

Developmental Needs of Non-Profit Senior Managers and Leaders: A Study of Training Needs in the Non-Profit Sector in Galway

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About this Study

This research identifies the training and developmental needs of senior leaders and managers from 115 non-profit organisations in Galway City and County.

A competency framework was derived from existing literature in the field, combining the competencies cited as critical for effective management and leadership of both non-profit and for-profit organisations (see Figure 1).

This framework was used to assess current capabilities of non-profit senior managers and leaders in order to determine the existing collective training and developmental needs for the group.

Importance of this Study

Senior managers in non-profit organisations need to continue with professional development if their organisations are to be efficient, effective and drive change.

Currently, there is a lack of research into the collective training needs of senior managers and leaders in non-profit organisations.

This research has already had a practical application as training for the non-profit sector in late 2015 has been sourced based on its findings.

Data Collected

The research combines both quantitative and qualitative data.

Questionnaires were sent to 589 non-profit organisations in Galway. The number of valid responses received was 115, giving a valid response rate of 20%.

Respondents were asked to assess the importance of each competency area and the current skill levels in each competency area.

Key Findings

The competencies tested in the study were confirmed as key skills required of senior managers and leaders in the organisations studied.

There are training and developmental needs across all of the competencies included in this study.

In particular, there are developmental requirements in the areas of managing effective operations, directing the organisation and marketing capabilities.

Specifically, the areas of greatest need are in raising and managing funds, having strategic goals to help achieve organisational vision, and maximising marketing potential.



Implications and Recommendations

Non-profit organisations are suffering as a result of a lack of Leadership and Management Development provisions.

Training and development needs should be prioritised, primarily in the areas of most need.

Government funding should be made available to facilitate development – non-profit organisations are under constant financial pressure.

Lack of skilled human resource professionals and time are reported as barriers to training and development in the non-profit sector.

Training needs across the whole sector must be identified to facilitate sector growth.

Figure 1: Non-Profit Senior Leader and Manager Competency Framework

