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Washington, DC 2021

CASE STUDY

CLIENT NAME:

GLOBAL RESPONSE MANAGEMENT

TESTIMONIAL

"We were losing good people. If you see that happening in your organization, or you get the sense that that's going to be happening soon, bringing in L-12 Services is very beneficial to the survival of your organization.

We were able to bring back everybody except two poor performers and everybody that we brought back has been a consistent teammate stepping up in incredible ways."

Blake Davis
Chief Program Officer



ABOUT THE CLIENT:



Global Response Management (GRM) is a veteran-led international NGO providing emergency humanitarian medicine to vulnerable populations displaced by conflict, war, or disaster.

The organization began in Mosul, Iraq, where Founder Pete Reed developed the critical infrastructure and operational plans for implementing 16 trauma stabilization points. His work resulted in life-saving medical aid to over 10,000 civilians injured during the fight to remove ISIS. GRM is present in Iraq, Yemen, Bangladesh, Mexico, Syria, and they currently provide humanitarian support in Ukraine and Poland.

Pete Reed was killed on February 2, 2023, performing humanitarian aid in Bakhmut, Ukraine.

THE CHALLENGE

The GRM team worked in crisis conditions globally, suffering from **burnout, disorganized communications channels, and unclear gates of responsibility.**

Unsurprisingly, individuals were “stepping all over each other” trying to solve problems with little time to communicate.

Without the ability to access innovative ideas from the team or time to organize the information into well-crafted workflows, **day-to-day work was chaotic and ineffective.**

For these reasons, **attrition was high, and job satisfaction was low.** Many on staff were looking for other opportunities with “one foot out the door.”

OUR APPROACH

- L-12 Services held individual interviews and focus groups with the teams to mine both challenges and solutions, while simultaneously focusing on relationship development and trust-building exercises.
- We reframed the emphasis from “culture” to “community” and drilled down on messaging about collaboration for team effectiveness.
- We developed reporting structures designed to function for domestic and international teams, streamlined workflows, updated job descriptions, and reduced the number of communications platforms.
- We did not rely on a standard meeting schedule, but rather created a single source of truth where all information could be housed and accessed from the field.
- We created a custom communications policy to funnel specific information onto designated channels.

THE OUTCOME

GRM was able to increase job satisfaction, build trust, and communicate effectively with a high level of transparency.

Our work contributed to improved resource distribution and tripled grant funding.

New hires and highly skilled veterans who had previously left the team are now operating in an environment where clarity is the highest priority. **They understand how to do their jobs, where they should focus, and what is expected.**

GRM has successfully partnered with government agencies around the globe, providing pre-hospital care and pediatric surgical support during the Ukraine invasion.

