

# Interview with manager of not-for-profit organization

Business



**ASSIGN  
BUSTER**

Interview with Top Management BY YOU YOUR SCHOOL INFO HERE HERE

Interview with Top Management An interview was conducted with an Officer in the Salvation Army, commissioned and ranked representatives of the organization. Officers in the Salvation Army have considerable authority in the chain of command, serving as ordained ministers in the Christian church. Michael Black, a colonel Officer, sustains the role of international management accountant, a role in which the Officer determines cost allocation in operational strategy. Black is a local and international representative leading the budget office who seeks consolidation strategies for cost recognition. Under-performing branches of the Salvation Army unable to procure adequate financial donations or those unable to sustain their expenditures are shifted under the jurisdiction of the colonel Officer to create turnaround strategies.

Black indicated that his role in management accounting consists of determining new and innovative food distribution networks and also establishing local partnerships with various vendors that supply in-house materials for homeless services. At the Salvation Army, it is not cost effective to maintain an in-house transportation fleet, therefore the majority of Black's daily activities include supply chain contractual bargaining with vendors.

Strategic leadership at the executive level provides the colonel with quarterly projections related to the budget whereby Black must determine how best to allocate resources in a variety of operational areas. These areas include, along with homeless services, administrative services costs, food and recreation, inter-office technologies coordination, and educational systems procurement. It is a highly diverse position offering opportunities for

business travel and one that is highly visible in various governing boards at the organization.

The most interesting research results achieved that were associated with the Salvation Army and its organizational mission was the depth to which psychology is utilized as part of regular communications between mid-management team members and lower-level support groups. Officers in the Salvation Army are trained in a variety of psychological theories, especially foundational ones such as Maslow's Hierarchy of Needs and Social Learning Theory. The Salvation Army believes that individuals being helped by the variety of services available lack fundamental securities associated with physiological needs and self-esteem development. Therefore, communications processes between managers and serviced individuals are highly strategized. They are trained in transformational leadership style where they are inspired to promote mission and vision principles throughout the organization, attempting to gain followership through emotional appeals. Black indicated that many people being assisted by the organization need camaraderie in order to regain mastery of their lives, thus the social environment is considered vital to spiritual and emotional healing by those in need. Family-based principles and philosophies are to be reiterated by the Officer at this level by which it is hoped that motivation, dedication and loyalty to the organizational mission can be accomplished. Though a centralized organization, the leadership uses a variety of mental mapping techniques used in order to develop an appropriate team environment where social intimacy is a paramount objective.

Appendix A:

## Interview Questions

1. What is your position and role at the Salvation Army?
2. How does your position role impact daily operations at the organization?
3. What strategies have been developed when working with lower-level employees under your authority?
4. What strategies are used with individuals needing assistance services?
5. How is the organization structured?
6. Are there any operational components (such as marketing function) that you have direct influence upon? If so, what might they be?
7. Do you have any favorite job role activities that you prefer being involved with most? What might they be?
8. What do you consider to be your own, personal mission and vision within your job role?