



CASE STUDY – Culture transformation empowers organization to expand its activities exponentially

THE CHALLENGE – Transforming a century-old non-profit organization from reactive and siloed to strategic and team-oriented.

The Catholic Church Extension Society of the USA, (www.catholicextension.org) needed to revitalize its mission and efforts in supporting the missionary church in America. Change was critical for the future success of the organization. The board appointed a new president for this important endeavor. In establishing the vision for the organization's future, the newly appointed president and chief operating officer of the 105-year-old non-profit quickly identified the existing organization needed to move from being siloed with an entitlement mindset into one that was dynamic, team-oriented. The new staffing model would be flatter, leaner, and require an increasingly skilled workforce. The future workforce would be reduced 50% and certain roles would be regionally established.

THE SOLUTION – Establish a culture of ownership and accountability.

The organization referred to itself as a “100-year-old start-up” where a top priority was to hire new talent and to engage all employees with taking ownership in establishing and sustaining a team-oriented culture. Through a partnership with Team Excellence, Inc., the organization implemented the Team Covenant Culture™ (TCC) philosophy and tools to integrate the TCC into recruiting, performance management, and employee engagement metrics. Culture training started with senior leadership and then rolled out to all employees. Ongoing training of the TCC is reinforced through semi-annual new-employee orientations and periodic employee development workshops and activities for all staff.

THE OUTCOME – Talented workforce taking the organization's mission to new levels.

The new organization, now referred to as Catholic Extension Society, has successfully transitioned into a dynamic and team-centered culture where their collaborative team spans multiple regions. The organization regularly reaches, often exceeding, its annual goals and has become a role-model for establishing creative and impactful programs globally. The TCC has remained a focal point in its recruitment and retention strategy.

Its annual employee engagement survey consistently receives high approval ratings (85%-100%) in response to the following statements:

- “This is a great place to work.”
- “I feel part of a team working toward a shared goal.”
- “My colleagues care about one another’s well-being.”
- “I have a clear understanding about how my job enhances the mission.”
- “My colleagues are committed to doing quality work.”

Since TCC was introduced in 2009, the Catholic Extension Society (CES) continues to leverage its team approach by investing in its mission on a decidedly lean operation, so even though its activities and outreach have increased, headcount has not. The following chart (*taken from its [2022 annual report](#)*) further illustrates that while a lean headcount was maintained, output has increased more than 275%.



"The Team Covenant Culture has provided us the platform and process to dramatically transform our workforce into an engaged culture of accountability and highly motivated people. "

Thomas Gordon COO, Catholic Extension Society

Inspyr Pty Ltd, having acquired TCC under license from Team Excellence Inc., is supporting CES in further leveraging its team approach to contribute to its ongoing success.