



CASE STUDY:

FROM FRAGMENTED SYSTEMS TO INTEGRATED LEADERSHIP & LEARNING

*How we helped one community-based organization
build transformational capacity through sustainable
change.*

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OVERVIEW

A nonprofit organization serving youth and communities, working toward systemic change and community impact.



BACKGROUND

Organization Type: Mission-driven nonprofit (youth justice, education advocacy, community organizing)

Size: 40-50 employees and volunteers

Service Focus: Education, advocacy, and community engagement

Years in Operation: 20+ years of community presence

Context: New executive leadership bringing fresh vision

CHALLENGES

When Humane in the Membrane was brought in to design a 360° evaluation system with executive leadership, what emerged was not a single problem—but a systemic fragmentation that was preventing the entire organization from executing its strategic vision. The organization had a vision. They had some systems in place. They had committed staff and volunteers. But at the operational level—where strategy had to become real work—the infrastructure was fragmented or missing. Staff had no clear pathways to build skills or grow. Managers lacked frameworks to coach their teams. Communication didn't flow consistently. Stakeholders couldn't engage meaningfully. The gap between strategic vision and operational reality was significant.

CHALLENGE #1:

Vision-to-Execution Gap

Strategic vision was clear at the leadership level, but the systems to make it operational and actionable did not exist at the staff level, leaving people unclear about how to execute and grow.

CHALLENGE #2:

Missing Infrastructure

Staff had no formal feedback infrastructure, no coaching support, and no clear learning pathways—leaving people disconnected from growth opportunities and unable to understand how their work connected to strategic priorities.

CHALLENGES

CHALLENGE #3:

No Capacity-Building Systems

Managers wanted to support staff growth and development but had no coaching frameworks, tools, or processes to do so effectively at scale.

CHALLENGE #4:

Limited Communication

Information flowed inconsistently, leaving stakeholders at all levels uncertain about strategic priorities, decision-making processes, and how their roles connected to larger goals.

CHALLENGE #5:

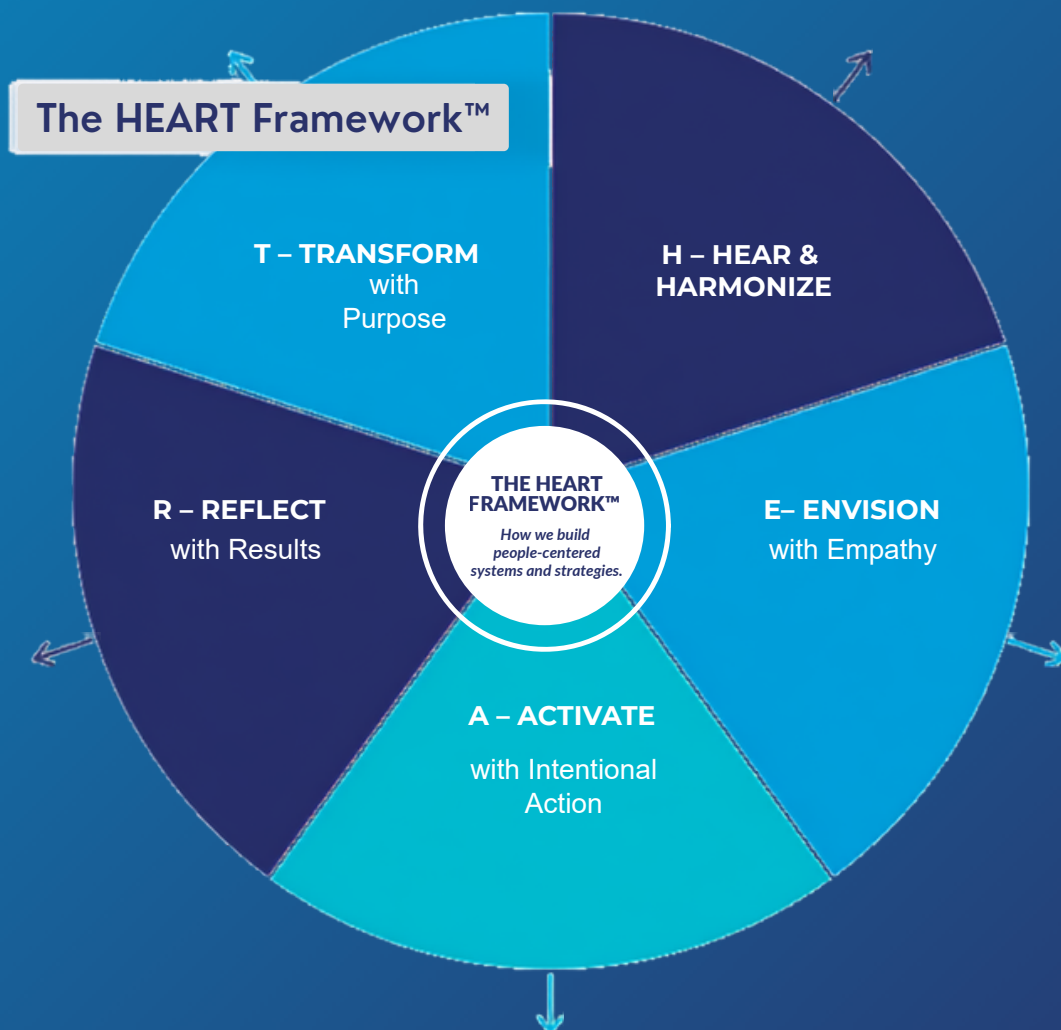
No Stakeholder Engagement Path

Volunteers and community stakeholders wanted to participate meaningfully in evaluation and learning, but there was no systematic way to gather their voice or integrate their perspective.

OUR APPROACH

We began by conducting a comprehensive organizational assessment grounded in the **HEART Framework™**—engaging executive leadership, staff, managers, and volunteers to understand the real gaps. What we discovered was clear: the organization needed an integrated infrastructure that connected learning, leadership, and systems to bridge the vision-to-execution gap.

That infrastructure didn't exist. We would build it.



SOLUTIONS

We designed and implemented five integrated solutions that work together as one system—connecting leadership capacity, learning pathways, clear communication, real-time feedback, and meaningful stakeholder engagement. Each solution was specifically tailored to this organization's culture, voice, and strategic priorities. Together, they transformed the organization from fragmented vision to integrated, operational reality.

SOLUTION #1:

Strategic Plan Activation

We created alignment mechanisms that connected daily work to strategic priorities, developed cross-functional workflows that engaged staff and volunteers at all levels, and built accountability structures that made the plan actionable, measurable, and owned by the people implementing it.

SOLUTION #2:

Communication Infrastructure

We established clear channels for information to flow across all organizational levels, created consistent methods for updates and decision-making, and built accessible systems that ensured every voice—from staff to volunteers to leadership—could be heard and valued. This became the connective tissue that made strategy understandable.

SOLUTION #3:

360° Evaluation System

We designed a real-time feedback mechanism that provided insights across all organizational levels—becoming the learning heartbeat of the organization. This system enabled people to see their impact, understand what was working, and identify growth areas together in real time.

SOLUTION #4:

Manager Coaching Framework

We developed a capacity-building roadmap with strategic coaching tools specifically designed for middle managers—the critical multipliers in any organization. This gave leaders the language, frameworks, and ongoing support structures to coach their teams toward growth with confidence.



SOLUTION #5:

Data Systems & Storytelling

We built internal structures for systematically gathering data at multiple entry points—from staff feedback to volunteer input to program outcomes. We helped the organization understand the story the data was telling about their impact, and use those insights to inform strategy, celebrate wins, and identify growth areas.



RESULTS

Staff
Engagement

93%

Volunteer
Validation

90%

Leadership
Satisfaction

100%

Manager
Confidence

100%

Key Highlights:

93% Staff Engagement – Within the first month of implementing new communication streams and processes, staff engagement reached 93%—demonstrating rapid adoption and buy-in.

100% Leadership Satisfaction – Three months after the initiative's introduction, 100% of staff reported satisfaction with the implementation—a remarkable indicator of systemic alignment and effectiveness.

HIGHLIGHTS

Key Highlights:

100% Manager Confidence - Managers reported significantly greater confidence in developing individuals and their teams moving forward, equipped with practical tools and frameworks.

100% Volunteer Validation - Parent volunteers expressed that they felt heard and valued—that their voices were now integrated into the system supporting students, not treated as peripheral.

SIGNIFICANCE

This case study demonstrates what transformation looks like when learning, leadership, and systems align in real time. The results weren't just about what changed on paper—they were about how people grew, felt valued, and acted together with clarity and confidence in service of their mission.

This organization's journey illustrates a fundamental truth: the gap between vision and execution isn't about effort or passion. It's about infrastructure—the systems, processes, communication, coaching, and feedback mechanisms that enable people to execute strategy, grow, and understand their impact. When organizations invest in building that infrastructure with intention, sustainable change becomes possible.

KEY TAKEAWAYS:

- Systems must be integrated, not fragmented. Feedback is only valuable when there are clear pathways for growth and action.
- Managers are capacity multipliers when equipped with coaching frameworks and clear expectations.
- Communication is structural infrastructure, not an afterthought—it connects vision to execution.
- Learning happens in real time when staff, volunteers, and leadership can see their impact and understand how their work matters.
- When organizations bridge the vision-to-execution gap, sustainable change becomes possible.

CLIENT EXPERIENCE

Our collaboration with this organization highlights the effectiveness of a focused and thorough strategy, accompanied by clear and flexible implementation support. As our client noted, “Partnering with Humane In The Membrane has transformed our organization—our culture, our collaborative efforts, and has made a significant difference in our community impact.”

TESTIMONIAL

“Working with Humane in the Membrane transformed how we operate. Christina's approach was exceptionally clear and customized to our culture. I have never been more excited about implementing a strategy before—and I feel very confident coaching my team through it.

What made the real difference was how she offered perspectives that supported everyone: leaders, staff, volunteers, and our executive team in service of our bigger mission and desired impact. Staff members were excited about the new initiative and appreciated the clarity and accessibility of the processes. We now have the organizational structure we need to take our work to another level.”

— Executive Leadership Team



THANK YOU!

**Inspired by this organization's
success story?**

Get in touch with us to start your
journey toward outstanding results.

*Where strategy meets **heart**—and transformation begins*

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