

Organisational Audit

Presentation 2



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What we are going to present

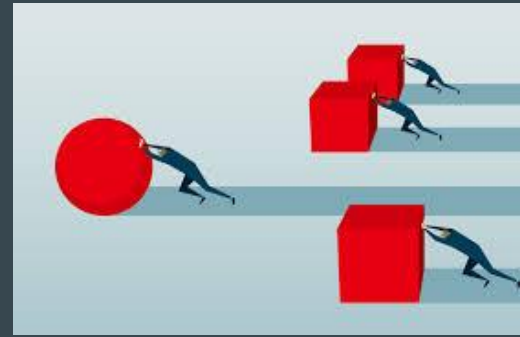
- What is effectiveness
- Factors that affects an organisations effectivity
- Is the National Trust Effective
- Benchmarking and Gap analysis
- Recommendations



**National
Trust**

What is meant by 'effectiveness'

Definition



- Definition in Oxford Dictionary - The degree to which something is successful in producing a desired result; success.
- For example in a particular business it will be how well a team works together by separating work load and duties.
- Definition in Cambridge dictionary - Successful or achieving the results that you want.

Effectiveness in Business

- You can apply effectiveness to various different aspects of a business, from a managerial standpoint. This is achieved by ensuring all members of a team are performing their tasks successfully and to a high standard.
- In business, effectiveness refers to the quality of results that are derived from tasks completed from tasks completed by both employees and their managers.
- To create effectiveness in the workplace, an employee or manager needs to deliver consistent results.

What affects organisation effectiveness?

Why does an organisation have to be effective?

- To succeed in any economy it is crucial that an organisation is effective (Hannan and Freeman, 2018)
- Financial performance is vital for an effective business
- The workplace should be sustainable by the owner/manager engaging in their employees and financial performance

- For an effective business the leaders must focus on their employees
- If employees are treated well, they will provide good customer service to customers (Hannan and Freeman, 2018)

How can a company be effective?

- Leaders should communicate with staff members
- Financially stable
- Leaders should treat every member of staff fairly
- Manage staff professionally

Theories for effectiveness

According to Hannan and Freeman to maintain a sustainable and effective business, a manager should perform successfully by adapting to their work environment and using the resources they have.

In a business you don't need the money to have an effective organisation, you need to train your people and deliver the required performance successfully (Hannan and Freeman, 2018)

Is The National Trust effective?

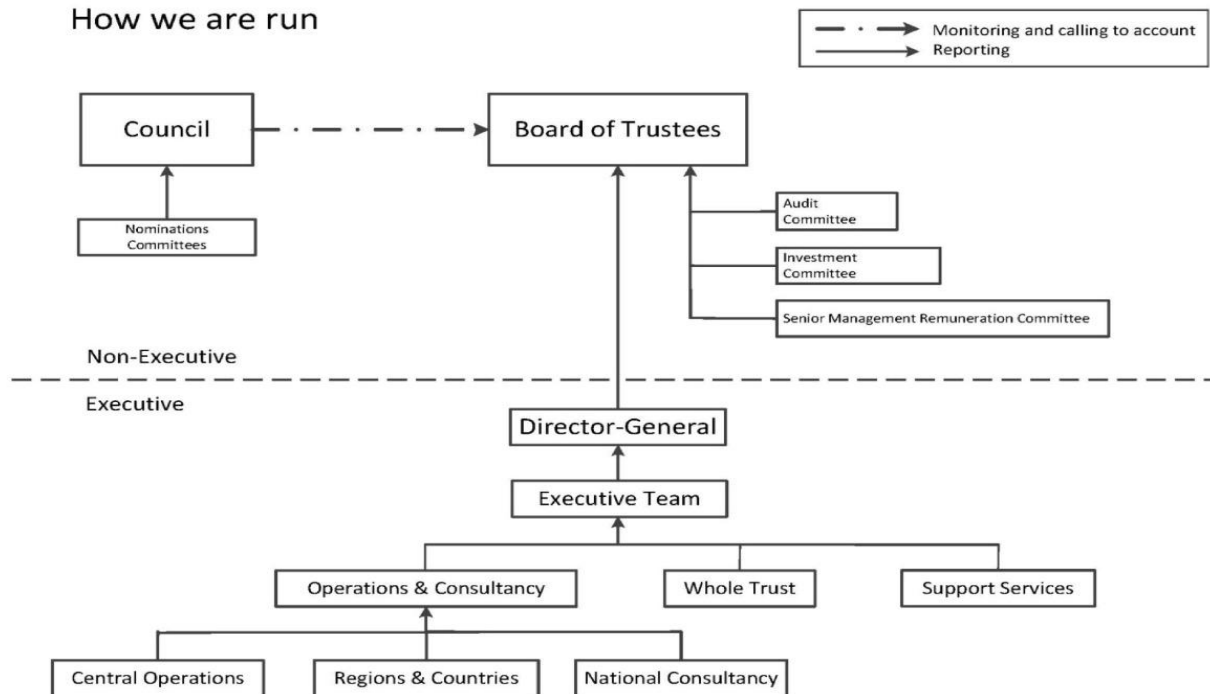
The National Trust:

- Charitable Organisation
- Primary Founder: Octavia Hill, 1895
- Preserve, protect and restore
- Members
- Volunteers
- Wills and legacies



SWOT analysis- Management

Multiple board groups



Strengths:

- Spreads the workload
- Experts

Weaknesses:

- Clash in opinions

Opportunities:

- Multiple experts means for effective decisions

Threats:

- Possible lack of communication

Adopting two cultures

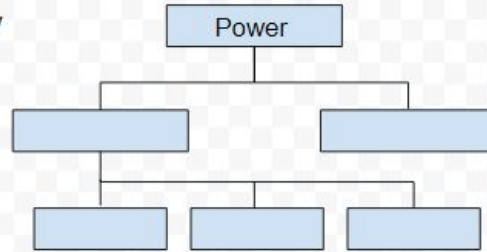
Role Culture

People have clearly delegated authority within a highly defined structure

Hierarchical bureaucracy

Power derives from a person's position

Little scope exists for experts



Adapted from Handy's culture theory

Task Culture

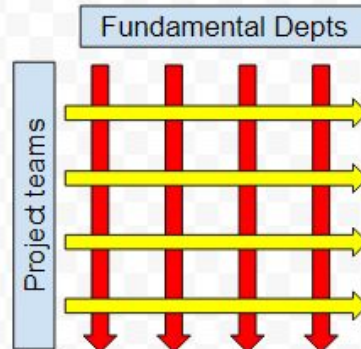
Teams are formed to solve particular problems

Power derives from expertise as long as a team requires them

No singular power source

Matrix organisation

Teams may develop own objectives (A risk)



Strengths:

- Each sector has its own culture

Weaknesses:

- Not all employees are like minded

Opportunities:

- Adopt one culture

Threats:

- May not work together effectively

Goal: Restore and Protect

Strengths:

- **Precise aim**
- **Worthy cause**

Weaknesses:

- **Little room for growth**

Opportunities:

- **Forever growing sponsors**
- **Develop**

Threats:

- **Becoming unneeded**
- **Binded by laws**

Their aim derives from the founders seeing ‘the importance of our nation’s heritage and open spaces and wanted to preserve them for everyone to enjoy’ (National Trust, 2018)

SWOT analysis- Recent Changes/New initiatives

High media coverage

Strengths:

- **Positive portrayal**
- **Free publicity**

Weaknesses:

- **Just as possible to have negative portrayal**

Opportunities:

- **Attract new members**
- **Have their say on issues**

Threats:

- **Words twisted**
- **Issues become out of proportion**

Decision making

Strengths:

- **Stick to their aims**
- **Loyal to their decisions**

Weaknesses:

- **Can resist defeat**
- **Can be careless**

Opportunities:

- **Use it to give themselves a good portrayal**

Threats:

- **Loose sponsors**
- **Loose members**

SWOT analysis- Approach to Sustainability and The Green Agenda

Restoring & Renting

Strengths:

- Re-investment allows for growth
- Sustainability

Weaknesses:

- Has had issues with locals
- With holding money

Opportunities:

- Restore overgrown land and offer it to local farmers

Threats:

- Councils preventing them from buying



The Green Agenda

Strengths:

- **Dedicated to making a change**
- **Very good impression**

Weaknesses:

- **Loss of culture and tradition**
- **Don't seem to take all aspects into consideration**

Opportunities:

- **By further considering their actions- Can become more reliable.**
- **Speak to the locals not just the councils- make further progress**

Threats:

- **May be prevented from taking action.**

‘dramatically reduce the use of fossil fuels to half by 2020’ (National Trust, 2018)

‘£4 million on energy bills each year’
(National Trust, 2018)

‘committed’ to invest in a £30 million in renewable energy and aim to cut energy usage by 20% (National Trust, 2018)

Gap Analysis

Gap Analysis

A technique that businesses use to determine what steps need to be taken in order to move from its current state to its desired, future state.

Business Dictionary (2018)

What is the purpose of Gap-Analysis?

An example when the National Trust uses gap-analysis is when they released the training document that was supplied by the lottery fund.

Here is an insight to the document.

It includes -

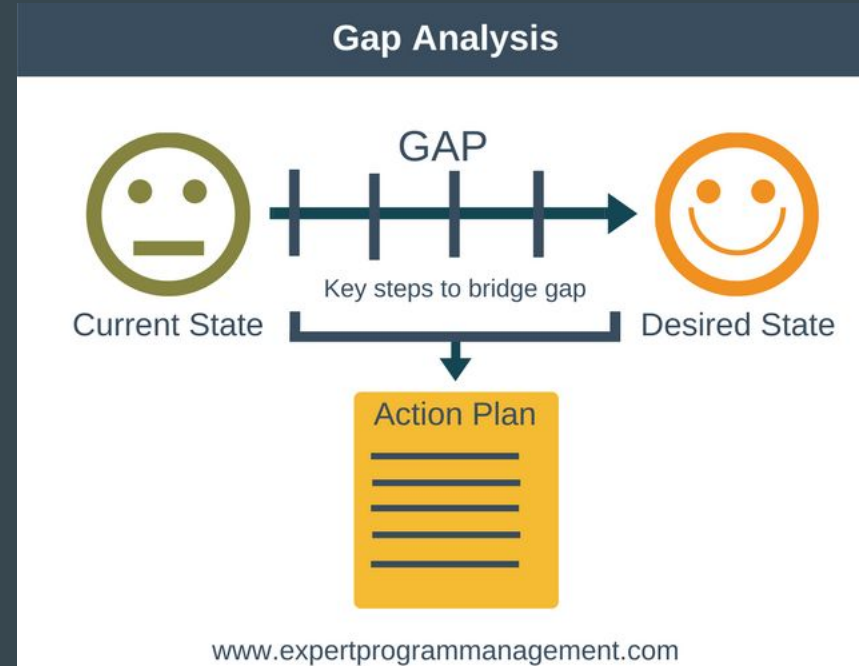
- SWOT ANALYSIS
- MAPPING
- ASSIGNMENTS / EXAM



Why through education?

Through education existing staff, can give a feeling of value and worth. It can also help to build and strengthen the organisation. (The Telegraph 2017)

By making a gap-analysis, the National Trust can see which staff members deserve to be promoted within the organisation. It can determine whether the organisation needs to promote, move or add additional members to the organisation.



Alternative ways to use gap-analysis-

- Bring in volunteers
- Fundraising
- Promotion
- Partnerships
- Investments
- Buildings
- Wildlife

Benchmarking

Benchmarking

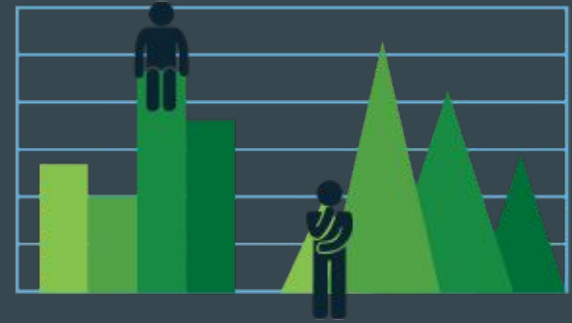
Definition

- Benchmarking is the measurement of the quality of an organisations policies, products, programmes, strategies etc, and their comparison with standard measurements, or similar measurements of its peers.
- The objectives of benchmarking are to determine why improvements are needed, where they are required and what improvements are needed to rival other organisations that function off very high standards.
- These standards set by other organisations are then analysed. After analysing this information you can then use this to improve your performance.

Four keys of benchmarking



Can/ does the National Trust benchmark?



Sarah Flanagan, the National Trusts Chief Information Officer, implements benchmarking to improve:

- Visitor enjoyment
- Visitor growth
- Improved marketing

As the National Trust has little to no competition, it doesn't have a particular company to benchmark against.

Recommendations

Recommendations for the National Trust



One of the biggest flaws to date the National Trust has is paying the staff that take care of the organisation on a daily basis.

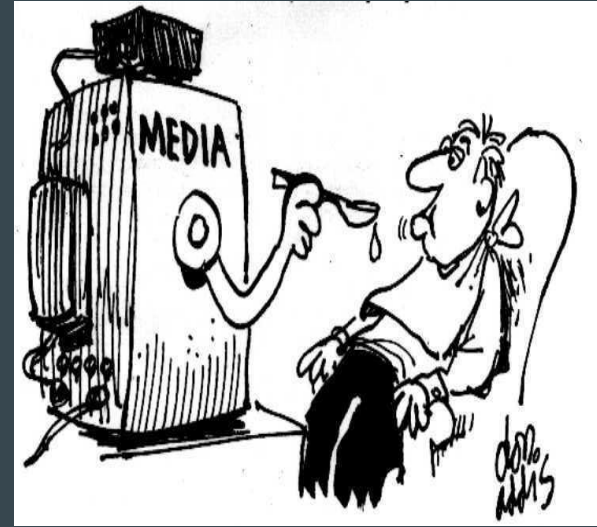
The National Trust pay the staff less than the national living wage. Despite being a not for profit organisation, a main income is from renting out the accommodations, for example the castle for 'Downton Abbey'. Daily Mail (2016)
Independent (2018)

However recent articles show that the National Trust has increased the pay by 4.5%. As a result of the pay increase an extra 50p a month has been added to the membership fee to cover additional costs.

Independent (2018) National Trust (2018) Employee Benefits (2018)

What do we think?

- **Media control:** Employ members to tackle bad publicity or to consider all negative implications of their action.
- **Make sure all stakeholders are involved:** Local people
- **Culture and heritage:** Place more focus on preserving culture
 - : Ensure profits don't become more of a priority



GDBlogs (2018)

Overview

- Can be effective however issues could cause problems.
 - Board groups allow for an effective work force.
 - Recent changes show initiative to improve.
 - Restoring and renting makes them sustainable.
-
- However - Little care for bad publicity- don't seem to want to make it better.
 - Could result in prevention of working.

Thank You for listening

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