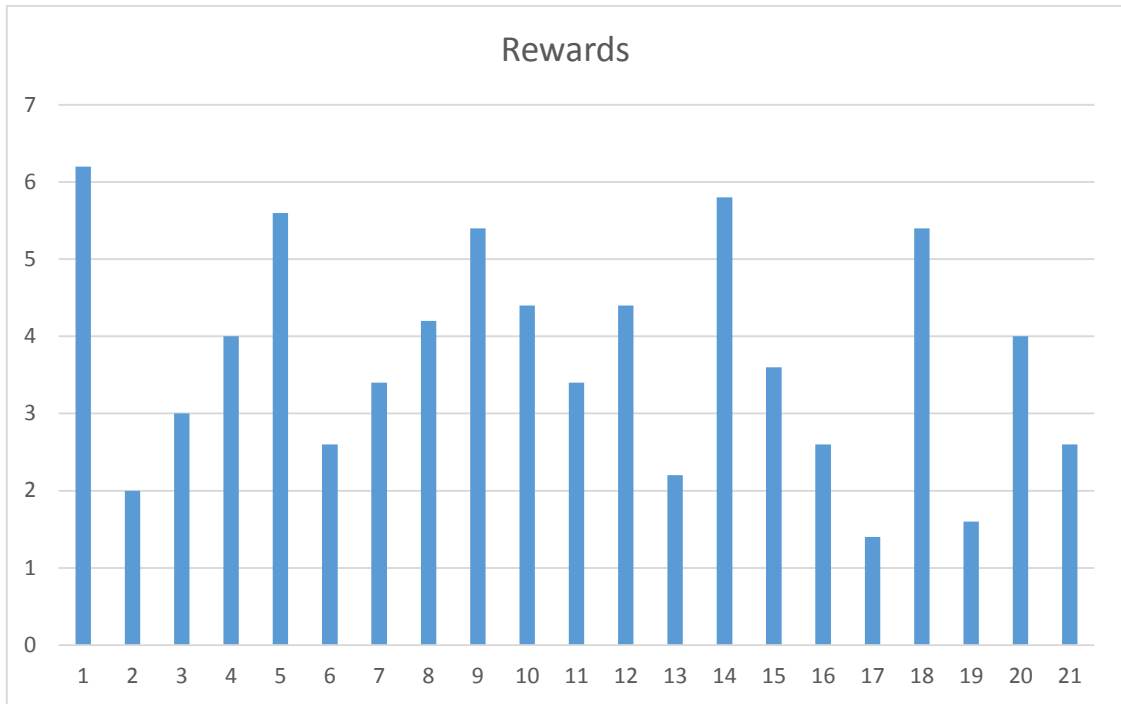
Purpose	Structure	Leadership	Relationships	Rewards	Helpful Mechanism	Attitude Towards change
3.8	4.2	3.2	4	6.2	5.4	2
2.4	2.2	2	2	2	2	2
1.2	1.8	1.4	2.2	3	2	1.6
1.8	1.8	2	1.8	4	2.6	2.4
2.6	3.4	4.2	3.8	5.6	5	2.6
1.4	2.6	2	1.8	2.6	2	1.8
2.4	3	4	2	3.4	2.4	2.4
2.6	4.2	2.6	1.6	4.2	2.6	2.6
2.2	2.4	2.8	2	5.4	3.2	1.8
2.2	3.8	2.2	2.2	4.4	4	2.6
1.8	3.2	2	1.4	3.4	1.6	4.2
2.2	2.4	2.4	2.8	4.4	2.8	2.2
1	1.8	3.6	2.8	2.2	2.6	1.4
3.2	3	2.8	2.6	5.8	3	2.8
2.2	2.2	2	2	3.6	2.4	3.2
3.2	3.2	3.8	2.4	2.6	2.8	1.6
1	1.4	1.2	1.2	1.4	1.4	1.6
2.6	4.2	2.6	1.6	5.4	2.6	2.6
1.4	1.2	1.2	1	1.6	1.2	1.6
3.6	2.6	3.6	3	4	4.2	4.4
1.6	2	1	1.8	2.6	1.8	1.6
2.2095	2.69524	2.5047619	2.19047619	3.70476	2.742857143	2.333333333

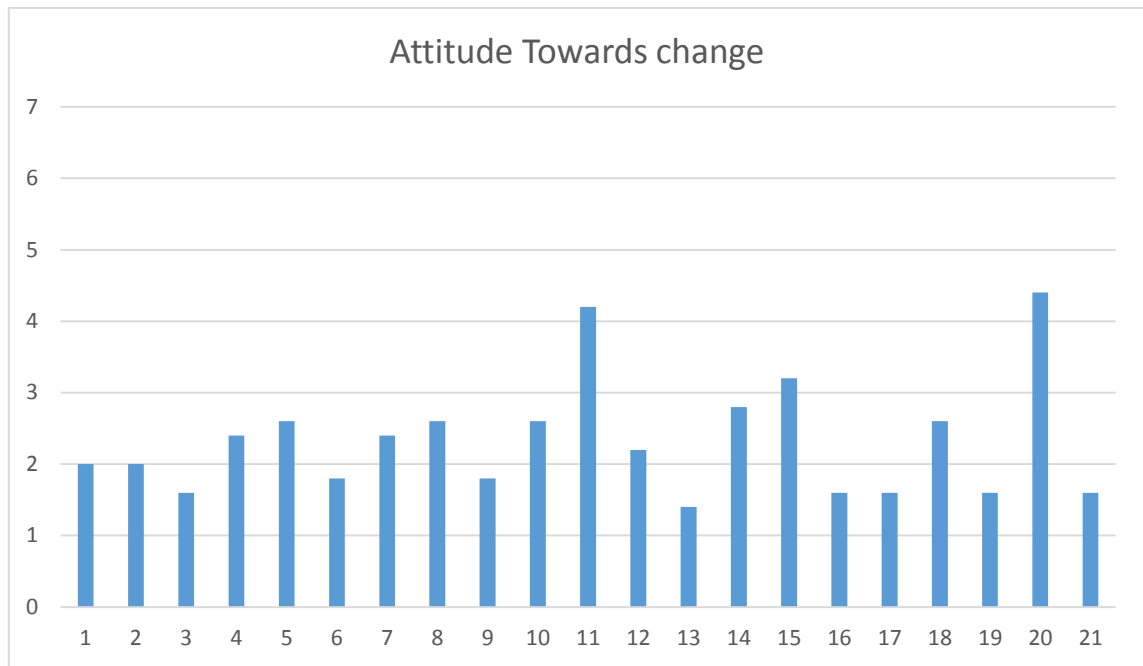












## CHAPTER VI

### DISCUSSION AND CONCLUSION

As a reflection on the consultancy project, I sensed through my study that the board and chairperson at LOYAC are aspiring for a young leader with a strong vision to lead the organization and direct its operation in the right way. The vision put by the board for LOYAC is clear, but what is lacking are a team of senior level employees with strategic directions working together through a unified strategy and branched into the different areas of operations to translate this vision into measurable goals and objectives over a set timeline. This cannot be accomplished through one person, but only through a team of qualified staff with solid expertise in their areas. Such a team can assist to realize the much needed efficient workflows established through appropriate systems, policies, and procedures that would lead to the desired state. To be able to implement a solid structure with the necessary expertise, the board needs to arrange for the appropriate financing to recruit the right staff. Also, it is important to understand that change is an ongoing process.

Knowledge of Strategic Human Resources is necessary to be clearly understood by the board and the line managers of organizations, as it cannot be left only for the HR staff to implement, but requires the belief, support, acceptance and participation of both board members and line managers. It is clear that the discipline of SHRM is still not implemented within the non-profit realm as compared to for-profit due to the limited resources available, and the small number of non-profits available in the country. Future research could focus on how other non-profit organizations operate in terms of SHRM within Kuwait.

### **Limitations of the Project**

One of the limitations of the project is that it was an internal consultancy where the consultant was part of the organization, and spent daily time with staff and employees with direct experiences on tasks and jobs other than that required for the consultancy. This might have unintentionally affected the objectivity of the analysis in some areas. Being a new hire in the organization on a senior level coming to consider a plan for change, made some employees, especially those on the entry level, hesitant to open up and reveal their concerns. This situation changed after being involved in the operations for some time. Another limitation is the period it took between the data collection phase and analysis and interpretation phase (3 months) which affected the drive and momentum of the board and employees who were eager to receive the results immediately.

### **Future Suggestions**

Two areas of future research can be suggested. The first could be analyzing the other non-profit organizations in Kuwait and studying the nature of their structures and the way the organization are operating. As structures for non-profit could vary from for-profit organizations, it would be interesting to check if such variation is relevant in other countries as well. The second area can be conducted to study the salary scales for non-profit in Kuwait as compared that of for-profit. The findings can specify the level for competitiveness non-profits can have in attracting candidates in senior positions, when competing with highly budget companies.

## APPENDIX I

### INTERVIEW QUESTIONS WITH THE BOARD

- 1- From your point of view, why does LOYAC exist?
- 2- Please describe your opinion about the overall quality of the services offered to your clients. Why?
- 3- Tell us about the strong points in your organization?
- 4- Tell us about the weak points in your organization?
- 5- Where do you see LOYAC in 2020?
- 6- If you get the opportunity to change 3 major things in the organization effective as of tomorrow morning, what would those 3 things be and in what order?
- 7- What do you see as obstacles that hinder/delay the achievement of your goals?

## APPENDIX II

QUALITATIVE QUESTIONNAIRE FOR HEAD  
OF DEPARTMENTS UNITS

- 1- From your point of view, what is the role of your department in the context of the organization's mission?
- 2- Please describe your opinion about the overall quality of the services offered by your department. Why?
- 3- Tell us about the strong points in your department in general and in your team in particular
- 4- What do you see as obstacles that hinder/delay the achievement of your goals?
- 5- I am sure that there are lots of external factors (related to the organization, target audience, or companies) that might help or hinder your mission. Tell us about those Threats/Opportunities that you experience as a department.
- 6- Who are the different audiences that you serve? Who are your key clients (internal and external) whom you aspire to satisfy first? If we would like to randomly interview a number of them, whom would you advise?
- 7- How often do you report to your manager? In what way/s?
- 8- Do you feel your efforts are appreciated in the organization? Please elaborate
- 9- Would you recommend the organization to people searching for a job? Why?
- 10- If you have the power to change one thing in the organization what would that be?
- 11- How often do you communicate and collaborate with other department? In what ways?
- 12- How often do you get feedback concerning performance from your management? In what ways?



## APPENDIX III

ORGANIZATIONAL DIAGNOSIS QUESTIONNAIRE  
FOR ALL STAFF**ORGANIZATIONAL DIAGNOSIS QUESTIONNAIRE****Robert C. Preziosi**

From time to time organizations consider it important to analyze them selves. It is necessary to find out from the people who work in the organization what they think if the analysis is going to be of value. This questionnaire will help the organization that you work for analyze itself.

*Directions:* Do not put your name anywhere on this questionnaire. Please answer all thirty-five questions. *Be open and honest.* For each of the thirty-five statements circle only *one (1)* number to indicate your thinking.

APPENDIX IV  
PURPOSE ANALYSIS

**Goal Fit - Advantages**

<b>Personal Observation</b>	<b>Personal Observation</b>	<b>Interviews with the Board</b>		<b>Interviews with the Heads of Departments</b>		<b>Strategic Meeting</b>
Organizational goals and programs fulfill the need of the youth	Growth from 2 programs at inception to 18 programs in 2015	Organizational goals and programs fulfill the need of the youth	I didn't think when I created LOYAC with my friends, that this project could grow that fast.	Organizational goals and programs fulfill the need of the youth	Programs are unique in the market and ranked high by both job sites and the students.	
	Increased outreach from 400 youth at inception to 20,000 in 2015		The actual turnout from the youth was high, this helped LOYAC to survive.		Strong reputation of the programs in the market.	
		Organizational goals and programs fulfill the need of the youth	Increasing service dimensions is scope and scale: Addressing more needs / reaching more youth	Connecting organizations of similar nature needed in the society	Affiliations with international universities/ companies	
			Increasing service dimensions is scope and scale: Addressing more needs / reaching more youth		Increasing Competitive Programs	
		Connecting organizations of similar nature needed in the society	Bridging and forming bonds across sectors			
			Lack of a strong Civil Society organization with integrity, honesty and candor			
	Valuable impact on the society led to major recognition	Valuable Service Impact/outcome				
		Achievements, accomplishments and impact				
		Shifted mentality of the Society				

**Goal Clarity - Advantages**

Personal Observation	Personal Observation	Interviews with the Board		Interviews with the Heads of Departments		Strategic Meeting	
LOYAC Model (Curriculum): Personal and Professional Development and Community Outreach	"Youth can be led towards peace by providing them with opportunities for personal growth, experiencing the joy of service and developing their professional skills" (LOYAC.com)	LOYAC Model (Curriculum): Personal and Professional Development and Community Outreach	Self-Exploration	Bridging with local and international partners (outcome)	Affiliations with international universities/ companies	Genesis (Raison D'etre)	Mission: Empower the youth through unique opportunities to evolve into highly effective humane citizens
	"LOYAC programs are directed into two main routes: Personal and Professional Development, and Community Outreach. (LOYAC.org)		Teach youth the value of money		Strong reputation of the programs in the market.		Vision: Enlightened youth for peace and prosperity
Genesis (Raison D'etre)	Mission: Empower the youth through unique opportunities to evolve into highly effective humane citizens		Teach the Youth the value of volunteering and giving to community		LOYAC Model (Curriculum): Personal and Professional Development and Community Outreach	A holistic youth center that acts as a medium for the youth to grow and reach their full potential. *holistic: tapping into the Mind/Body/Soul/and Heart	
	Vision: Enlightened youth for peace and prosperity		Nurture growth				
	The programs are designed to support the youth of Kuwait in developing their skills and talents and finding their sense of purpose in life." (Loyac.org)	Socio-Economic Impact	Direct away from bad path				

Personal Observation	Personal Observation	Interviews with the Board	Interviews with the Heads of Departments	Strategic Meeting
		Influence Opportunity to mix with diverse others Create Opportunities		
	Genesis (Raison- Etre, greater impact, country level, world level)	Positive Reaction to Terrorism Peace as response to religious violence and extremism Will play a huge role in peace-making on the international level		
	Bridging with local and international partners (outcome)	Good relationship and quality of service for the companies we collaborate with Bridging and forming bonds across sectors		

**Goal Clarity - Disadvantages**

Personal Observation	Personal Observation	Interviews with the Board		Interviews with the Heads of Departments		Strategic Meeting	
Communication and Orientation Challenges	Insufficient representation of the peace element in the mind of youth and supporters.	Communication and Orientation Challenges	Communication, follow up, and engagement problems with sponsors	Communication and Orientation Challenges	Deficiency in Marketing	Communication and Orientation Challenges	Insufficient representation of the peace element at the strategic level and goal setting.
	Programs categorized in ineffective way for proper communization: Local, internship, GEP, ongoing internship, International, Training, Community service		Unclear image of LOYAC's in the mind of the public		Weakness in branding and messaging		
	Un-segmented target audience		More Media and Marketing Presence (needed)		Not enough marketing and media Outreach		
	Decentralized companies/sponsorship relations responsibilities		More Awareness on Programs' Value is needed				
		Need for programs evaluation and categorization	Adoption of a large number of programs				
		Generation gap	Programs Related Changes (needed)				
			Number of Programs is numerous (obstacle)				
			Mentality gap between board and youth				

**Goal Agreement - Advantages**

Personal Observation	Interviews with the Board		Interviews with the Heads of Departments		Strategic Meeting	
	LOYAC Model (Curriculum): Personal and Professional Development and Community Outreach	Curriculum	LOYAC Model (Curriculum): Personal and Professional Development and Community Outreach	Well-established programs in terms of systematization of the whole process line	Strategic Direction	Setting Strategic goals on the regional level
	Contributor to Peace Making Process	Alignment of Service with the mission				
		Positive Reaction to Terrorism				
Peace as response to religious violence and extremism						
Will play a huge role in peace-making on the international level						

**Goal Agreement - Disadvantages**

Personal Observation		Interviews with the Board		Interviews with the Heads of Departments		Strategic Meeting	
Culture (actions) are not aligned with values	Even-though clearly stated in the formal speeches and videos produced by the organization, the work culture at LOYAC is not strongly aligned with the values that the organization was created on.	Unattractive culture for young professional	Unengaged Employees/ Passiveness / no initiatives	Lack of alignment with strategic direction (Local - Programs)	Board/Deficiency in strategy: The lack of commitment from the board to sticking to the strategy set and having all those working in LOYAC base their strategies on what they see fit rather than what really works for LOYAC.	Lack of alignment with regional strategic direction (Local-Regional)	Lack of systematic connection between local chapter strategies/ operations and strategic goals set on the regional level
	Un-alignment is obvious through the relationship and engagement of the employees.		Inability of attracting/retain qualified youth to lead		Decision Making: Sudden changes by the members in program without doing market research or knowing the positive/negative impact of the decision taken.		
		Better internal awareness on the mission and vision level	I think we need more awareness regarding the importance of mission and vision of LOYAC.				
			On the employee level, feeling the importance of spreading the LOYAC module in the Arab world.				
			With everything on earth, not only human, everything, so this awareness is missing, it is not present. Not present even in the people who exist in LOYAC				



Personal Observation	Interviews with the Board		Interviews with the Heads of Departments	Strategic Meeting
	Culture (actions) are not aligned with values	<p>An employee said there is no harmony between employees and that made me sad.</p> <p>And then the culture between them, if we are talking about a core value which is love, is this applied. It is applied between us? Or not?</p>		

APPENDIX V  
STRUCTURE ANALYSIS

**Structure**

**The fit between the goal (output) and the structure producing it (formal system)**

Personal Observation		Interviews with the Board		Interviews with the Heads of Departments		Strategic Meeting	
Inappropriate Fit	Horizontal Organization	Youth Leaders Needed	A need for youth leaders	Inappropriate Fit	Lack of appropriate structure	Being more Professional and Systematic	Create common infrastructure which facilitates regional collaboration among chapters on the following levels by the end of 2015: Communication, Programs, Administration (IT, HR, Accounting, Database, Policies and Procedures), and Fundraising
	More than one reporting line		More executive staff on the senior and junior level	Unhealthy Organizational Changes	(Change): Management for structure stability		Expand regional collaboration on the administration, communication, and fundraising levels
	Centralization	Unengaged Employees	Unengaged Employees/ Passiveness /no initiatives		Lack of organization structure stability in general which affect decisions related to important projects.		
		Unhealthy Organizational Changes	Frequent organizational changes	Succession Planning	LOYAC lacks the kind of structure that provides people with a comfortable outlook on their future career.		
			Repetitive and Fast Structural change				
		Inappropriate Fit	(Change) Transition to Vertical Organizational Structure				
			(Change) Departmental Restructuring				
			Fast Growth				
			Centralization (towards the				

Personal Observation	Interviews with the Board		Interviews with the Heads of Departments	Strategic Meeting
		Managing Director) Weak Management and Inefficient Decision making		
	Need for Sponsorship Relations Enhancement	Service for Sponsors and Supporters needs enhancement and revision Communication, follow up, and engagement problems with sponsors Building relationship with sponsors is highly dependent on the board		
	Succession Planning	Succession Planning		

**How the work is actually divided up and performed and how people use or subvert the organization chart.**

Personal Observation		Interviews with the Board		Interviews with the Heads of Departments		Strategic Meeting	
Structure Inefficiency	Operation in silos - lack of collaboration	Being more Professional and Systematic	Direction towards being more professional and systematic	Structure Inefficiency	Lack of Cooperation and collaboration between departments	Being more Professional and Systematic	Formation of a Communication Department: to handles content management and messaging on the regional level
	Board Inefficiency on the Strategic Level		High Dependency on Board members and Chairperson				
Board Role	Head's dependency on the board	Board Role	Board members involvement				
	Board Members involved in the management of the operations		(Strength) Board engagement and involvement with the employee				
Unclear roles and responsibilities	On the companies' relations level, the communication is not centralized to one entity, which results in ongoing confusion between board and employees, and produces unexpected miscommunication.		(Weakness) Micromanagement from the Board				
			(Weakness) Micromanagement from the Board				
Structure Inefficiency			Adoption of a large number of programs				
			Departments working in Silos				
			Increasing service dimensions is scope and scale: Addressing more needs / reaching more youth				

APPENDIX VI  
RELATIONSHIPS ANALYSIS

Required Independence	(formal System)	need to work together/do not do it well				
<b>Personal Observation</b>		<b>Interviews with the Board</b>		<b>Interviews with the Heads of Departments</b>		<b>Strategic Meeting</b>
Board's and Chairperson Micromanagement	The founding board members are still involved in the management and operation details through departments directly	Companies relations Weaknesses	Drawbacks: Weak follow-up with companies/centers on service quality	Unclear systems, processes, and procedures	Highly depends on the individual candidates rather than the standardized process	
	Head's dependency on the board		Need to Separate students' relations from companies' relations	Companies relations Weaknesses	Companies' relations is random and un-centralized	
Weakness in HR Systems	Unclear Job Descriptions	Unengaged Employees	Need for Team Building projects	Incompetent/insufficient staff	Major decisions are taken by not experienced nor qualified new managers	
	Unclear Evaluation and Performance systems		Weak Management and Inefficient Decision making	Board's and Chairperson Micromanagement	Have the founder micro-manage less.	
Weak Management	head of the department is currently reporting to both the managing director and one member of the founding board, which is creating some managerial tension between the Managing Director and Board members.	Weak Management	Excess Passion affecting Managerial decisions	Board's and Chairperson Micromanagement / Unengaged Employees / Weak Management	I would also ask the chairperson to step aside and trust the team she hired without interfering and making her team feel of less value because they haven't	
Board not fulfilling its original role	Board Inefficiency on the Strategic Level	Board's and Chairperson Micromanagement	Micromanagement from the Board	Weak Management	Accountability of tasks	
			High Dependency on Board members and Chairperson		Lack of reporting system	
		Weak interdepartmental collaboration	Departments working in Silos		45% of HOD rarely get appropriate feedback from their managers	
		Incompetent/insufficient staff	Staff: Shortage, and lack of professionalism and		Requests that are off the strategic plan pop-up left and right	

Required Independence	(formal System)	need to work together/do not do it well					
<b>Personal Observation</b>		<b>Interviews with the Board</b>		<b>Interviews with the Heads of Departments</b>		<b>Strategic Meeting</b>	
			competencies				
			Hire competent and young staff with strategic direction (Changes)	weak interdepartmental collaboration	Foster collaboration between departments and Units		
			Lack of Organization and Planning		Inefficiency / Working in Silos		
	Sponsors Relations Weaknesses		Sponsorship Relations/Engagement (Challenge)		Lack of Cooperation and collaboration between departments		
			Communication, follow up, and engagement problems with sponsors	Weak strategic planning and implementation	Sudden requests occupying the team's focus and derailing the department from its main mission.		
			The lack of commitment from the board to sticking to the strategy set and having all those working in LOYAC base their strategies on what they see fit rather than what really works for LOYAC.				
			Better Strategy				
					General manager would have a clear short term and long term plan that are communicated to all those working with him/her		

Required Independence	(formal System)	do not need to work together/ force collaboration					
<b>Personal Observation</b>		<b>Interviews with the Board</b>		<b>Interviews with the Heads of Departments</b>		<b>Strategic Meeting</b>	
		Board Micromanagement	Board engagement and involvement with the employee				



Quality of Relations	Different Units									
Personal Observation		Interviews with the Board		Interviews with the Heads of Departments		Strategic Meeting				
weak interdepartmental collaboration	Operation in silos - lack of collaboration	Passion driven	Love and Passion is in the air	Inconsistency	Service inconsistent due to staff turnover	Affiliates and Chapters collaboration	Create common infrastructure which facilitates regional collaboration among chapters on the following levels by the end of 2015: Communication, Programs Administration (IT, HR, Accounting, Database, Policies and Procedures), Fundraising			
		Unengaged Employees	Team Building projects	Passion Driven	Work with Passion		Establish regional projects/programs to be planned and executed annually in collaboration with various chapters.			
Weak interdepartmental collaboration			Departments working in Silos	Flexibility and Supportive	Ability to change and implement new ideas		Create a regional committee to set a fundraising strategy before the end of January 2015, and regularly collaborate to ensure effective implementation of plans.			
					Flexible depending on tasks' needs		Formation of a Communication Department: to handles content management and messaging on the regional level			
					Supportive					
				Deficiency in Marketing	Deficiency in Marketing					
				weak interdepartmental collaboration	Inefficiency / Working in Silos			Lack of Cooperation and collaboration between departments		
					Departmental Collaboration					
				Affiliates and Chapters collaboration	LOYAC Affiliates					
LOYAC Chapters										

Quality of Relations		People and Technologies					
Personal Observation		Interviews with the Board		Interviews with the Heads of Departments		Strategic Meeting	
Inappropriate structure	The organization structure remained flat across the years with 10 departments reporting directly to the managing director.	Insufficient Resources	Limited Resources and Employees		Limited resources in terms of Staff and lack exposure to the latest technologies.		Acquire a facility that allows us to expand our programs and reach our goals by end of 2017.
Weakness in HR Systems	As a result of the organic growth, the organization didn't have a Human Resources department to handle the work Human Resources in an appropriate manner.	POSITIVE CULTURE	Unconventional / Creative approach of work	Insufficient Resources	Lack of specific equipment and items that can facilitate our jobs	Change is needed	Collectively support emerging chapters through shared experiences, resources, and best practices for 3 years from establishment.
	Unclear Job Descriptions	Flexibility	Adapting to change		Lack of Finances		Expand regional collaboration on the administration, communication, and fundraising levels
	Unbalanced Salary Scale		Weak System	Lack of Quality Control	Lack of Quality Control		
	Confidentiality	Weakness in HR Systems / Weakness in Management	Unclear Job Descriptions	weak interdepartmental collaboration	Inefficiency / Working in Silos		
	Unclear Evaluation and Performance systems		Bad Recruitment Process	Inappropriate leadership style/ Management	Lack of reporting system		
Inefficient Systems	Lack of Organizational Systems, Policies, Processes, and Procedures	Weakness in international channels	Communication Channels	Inappropriate structure	Lack of proper department structure which hinders in proper communication, reporting of tasks/responsibility.		
			Change is needed		Change Headquarter; have a Holistic Center (Change)	Lack of department structure stability	
			Location/Center		Bureaucracy		

	(Obstacle)		
	Direction towards being more professional and systematic		
			Standard policies and procedure
			Structure applicable to all Management for structure stability
		Inefficient Systems	Lack of policies and procedures in the organization.
			Standard policies and procedure
		Weakness in HR Systems / Weakness in Management	Disappointed team members because of huge lack in career development, appreciation and promotions in our department in particular.
			(Change) Rewards and Compensations
			Evaluate Human Capital / Hire and Fire Staff
			(Equity) \ Opportunities based on education and years of experience in the field
			(Change) Training and Development
		Unclear roles and responsibilities	

Quality of Relations	People-Peer / Boss Subordinate						
Personal Observation	Interviews with the Board		Interviews with the Heads of Departments		Strategic Meeting		
Inappropriate leadership style/ Management (Boss-Subordinate)	Head of the department is currently reporting to both the managing director and one member of the founding board, which is creating some managerial tension between the Managing Director and Board members.	Mentality Gap (Boss-Subordinate)	Mentality Gap Mentality Gap between board and youth	Inappropriate leadership style / Management (Boss-Subordinate)	Sudden requests occupying the team's focus and derailing the department from its main mission.	Staff Competency (General)	Attract, qualify, and certify the human resources to implement LOYAC programs by end of 2017
	Centralization of Decisions	Board Harmony (+ve) (Peer- Peer)	Harmony, acceptance and love at the board level		The lack of commitment from the board to sticking to the strategy set and having all those working in LOYAC base their strategies on what they see fit rather than what really works for LOYAC.		
		Engagement and connections of the board	Lack of one leader				
	Passion driven (+ve) (General)	Love and Passion is in the air	Lack of decision making authority and last moment orders				
		We feel with our employees	Inappropriate Decision Making				
		Excess Passion affecting Managerial decisions	Unstable//Unpredictable Decision Making (continuously changeable)				
		Emotions get involved	Assigning a manager who's good in leadership and interpersonal skills to the Local Programs dept.				
	Inclusiveness (+ve) (General)	Openness and Inclusiveness to all	Have the founder micro-manage less.				
Inappropriate leadership style / Management (Boss-Subordinate)		Micromanagement from the Board	General manager would have a clear short term and long term plan that are communicated to all those working with him/her				
		High Dependency on Board members and	I would also ask the chairperson to step aside and trust the team she hired				

Quality of Relations	People-Peer / Boss Subordinate		
Personal Observation	Interviews with the Board	Interviews with the Heads of Departments	Strategic Meeting
	Chairperson		without interfering and making her team feel of less value because they haven't
	Fast Decisions		More Accountability
	Lack of Accountability, Responsibility, and Discipline		Lack of reporting system
	Lack of Organization and Planning		45% of HOD rarely get appropriate feedback from their managers
	Appropriate leadership style conflicts with the organizational nature		Sudden requests occupying the team's focus and derailing the department from its main mission.
	Frequent organizational changes	Unengaged Employees (General)	9% of HOD do not feel appreciated, and 36% only feel it from time to time
	Repetitive and Fast Structural change	Staff Competency (+ve)	Efficient, Competent, and Responsible Staff
		Staff Competency (-ve)	Major decisions are taken by not experienced nor qualified new managers
		Good team collaboration	Development in the team in particular
			Fair team spirit and enthusiasm
			The department are a cooperative team and we achieve the work on time and we always cooperate with other departments.
			Patience and understanding which each team member has it.
			Our team in particular has a friendly attitude, cooperative, and not hesitant to perform any task assigned.

**Modes of Conflict Management**

<b>Personal Observation</b>	<b>Interviews with the Board</b>		<b>Interviews with the Heads of Departments</b>		<b>Strategic Meeting</b>	
	Smoothing: Reduce differences by pretending there are none.	Excess Passion affecting Managerial decisions				
	Smoothing: Reduce differences by pretending there are none.	Emotions get involved				
	Forcing: Allow more powerful people to have their way	Fast Decisions				

APPENDIX VII  
REWARDS ANALYSIS

What does the organization need to do (fit)?				Elements to consider for fit	
Personal Observation		Interviews with the Board		Interviews with the Heads of Departments	
(Hygiene - belongingness) Interpersonal and Supervisory Relations	Board Inefficiency on the Strategic Level	(Motivator - Esteem ) Work Itself	The mission, vision, and goals of the organization	(Hygiene, safety/ belongingness - working Conditions/ relationships	Requests that are off the strategic plan pop-up left and right,
	More than one reporting line:		Strategic Direction: Vision	(Hygiene - belongingness) interpersonal and supervisory relationships	Foster collaboration between departments and Units
	Operation in silos - lack of collaboration	(Hygiene - Belongingness) Interpersonal relationships	(Negative) Team Building projects	(hygiene - physiological/safety) working conditions	Hindrance is internal it stops my department from generating LOYAC beneficial collaborations
	(equity) employees used to be appointed based on their CVs, recommendations, or previous experience with the institution in voluntary work without measuring the employees' qualifications in relation to the set job descriptions	(Hygiene - Belongingness) Working Conditions/ Relationships	(weakness) Employees Engagement towards LOYAC strategic direction		Lack of organization structure stability in general which affect decisions related to important projects.
(Hygiene - Safety/Physiological) working conditions	Unclear Job Descriptions		(Negative) Weak System		Accountability of tasks
	Unbalanced Salary Scale		(Negative) Unclear Job Descriptions		Unclear roles and responsibilities
	Unclear Evaluation and Performance systems	(hygiene - physiological/safety) working conditions	(Negative) Lack of Accountability, Responsibility, and Discipline	(Hygiene - Safety/Belongingness) - (Motivator - Esteem) working conditions, interpersonal relationships, recognition, advancement	45% of HOD rarely get appropriate feedback from their managers
	Organizational Systems, Policies, Processes, and Procedures		(Negative) Misallocated/Insufficient Human Capital		LOYAC lacks the kind of structure that provides people with a comfortable outlook on their future career.
(Hygiene-Safety) Unengaged employees	Head's dependency on the board	(Hygiene - Safety) technical supervision	(Negative) Lack of Employee Orientation, Training, and Mentoring		Lack of appropriate structure



What does the organization need to do (fit)?				Elements to consider for fit		
Personal Observation		Interviews with the Board		Interviews with the Heads of Departments		
(Motivator - Esteem) Achievement	only achievement is rewarded	(Hygiene - Safety/Belongingness) working conditions, interpersonal relationships	(Negative) Appropriate leadership style conflicts with the organizational nature		Management for structure stability	
(Motivator - Esteem) Advancement	Organization does not have proper succession planning, and Talent Management, rewards, and job leveling.		(Negative) Weak Management and Inefficient Decision making	(Hygiene - Safety/Belongingness) - (Motivator - Esteem) working conditions, interpersonal relationships, recognition, advancement		Constant change in structures and turnover
	Centralization		(Negative) Micromanagement from the Board	(Hygiene - Safety/Belongingness) - working conditions, interpersonal relationships		Lack of Cooperation and collaboration between departments
	Training and Development / Succession Plan		(Negative) A Need for Full Time Managing Director			(Positive) Work with Passion
(Motivator - Esteem) Recognition	Compensation		(Negative) Excess Passion affecting Managerial decisions			(Positive) Flexibility in operations
(Motivator - Personal Growth) Advancement (Growth is limited)	Flat Organization		(Negative) Frequent organizational changes			Continuous changeable decisions.
(Motivator- Esteem) responsibility is minimal	lack of accountability		(Negative) Repetitive and Fast Structural change		Leadership Issues	
			(Negative) Fast Decisions		Inappropriate Decision Making	
			(Negative) Emotions get involved		Assigning a manager who's good in leadership and interpersonal skills to the Local Programs dept.	
			(Negative) Lack of Organization		I would also ask the chairperson to	

What does the organization need to do (fit)?			Elements to consider for fit	
Personal Observation	Interviews with the Board		Interviews with the Heads of Departments	
		and Planning		step aside and trust the team she hired without interfering and making her team feel of less value because they haven't
	(Hygiene/Motivator - Belongingness/Estee m) Supervisory relationship, advancement	(Negative) Centralization (towards the Managing Director)		Instability of management
	(Hygiene/Motivator - Belongingness/Achievement) interpersonal relationships / Esteem	(Negative) High Dependency on Board members and Chairperson	(Hygiene factor - Safety) company policy and administration / working conditions	Monthly payroll should be prepared from HR and prepare the salary sheet and forward to accounts department to process the salary.
	(Motivator - Esteem) Advancement	(Negative) Unengaged Employees/ Passiveness / no initiatives		Standard policies and procedure
		(lack of) Succession Planning		Structure applicable to all
			(Hygiene, Safety / Working conditions)	Highly depends on the individual candidates rather than the standardized process
			(Hygiene, Safety/Belongingness) working conditions, relationships	Deficiency in the system
			(Hygiene/Motivator - Belongingness/Estee m) Supervisory relationship, advancement	Refreshing the current set of staff by filtering out the passive ones.
				Service inconsistent due to staff turnover
				Sudden requests occupying the team's focus and derailing the department from its main mission.

What does the organization need to do (fit)?			Elements to consider for fit	
Personal Observation	Interviews with the Board		Interviews with the Heads of Departments	
				Depts.
			(Motivator - Esteem ) Work Itself	Board/Deficiency in strategy
			(Motivator - Esteem) Advancement	Training and Development
			(Motivator - Esteem) Advancement/ recognition	Rewards and Compensations
				Opportunities based on education and years of experience in the field
				Disappointed team members because of huge lack in career development, appreciation and promotions in our department in particular.
			(Motivator, Esteem) recognition	Positive) Originality and Creativity
(Motivator, Esteem/Personal Growth) Achievement, work itself	Have the founder micro-manage less.			

What does it Pay off for, both actually and psychologically?

Personal Observation		Interviews with the Board		Interviews with the Heads of Departments	
(Hygiene, Physiological) Salary	Salary	(Hygiene, Physiological) Salary (+ve)	We pay good salaries compared to the market	(Hygiene, Safety) working conditions (+ve)	Friendly and peaceful Environment
	Mobile Allowances for certain staff	(Hygiene, Safety) working conditions (+ve)	Flexibility in operations		Flexibility
(Motivator, Esteem) Advancement	Limited/Unplanned Training and Development		Originality and Creativity		Space for Creativity
			Work with Passion	(Hygiene, Physiological) Salary (+ve)	Salaries are also good
			Patience and understanding which each team member.	(Motivator, Esteem) work itself (+ve)	Good cause: Support employees and youths
			Caring and dynamic culture		
		(Hygiene, Belongingness) interpersonal and Supervisory relationships (+ve)	Board engagement and involvement with the employee	(Hygiene, Safety) working conditions (-ve)	for specific individuals that have a certain character profile (rational, emotionally detached, self-motivated, etc).. and even them I can't imagine will last for too long.
		(Motivator, Esteem) Recognition (+ve)	Employees: LOYAC offers lots of exposure and experience to its employees		LOYAC lacks the kind of structure that provides people with a comfortable outlook on their future career.
			Good Reputation and Affiliations	(Hygiene, Safety/belongingness) working conditions, interpersonal and supervisory relationships (-ve)	45% of HOD rarely get appropriate feedback from their managers

What do people feel rewarded or punished for doing (informal system)?

Personal Observation		Interviews with the Board		Interviews with the Heads of Departments	
Individual Achievements	Achievements	Responding to Management Requests	(Negative) Centralization (towards the Managing Director)	Responding to Management Requests	Requests that are off the strategic plan pop-up left and right,
Responding to Management Requests	Head's dependency on the board		(Negative) High Dependency on Board members and Chairperson		Sudden requests occupying the team's focus and derailing the department from its main mission.
			(Negative) Micromanagement from the Board		(Positive) Flexibility in operations
				Creativity and Originality	(Positive) Originality and Creativity
				Working with Passion	(Positive) Work with Passion
				Individual Achievements	Inefficiency / Working in Silos Highly depends on the individual candidates rather than the standardized process

APPENDIX VIII  
LEADERSHIP ANALYSIS

**Defining the Purpose**

Personal Observation		Interviews with the Board		Interviews with the Heads of Departments		Strategic Meeting	
Peace Making	Proactive response to the violence that shook the world in September 11, 2001		Self-Exploration	Create opportunities to serve the youth on the personal and Professional levels	Yes. Because LOYAC is working mainly for the youth in Kuwait. Hence youth will get motivated and spend their valued time effectively.	Create opportunities to serve the youth on the personal and Professional levels	Empower the youth through unique opportunities to evolve into highly effective humane citizens
	An alternative space for the youth of Kuwait which provided peace, love, confidence, care, and opportunities as a response to the violence and destruction in the world		Teach youth the value of money		Yes, because the organization is keen on the youth category, and recruiting people with skills.		Enlightened youth for peace and prosperity
Create opportunities to serve the youth on the personal and Professional levels	youth can be led towards peace by providing them with opportunities for personal growth, experiencing the joy of service and developing their professional skills through on job training internships that builds self- confidence	Create opportunities to serve the youth on the personal and Professional levels	Teach the Youth the value of volunteering and giving to community			Create Change	Motto: Today is in our hands
	Nurture growth		Peace Making				Values: Love, Peace, Contribution, Commitment, Empowerment, Awareness, Creativity
	Opportunity to mix with diverse others						
	Create Opportunities:						

Personal Observation	Interviews with the Board	Interviews with the Heads of Departments	Strategic Meeting
	To serve the youth of the country and the overall community		
	Lack of a strong Civil Society organization with integrity, honesty and candor		
	Need for such organization		
	Renowned Organization for the youth with International recognition and exposure		
	Create a change in the world		
	Create Change		
	Extend Operations regionally and globally		
	More growth, and more impact		
	Influence (outcome)		
	Peace Making		
	Direct away from bad path		
	Positive Reaction to Terrorism: High sense of responsibility		
	Peace as response to religious violence and extremism		
	Will play a huge role in peace-making on the international level		



**Embodying the Purpose into Programs**

Personal Observation		Interviews with the Board		Interviews with the Heads of Departments		Strategic Meeting	
Alignment of service with mission (Positive)	<b>LOYAC programs are directed into two main routes: Personal and Professional Development, and Community Outreach.</b>	Alignment of service with mission (Positive)	Alignment of Service with the mission	Limited Resources	Quality is good given the limited resources	Alignment of service with mission (Positive)	<b>A holistic youth center that acts as a medium for the youth to grow and reach their full potential</b>
		Good Quality Service Delivery	Good Quality of Programs and Service Delivery	Good Quality Service Delivery	Programs are unique in the market and ranked high by both job sites and the students.		<b>Create one program/project per year that touches at least two of the growth dimensions: mind, heart, soul, and body of youth</b>
			Valuable Service Impact/ outcome		Well-established programs in terms of systematization of the whole process line		<b>Evaluate and develop our current programs on annual basis to have a higher outreach and impact</b>
			Direction towards being more professional and systematic	Positioning and Targeting challenges	Right now, it feels like we are always speaking to the same exact audience of 15,000 people.		<b>Accredit and mainstream our programs by the end of 2016.</b>
			Quality of Programs		A lack of firm branding and marketing guidelines over the years lead to a confused media message to the public		
			Diversification of programs	Diversification of programs			
		Increasing service dimensions is scope and scale: Addressing more needs / reaching more					

Personal Observation	Interviews with the Board		Interviews with the Heads of Departments	Strategic Meeting
		youth		
	Positioning and Targeting challenges	Unclear image of LOYAC's in the mind of the public		
	Limited Resources	Discrepancies between operational expansion and limited human capital		
	Misalignment of service with mission (Service)	Programs Related Changes		
	Need Internal Awareness and engagement	I think we need more awareness regarding the importance of mission and vision of LOYAC.		
		On the employee level, feeling the importance of spreading the LOYAC module in the Arab world.		
	Internal Culture lacks harmony	An employee said there is no harmony between employees and that made me sad.		
		And then the culture between them, if we are talking about a core value which is love, is this applied. It is applied between us? Or not?		

**Defending Institutional Integrity**

Personal Observation		Interviews with the Board		Interviews with the Heads of Departments		Strategic Meeting	
Serves the youth	It is a nonprofit organization targeting all the youth of Kuwait starting from the age of 6 years to 28 years old, regardless of nationality, religion, color, race, or ethnicity.	Board's Engagement	Board engagement and involvement with the employees	Created change	We operate on an intern system, empowering youth to excel in media content production which is in line with the vision of LOYAC and also reduces cost of hiring permanent employees	Attract/Retain young leaders	Attract, qualify, and certify the human resources to implement LOYAC programs by end of 2017.
		Run with passion and love	Love and Passion is in the air	Flexible, creative and dynamic	Ability to change and implement new ideas		
			Our doors are open and our energy attracts		Flexible depending on tasks' needs		
					Originality and Creativity		
		Quality Service	Quality of Programs	Run with passion and love	Work with Passion		
		Serve the Youth	Managed by the Youths		Patience and understanding which each team member has it.		
		Attract/Retain young leaders (-ve)	Inability of attracting/retain qualified youth to lead		It is a loving and peaceful work environment.		
		Connected and Supported locally and internationally	More financial support from international companies		"Somehow because of its: Safe working environment		
			Better Governmental Support	YES!! It gives you a space to work creatively even in non-creative fields, the LOYAC family has always been a beautiful one because of the organizational culture instilled by the founders. Yes, the work environment makes the difference.			
			Social and Communal Partnership	Connected and Supported locally and internationally	Affiliations with international universities/companies		
Created change	Shifted mentality of the Society		Strong reputation of the programs in the market.				

Personal Observation	Interviews with the Board	Interviews with the Heads of Departments	Strategic Meeting
		<p>Attract/Retain young leaders (-Ve)</p> <p>I would also ask the chairperson to step aside and trust the team she hired without interfering and making her team feel of less value because they haven't</p>	
		<p>Serves the youth</p> <p>Yes because they give youths a chance to get experience about the environment of jobs for their beneficial needs.</p> <p>Yes, because the organization is keen on the youth category, and recruiting people with skills.</p> <p>Yes. Because LOYAC is working mainly for the youth in Kuwait. Hence youth will get motivated and spend their valued time effectively.</p>	

**Ordering Internal Conflict**

Personal Observation		Interviews with the Board		Interviews with the Heads of Departments		Strategic Meeting	
Unhelpful Structure	LOYAC current structure is a flat organization with no middle management between staff and executives.	Inappropriate leadership style / Management	Appropriate leadership style conflicts with the organizational nature	Inappropriate leadership style / Management	Requests that are off the strategic plan pop-up left and right,	Missing appropriate helpful mechanism	Create common infrastructure which facilitates regional collaboration among chapters on the following levels by the end of 2015: Communication, Programs, Administration (IT, HR, Accounting, Database, Policies and Procedures), Fundraising
	the involvement and attention of the Managing Director is distributed and spread across the organization which reduces the attention provided to each unit/department		Micromanagement from the Board		Sudden requests occupying the team's focus and derailing the department from its main mission.		Regional Collaboration
	Board Members involved in the management of the		Excess Passion affecting Managerial decisions		The lack of commitment from the board to sticking to the strategy set and having all those working in LOYAC base their strategies on what they see fit rather than what really works for LOYAC.		
	Missing appropriate helpful mechanism		Organizational Systems, Policies, Processes, and Procedures		Adoption of a large number of programs	Reflect in the decisions	
Inappropriate leadership style / Management	Head of the department is currently reporting to both the managing director and one member of the founding board, which is creating some managerial tension between the Managing Director and Board	Frequent organizational changes	Lack of one leader				

Personal Observation		Interviews with the Board		Interviews with the Heads of Departments		Strategic Meeting	
	members.						
	Centralization of Decisions		Repetitive and Fast Structural change		Lack of decision making authority and last moment orders		
			Lack of Employee Orientation, Training, and Mentoring		Poor Financial Management and Planning		
			Lack of Organization and Planning		Continuous changeable decisions.		
			Centralization (towards the Managing Director)		Have the founder micro-manage less.		
			High Dependency on Board members and Chairperson		General manager would have a clear short term and long term plan that are communicated to all those working with him/her		
			Lack of Accountability, Responsibility, and Discipline		Accountability of tasks		
			Programs Related Changes		Management for structure stability		
			Fast Decisions		Instability of management		
			Emotions get involved		Constant change in structures and turnover		
		Generation Gap	Mentality Gap Mentality Gap between board and youth		Seemingly ineffective management of finances.		
		Seeking better Quality Operations	We aspire for better results Change is in process		Inconsistent Performance Appraisal system Clear reporting system		
		Need for strategic youth leaders	A need for youth leaders	Weak HR System	Create future work plan for all Depts.		
			A Need for Full Time Managing Director		(Changes) Evaluate and remove all unnecessary staff and replace them with a		

Personal Observation	Interviews with the Board	Interviews with the Heads of Departments	Strategic Meeting
	<p>Hire competent and young staff with strategic direction</p> <p>Employees Engagement towards LOYAC strategic direction</p> <p>Inability of attracting/retain qualified youth to lead</p>	<p>Unqualified staff</p>	<p>qualified few who would report directly to a professional general manager</p> <p>Disappointed team members because of huge lack in career development, appreciation and promotions in our department in particular.</p> <p>Organization doesn't work on improving team skills through regular professional trainings such as other organizations in Kuwait.</p> <p>Major decisions are taken by not experienced nor qualified new managers</p>
	<p>Transition to Vertical Organizational Structure</p> <p>Departmental Restructuring</p> <p>Departments working in Silos</p>	<p>Missing appropriate helpful mechanism</p> <p>Need for strategic youth leaders</p>	<p>Standard policies and procedure</p> <p>Highly depends on the individual candidates rather than the standardized process</p> <p>(Changes) I would hire/fire certain people in order to improve organizational structure.</p>
<p>Limited Resources</p>	<p>Staff: Shortage, and lack of professionalism and competencies</p> <p>Discrepancies between operational expansion and limited human capital</p> <p>Operations are not Financially Sustainable</p>	<p>Seeking better Quality Operations</p> <p>Unhelpful Structure</p>	<p>Service inconsistent due to staff turnover</p> <p>Lack of organization structure stability in general which affect decisions related to important projects.</p>

Personal Observation	Interviews with the Board	Interviews with the Heads of Departments	Strategic Meeting
	Insufficient Financing		
	More Media and Marketing Presence		
Positioning and Branding challenges	Unclear image of LOYAC's in the mind of the public		
Missing appropriate helpful mechanism	Communication Channels		
	Weak System		
Need more employee engagement	Team Building projects		
Weak HR System	Unclear Job Descriptions		
	Bad Recruitment Process		



APPENDIX IX  
HELPFUL MECHANISMS ANALYSIS

**Availability of rational planning system**

Personal Observation		Interviews with the Board		Interviews with the Heads of Departments		Strategic Meeting		
Centralization to chairperson and board	Board micro-management loses the organization its critical element on the strategic level.	Emotion driven organization	Love and Passion is in the air	Inefficiency and lack of focus	Requests that are off the strategic plan pop-up left and right	Direction to becoming strategic	Regional meeting set strategic goals and objectives, but without a clear system of implementation and follow-up	
	Decision-making power kept restricted to the Managing Director and Board Members.		Excess Passion affecting Managerial decisions		Sudden requests occupying the team's focus and derailing the department from its main mission.	Direction to creating better systems and infrastructure	Create common infrastructure which facilitates regional collaboration among chapters on the following levels by the end of 2015: Communication Programs, Administration (IT, HR, Accounting, Database, Policies and Procedures)	
			Emotions get involved		Service inconsistent due to staff turnover			
		Unhealthy Organizational Changes	Micromanagement from the Board	Weak Management systems	Highly depends on the individual candidates rather than the standardized process			
			Frequent organizational changes			Companies' relations is random and non-centralized		
			Repetitive and Fast Structural change	Well Established Programs (+ve)	Well-established programs in terms of systematization of the whole process line			
			Fast Decisions	inappropriate decision making / lack of strategy	The lack of commitment from the board to sticking to the strategy set and having all those working in LOYAC base their strategies on what they see fit rather than what really works for			

Personal Observation	Interviews with the Board	Interviews with the Heads of Departments	Strategic Meeting
Weak Management systems			LOYAC.
	Weak System		Reflect in the decisions
	High Dependency on Board members and Chairperson		Sudden changes by the members in program without doing market research or knowing the positive/negative impact of the decision taken.
	Lack of Organization and Planning		Continuous changeable decisions.
	Succession Planning (change)	General manager would have a clear short term and long term plan that are communicated to all those working with him/her (change)	
	Weak Management and Inefficient Decision making	Create future work plan for all Depts.	
	Adoption of a large number of programs	Lack in career development (succession planning)	Disappointed team members because of huge lack in career development, appreciation and promotions in our department in particular.
	Lack of Organization and Planning	Lack of Training and development	Organization doesn't work on improving team skills through regular professional trainings such as other organizations in Kuwait.

**Availability of Budgeting System**

Personal Observation	Interviews with the Board		Interviews with the Heads of Departments		Strategic Meeting	
	Financial challenges	Operations are not Financially Sustainable	Poor Financial Management and Planning	Poor financial management of LOYAC funds which in turn exhaust the fund raising committee to keep running around to find income just to pay salaries. (Major Flaw) Just looking at LOYAC Income vs. Expenditure sheet brings tears to my eyes. "	Directions to becoming more financially stable and secure more funds	Create common infrastructure among chapters which facilitates regional collaboration among chapters on the Fundraising level
		Sponsorship Relations/Engagement		Lack of specific equipment and items that can facilitate our jobs		Fundraising approach which sustain and grow on regional and international level
		Insufficient Financing		Budget limitation while planning programs		Secure sufficient funding resources to ensure sustainability by end of 2017.
	More financial power and sustainability (change)	Become Financially Sustainable (change)		Lack of sponsorship agreement between companies and LOYAC		
		More Money (change)				

**Availability of Control System**

Personal Observation		Interviews with the Board		Interviews with the Heads of Departments		Strategic Meeting	
Need for Clear Job Descriptions	Unclear Job Descriptions	Need systems, policies, and procedures	Lack of Accountability, Responsibility, and Discipline	Unclear roles and responsibilities	Roles distribution. Some tasks are being handled by and distributed to multiple staff, which leads to dispersion of energy and unspecialized individuals.	Directions to having more control on all levels	Create common infrastructure among chapters on the: Communication Programs, Administration (IT, HR, Accounting, Database, Policies and Procedures) levels
Need systems, policies, and procedures	Systems, policies, processes and procedures are not available to support the organization's operations.		Lack of Employee Orientation, Training, and Mentoring		Duplication's in work designations, no proper job descriptions.		
			Weak Communication Channels	Lack of Quality Control	Lack of dedicated (monitoring and evaluation) M&E staff to assess our programs and provide constructive reports.		
			Departments working in Silos		Lack of customer care team to satisfy all the people who left any of our programs with bad experiences.		
		Misallocated/ Insufficient Human Capital	Bad Recruitment Process	Need systems, policies, and procedures	Lack of policies and procedures in the organization.		
			Staff: Shortage, and lack of professionalism and competencies		Bureaucracy		
			Discrepancies between operational expansion and limited human capital		Standard policies and procedure(change)		
			Unclear Job Descriptions	Rewards and Compensations	Promotions/ incentive based on work accomplishments		

Personal Observation	Interviews with the Board	Interviews with the Heads of Departments	Strategic Meeting
		(change)	(change)
		Misallocated/Insufficient Human Capital	Evaluate and remove all unnecessary staff and replace them with a qualified few who would report directly to a professional general manager
		Accountability (change)	Accountability of tasks (change)
			Physical checking of fixed assets inventories from each department. (change)
		Increase Productivity (change)	More productively from employees by adding more duties & responsibilities. (job descriptions)

**Availability of measurement system**

Personal Observation	Interviews with the Board	Interviews with the Heads of Departments	Strategic Meeting	
Deficiency in HR systems	Accountability challenges	Lack of Monitoring system	No Adequate Monitoring of any of the programs	
				Lack of Accountability, Responsibility, and Discipline
				Unclear Evaluation and Performance systems
Training and Development / Succession Plan (Organization need, performance appraisal, roles and responsibilities)				
Unclear reporting system in approach and frequency			Direction towards better measurement	
			Evaluate and develop our current programs on annual basis to have a higher outreach and impact.	
			Accredit and mainstream our programs by the end of 2016.	

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