

CASE STUDY 2026

NONPROFIT ORGANIZATIONS

Recruitment of Chief Financial Officers in Nonprofit Organizations (NPOs)

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CONTEXT

Nonprofit organizations play an essential role in our communities by advancing missions that create significant social value. Today, many of these organizations manage large-scale operations, substantial budgets, and diverse activities, requiring strong governance and rigorous financial management.

01 CASE 1

Founded to combat food insecurity and support vulnerable populations, this organization has grown to become one of the largest food banks in Canada.

Through an extensive network of more than 290 community organizations, it collects, stores, and distributes food and essential products to individuals and families in need. Each year, it redistributes more than 23 million kilograms of food and essential products, representing a value of nearly \$187 million, and contributes to fulfilling close to one million requests for food assistance every month.

02 CASE 2

A major player in Quebec's social economy, this organization's mission is to support the socio-professional integration of individuals facing barriers to employment, while actively contributing to environmental sustainability through the reuse of consumer goods.

Each year, more than one million donors support its activities, helping divert millions of kilograms of clothing and household items from landfills. Its network includes more than 70 service locations and employs over 1,700 people across Quebec.

CLIENT NEEDS

01

FINANCIAL LEADERSHIP TRANSFORMATION

Facilitate the evolution of the finance function through the appointment of a strategic leaders who can partner effectively with senior leadership and support the organizations' long-term development.

02

SYSTEMS AND PROCESS MODERNIZATION

Drive process improvement and the modernization of management systems, including ERP initiatives, to enhance operational efficiency and strengthen organizational performance.

03

FINANCIAL MANAGEMENT AND GOVERNANCE OF STRATEGIC INITIATIVES

Provide strong financial stewardship for budgeting, investments, and capital projects, while enhancing governance frameworks and financial controls to support the organization's strategic objectives.

04

ORGANIZATIONAL CHANGE LEADERSHIP

Lead organizational change efforts by promoting team engagement, driving continuous improvement, and aligning financial operations with strategic objectives.

KEY SEARCH CHALLENGES

01

RECRUITING A FINANCIAL LEADERS FOR LARGE-SCALE NONPROFIT ENVIRONMENTS

Identify candidates with experience in complex organizations of comparable scale, while demonstrating a genuine commitment to a mission-driven environment and the ability to thrive within the unique realities of the nonprofit sector.

02

BALANCING FINANCIAL EXPERTISE WITH AN UNDERSTANDING OF UNIQUE BUSINESS MODELS

Identify executives able to operate effectively within hybrid organizational models that combine commercial activities, government funding, philanthropic partnerships, and fundraising initiatives, while bringing the strategic financial leadership needed to support long-term sustainability and growth.

03

BALANCING STRATEGIC VISION WITH OPERATIONAL EXCELLENCE

Attract finance executives who can provide strategic leadership to the executive team and Board while maintaining a strong focus on financial operations, governance, and organizational performance.

04

ENSURING ALIGNMENT BETWEEN CANDIDATE PROFILE AND SECTOR REALITIES

Attract finance leaders able to leverage experience from corporate or institutional settings while adapting to the financial complexities, resource constraints, and social impact objectives that characterize nonprofit organizations.

OPPORTUNITIES

The mandates provided an opportunity to recruit a finance leaders with the ability to have a direct impact on the organizations' evolution. Beyond financial management, this provided the opportunity to:

- 01 Play a key role in shaping the organization's strategic direction**
- 02 Support significant transformation initiatives, including the modernization of systems and management practices**
- 03 Leverage their expertise to advance organizations that generate tangible and sustainable social impact**

SOLUTIONS

To meet the requirements of the mandates, we adopted a targeted search strategy focused on finance executives with experience in complex, multi-site organizations, while also demonstrating an understanding of the unique realities and challenges of the nonprofit sector.

Our assessment process evaluated both technical and strategic competencies, as well as candidates' ability to lead change, manage diverse stakeholder groups, and operate effectively in environments that balance financial rigor with a strong social mission.

This approach enabled us to identify leaders capable of combining strategic vision, operational excellence, and a genuine commitment to advancing the organizations' mission.

SOLUTIONS

▶ Targeted Executive Search

FOCUSED ON TRANSFERABLE SKILLS AND HIGH-IMPACT POTENTIAL

Given the limited pool of candidates who combined senior financial leadership experience in complex organizations with direct nonprofit sector expertise, we adopted an expanded market-mapping approach. We targeted finance executives from multi-site organizations, regulated industries, and similarly complex operating environments, while assessing their ability to apply their expertise within a mission-driven context.

This approach enabled us to identify leaders capable of navigating diverse funding models, supporting organizational transformation initiatives, and helping drive sustainable growth within financial environments that differ significantly from those of traditional private-sector organizations.

▶ Comprehensive Assessment

DESIGNED TO ASSESS LEADERSHIP, CULTURAL ALIGNMENT, AND CAPACITY FOR TRANSFORMATION

Beyond technical expertise and professional experience, our assessment process was designed to evaluate candidates' ability to serve as true strategic partners to the executive team and Board of Directors. Particular attention was given to their capacity to provide inspiring leadership, support organizational transformation, and engage effectively with a diverse range of stakeholders.

We also assessed alignment with the organizations' mission and values, as well as each candidate's ability to balance financial rigor with a commitment to social impact. This approach enabled us to present leaders who combined strategic vision, operational excellence, and strong cultural alignment.

OUTCOMES

01

Recruitment of Finance Leaders Highly Aligned with Organizational Needs

The mandates led to the successful placement of finance leaders whose experience, leadership style, and capabilities closely matched the organizations' requirements. These individuals brought the strategic vision needed to lead transformation, strengthen organizational performance, and support continued growth and evolution.

02

Alignment of Leadership Style and Cultural Fit

Beyond technical qualifications and career achievements, we carefully assessed each candidate's values, leadership approach, capacity to mobilize stakeholders, and commitment to the organizations' mission. This emphasis on cultural and leadership alignment helped foster successful integration and long-term contribution.

03

Strategic Guidance for Executive Leadership Teams

We supported leadership teams in evaluating candidates through a comprehensive assessment of their potential for success. This approach helped identify the individual best positioned to create long-term value for each organization, going beyond professional credentials and the prestige of previous employers to focus on overall fit, leadership potential, and organizational impact.



Let's Connect

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