



| DigitalNow Case Study | | | |
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| Organization | Volunteers of America | Web: www.voa.org | |
| Number of Staff | 15,000 fulltime paid staff (plus 95,000 volunteers) | Annual Operating Income | \$840M |
| Number/Type of Members | Volunteers of America operates as a consolidated organization primarily through state chapters and a national health and housing division. | | |
| Primary Mission of Organization | Volunteers of America is a national, nonprofit, faith-based organization that is dedicated to helping those in need rebuild their lives and reach their full potential. | | |
| What is organization doing to move from "good to great?" | We introduced the Good to Great concepts to our field leadership when they were first published in 2001, and decided shortly after to pilot them at our national headquarters. That has led to an ongoing application of the principles across our field organization. | | |
| Challenges Faced | <p>As a faith-based organization, we have a strong cultural bias toward preserving our core. Acknowledging that and reassuring our field of our constancy has been essential to making progress.</p> <p>Our wide scope of services, generally around poverty issues, made the development of a hedgehog concept especially difficult. Still evolving.</p> | | |
| Success/Status | <p>Got the right people on the bus and in the right seats. Started by creating a new executive structure, which resulted in an entirely new executive team over time.</p> <p>Emphasized similarity, rather than differences, across the organization. Branding has been the rallying point for convergence across disparate programs.</p> <p>Adopted impact language to describe the outcomes we seek through our services, and have moved away from language emphasizing varied program models.</p> <p>Introduced clarity and discipline around responsibility and criteria for decision-making.</p> | | |