



Clarity in Transition. Growth with Purpose.

From Chaos to Clarity:

Building Operational Structure at a Dual-Entity Non-Profit



THE SITUATION

A mid-sized Canadian non-profit with a for-profit subsidiary had grown quickly — but without the structure to match. Both entities operated with shared resources and no middle management layer. Leadership was caught between two modes: running the day-to-day and trying to steer the organization forward. In practice, they could only do one.

The result was a busy, talented team with no shared visibility into over 100 active projects, unclear accountability, and executives too embedded in delivery to ever pull back and work on the business itself.

WHAT WE DID

The first priority was creating visibility. An integrated project management system was implemented across both entities — which sounds straightforward, but the real work was in what the implementation forced: documenting how work actually happened.

For the first time, leadership could see the full picture of what was being delivered, by whom, and at what cost in time and resources. That documentation process revealed more than just workflow. It surfaced which services were well-defined and repeatable — and which ones weren't. It exposed resource bottlenecks and gaps in staff capability and gave leadership the data to make structural decisions with confidence rather than instinct.

- ▶ Leadership gained clear line of sight into 100+ projects — enabling proactive planning for training, events, and resource allocation.
- ▶ The organization identified a service offering that couldn't be properly defined or priced, and made the deliberate decision to discontinue it, freeing up capacity for higher-value work.
- ▶ Remaining services were documented, consistently scoped, and properly priced — improving both margin and client communication.
- ▶ Project delivery became predictable: teams could estimate timelines accurately and anticipate what would affect them.
- ▶ Headcount decisions for each entity could be made on actual workload data rather than gut feel.
- ▶ With delivery handed off to a capable, structured team, executives were finally able to step out of the day-to-day and focus on organizational strategy.

“The goal wasn’t just to implement a tool — it was to help leadership finally understand what their organization was actually doing, and build the structure to scale it intentionally.”

— Zakeana Reid, Founder, Elios Collective

Sound familiar?

If your organization is growing faster than its structure — or your leadership team is too buried in delivery to focus on what’s next — this is exactly the work Elios Collective does.

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