



DNA CONSULTING

Supporting change leadership

About us

Enabling leaders and organisations to effect change that sees them thrive

Founded by David Newby in 2000, DNA supports clients around the world. Through our international work in countries as poverty-stricken as Haiti, Niger and Mali and as privileged as the USA, Canada and Israel, we have learnt that the essence of our work is about helping people to listen to themselves, giving them lenses to understand themselves, and offering them tools to find their way forward.

This is seldom achieved by short “hit and run” assignments. Instead, we prefer to engage deeply with clients to help them understand and align their strategy, people and processes. Along the way, they often broaden their thinking, see themselves and others in new ways, and have fresh powerful insights. We pride ourselves on journeying with organisations and individuals for the long term until they achieve the transformation they want, to create the social impact they desire.

Work showcase

International NGOs

World Vision International

World Vision is a Christian humanitarian and development organisation and is the largest NGO in the world with more than 45 000 employees.

- *World Vision Global Health and Nutrition Team*
 - Facilitated a strategy development process for the Task team working the with the Global Fund
 - Drafted a strategy document for WV's work with the Global Fund based on the findings of the workshop
 - Facilitated the annual team meetings as well as the community of practice meetings in Bangkok and New Orleans
 - Provided ongoing OD support to the senior director of the Global health and Nutrition team
- *World Vision Africa Region*

Contracted between 2005-2009 to provide organisational development and leadership development services to the Africa Senior Leadership Team. Processes included:

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- Leading the process to develop a strategic plan for the Africa region (3 year priorities and yearly deliverables)
- Facilitation of a process to develop a Health Strategy for the Africa Region
- Facilitation of a process to develop an Advocacy Strategy for the Africa Region
- Facilitation of a process to develop a Communications Strategy for the Africa Region
- Facilitation of Regional Working Groups (RWGs)
- Facilitation of each of the annual Africa Forums since 2005 attended by leaders of all the National Offices in Africa as well as international staff.
- Teambuilding with the Africa Senior Leadership Team including how to work as a virtual team
- Facilitating the 2005 Africa Core meeting (gathering of all members of functional and technical teams in Africa)
- Facilitating the restructuring of the regional leadership structure
- Facilitating (mediating) difficult interpersonal relationships within the leadership team
- Leadership support and coaching to the Regional Vice President and individual members of the Africa Senior Leadership Team
- *World Vision Southern Africa Regional Office*
 - Facilitation of a change management process during the time when SARO had been without an Regional Director for more than a year
 - Led a spiritual retreat for the National Directors and for National Directors and their spouses in August
 - Facilitation of annual retreats for operations directors
 - Team effectiveness workshops with the Senior Management
- *World Vision West Africa Regional Office*
 - Led spiritual retreats for the National Directors and for the Regional team
 - Facilitated National Directors' annual planning meetings
 - Assisted with the facilitation of the Regional Working Group (RWG)
- *World Vision South Africa*
 - Facilitating 5 courses (4 days) in Conflict Resolution and Peace building with the community workers in Area Development Programmes in the Eastern Cape, the Western Cape, Free State, Gauteng and KwaZulu Natal
 - Conducted an organisational Health assessment for WVSA
 - Involved in the facilitation of a strategic review process for the National Office.
- *World Vision Zimbabwe*
 - Facilitation of a strategic review and restructuring process involving all stakeholders in WVZ

- *World Vision Tanzania*
 - Facilitation of an organisational change process to move the National Office from a service delivery model to an empowerment model of development. The process took place over 3 years and involved every level of the organisation
 - OD processes with the Senior Leadership
 - Facilitation of a leadership development programme to equip more than 100 frontline leaders as facilitative, mentoring and integrated leaders who can lead change
 - Facilitation of Theory of Change processes with more than 200 frontline staff
 - Team effectiveness workshops with most of the teams in the National office
 - Facilitation of the staff conference involving more than 600 staff
- *World Vision Africa Hope Initiative (Regional HIV and AIDS team)*
 - Led the team in a spiritual retreat
- *World Vision Canada*
 - Facilitation of a “lessons learned event” of the ENHANCE programme (focus on Nutrition and Malaria in Africa) – a 4 day workshop with all major stakeholders.
 - Facilitation of a strategic planning process for the WV Global Nutrition Task Force Core Team which WVC is leading
- *World Vision International Department of Governance, Global Centre*
 - Contracted to make OD interventions in National Boards that are facing various challenges including interpersonal conflict and a lack of cohesion
- *World Vision Food Programme Management Group*
 - Facilitated a number of workshops for the team including team development for the global team in order to strengthen team cohesion and performance
 - Facilitated the Food Aid Working Group meetings in Lusaka in 2010 and Haiti in 2011
 - Led the Leadership team in spiritual retreats and the whole staff in teambuilding days in 2011, 2012, 2013 and 2014
- *World Vision Senegal*
 - Facilitated a process to develop a strategy for their Faith and Development team

Scripture Union International

- Facilitated an organisational redesign process with the International body during 2014 that led to a radical change in the structures of the organisation throughout the world
- Scripture Union – Africa Region: Facilitation of a re-visioning and strategic planning process for the Africa Region consisting of 42 national Offices in the Africa region

Regional Inter Agency Task Team on Children Affected by HIV and AIDS (RIATT)

RIATT is an alliance of organisations dealing with children affected by HIV and AIDS in the world. It is funded and driven by most of the leading agencies in the world including UNICEF, World Vision, REPSSI, Save the Children and Care.

- Lead facilitator for the 2008 Africa conference in Dar es Salaam which involved 250 delegates and a child participation process

ChildFund Zambia

- Facilitated a process with all of the staff to develop a theory of change

Christ Church Jerusalem and CMJ

- Conducted an organisational health assessment of CMJ
- Involved in an ongoing organisational development process including change management and strategy development processes
- Facilitated the process to appoint National Directors in 2009 and 2016

REPSSI

REPSSI is a regional programme aimed at equipping people to provide psychosocial support to children affected by HIV/AIDS, poverty and conflict in Eastern and Southern Africa

- Facilitated a workshop to develop a 5-year strategy for the organisation

Academic institutions and schools

University of Stellenbosch Business School – Executive Development

- David and Alison Newby are members of the visiting faculty of USB-ED and teaches courses in leadership and strategy, particularly with USB-ED's NGO clients

University of Stellenbosch Theology faculty

- David Newby was a co-founder of CFN, which was a Unit within the Theological Faculty of the University of Stellenbosch. The Unit was set up because it was recognised that the organisational development (OD) needs of churches, NGOs and Christian service organisations were different from those in the corporate sector and that new models needed to be developed for these sectors. In addition, CFN sought to develop a theological framework in which to do OD whilst learning from best practice in the OD field. This project was repositioned in the SEED Educational Trust in 2008 but there continues to be cooperation between SEED and the University:
- Developing training material and processes in the areas of Facilitative Leadership, Conflict Management, Change Management and Mentoring

- Project management of the Unit which involved setting up courses in 9 centres around the country
- Coordinating Training and development for the Unit to ensure that training courses meet the highest standards and achieve the objectives of the Unit
- Providing training in the areas of Facilitative leadership, Change Management, Mentoring and Conflict Management
- Lecturing in Change Management and Conflict Management for the Masters students in the MTh Development Studies course

Stellenbosch University Sports Performance Institute

- Facilitated strategy process and provided support to Director

University of the Western Cape

- Facilitation of team effectiveness workshop with the Mathematics department

Rustenburg High School for Girls

- Contracted to provide organisational development services to the school to help it finalise and implement its 5-year strategy
- Developed a proposal to secure funding from the Department of Education (R5m raised)
- Developed a business plan to secure a R10m bank loan. A R10m unsecured loan was obtained at a competitive interest rate

Rondebosch Boys High School

- Facilitated a visioning process
- Facilitated team effectiveness workshops for the senior management team
- Facilitated Diversity management processes for parents, old boys and staff

Rondebosch Boys Preparatory School

- Facilitated a strategy workshop with the entire staff team

Groote Schuur High School

- Facilitated a Theory of Change process with all of the staff over a period of 6 months

Get Smarter (University of Cape Town)

Get Smarter provides online learning and courses accredited by the University of Cape Town

- Course Instructor for the NGO Management and Leadership programme

International government

Local Government Association of Sweden

- Facilitated the partnership between the Swedish Local Government Association and the Serbian Local Government Association in Stockholm

South African government

Department of Health

- Facilitated the development of a nutrition strategy for South Africa with the Directorate of nutrition in a process funded by UNICEF

Provincial Administration of the Western Cape

(Work done as an associate of Mediation and Transformation Practice)

- Facilitation of the Transformation Forum of the Transport Branch

Private sector

PetroSA

- Conducted an organisational health assessment of the financial accounting division
- Leadership training of the management team
- Teambuilding and diversity management workshop for all the staff in the department

Deloitte South Africa

- Conducting a change management process following the resignation of one of the partners
- Conducting an organisational health assessment and producing a final report
- Leadership support to the new leader of the team

Syntell

- Mentors training for some managers and people involved in a Corporate Social Investment initiative

Digicape

- Conflict resolution training and facilitation for the Directors and Senior Managers

Santam

Adopt a Shop initiative in which established panel beaters are twinned with emerging panel beaters in African townships

- Training of mentors for entrepreneurs

Johnson Crane Hire

- Mediation of interpersonal conflict between employees

Metropolitan Life Asset Managers

(Working as an associate with Mediation and Transformation Practice)

- Facilitation of workshops with entire staff on attitudes to Black Economic Empowerment

South African NGOs

Habitat for Humanity South Africa

- Facilitated a strategy review and change management process to reposition HFHSA. Follow-up processes were conducted over a 5-year period
- Facilitated team effectiveness processes with the team over a period of 5 years
- Provided coaching to the senior management team

Early Learning Resource Unit is a large NGO with more than 35 staff based in Cape Town and working nationally in the area of Early Childhood Development. From October 2002 until February 2004 we were contracted to provide the following services to ELRU:

- Conduct an audit of the health of the organisation and to develop strategies for sustainability.
- Conduct interviews with more than 30 members of staff to establish the organisational climate and receptivity to change
- Facilitate a complete restructuring of the organisation to improve efficiencies and effectiveness
- Facilitate a number of processes to assist the organisation to develop a “competitive edge” in their field.
- Provide ongoing job coaching to the Director during the restructuring process.
- Assist with the redrafting of all job descriptions and profiles
- Act as an independent HR consultant on behalf of their board for job interviews during the restructuring process

Pinotage Youth Academy

- Provided leadership development training to groups as part of the academy programme

Home from Home

- Facilitated strategy processes with management and the Board

Christian Literature Fund

- Facilitated personal effectiveness workshop with the staff including Insights profiles

Investments for Africa

- Training of mentors for entrepreneurs

SEED Educational Trust is a charitable Trust that runs leadership development programmes in the education and non-profit sector in South Africa. David Newby is the managing trustee for the Trust and his work involves the following activities

- Running the Trust and the activities of the Trust
- Fundraising for the Trust
- Training in Facilitative Leadership for the Schools Leadership Programme (SLP) which develops leaders in schools and management in the Western Cape, Eastern Cape and Limpopo
- Conducting team performance assessments in participating schools in the SLP
- Development of training materials for SEED including courses in
- Facilitative leadership
- Facilitation
- Conflict resolution
- Mentoring

Work for You

Alison Newby co-founded this NGO that provides employment opportunities for intellectually challenged young people. She has continued to provide mentoring and support to the management team.

You and Your Money is an NGO working with people struggling with household debt

- Conducting a social Impact Study
- Conducting an organisational health assessment
- Facilitating organisational development processes for the organisation
- Assisting with redrafting of all job descriptions and profiles
- Ongoing Job coaching for the Director of the organisation
- Development of measurement tools for training courses

Scripture Union South Africa

For the period 2002-2003, we acted as consultants to Scripture Union assisting them in developing an internal monitoring and evaluation system for their fieldwork. This contract grew to include:

- Facilitation of visioning and strategic planning for the National Directors
- Facilitation of a planning process to develop new strategies for fieldwork.
- Job coaching for the National Fieldwork Director

The Warehouse Trust is a project of St John's Parish Wynberg working in the area of community development with particular focus on unemployment and HIV/AIDS

- Facilitation of 2 Job creation summits run over 3 days. One was run in the parish and the other in Mannenberg
- Training of the staff in Change Management
- Job coaching and spiritual direction with the Director

SHADE is an inner-city project working with refugees

- Organisational development work from the inception of the organisation right through to registration as an NGO

Oranjekloof School Appeal Trust, serving a school in Imizamo Yethu in Hout Bay

- Project Management services
- Development consultant services
- Fundraising

Learn to Earn

- Mediation
- Job coaching and Spiritual Direction with the area manager

Little Stream Conference Centre

- Mediation process

Stepping Stones Children's Centre

- Organisational development process
- Redrafting of constitution
- Staff contracts
- Development of fundraising strategies

Christ Church Kenilworth

- Job Coaching with the Rector
- Organisational Health audit

- Facilitation of a restructuring process
- Mediation processes

St John's Church, Wynberg

- Job coaching with rector
- Consulting work around managing size transition
- Conducted an organisational review and facilitated a process to restructure and reposition the Parish

Sea Point Congregational Church

- Conducted mediation process

My Child has Cancer Trust

- Facilitated a strategy process for the Board and management

Pat Kelly Bible College

- Facilitation of process to develop vision and Key Focus Areas

South African Christian Leadership Assembly

- Facilitation of the Political Leaders track at the conference

[More information](#)

A list of contact people and details of our clients is available upon request.